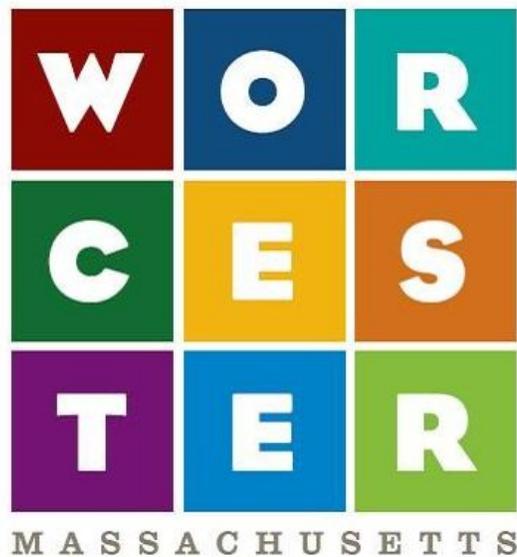


# CITY OF WORCESTER



Fiscal Year 2014

Annual Budget

Michael V. O'Brien, City Manager

Worcester, Massachusetts

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Michael V. O'Brien  
City Manager

CITY OF WORCESTER

May 14, 2013

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I am pleased to forward to your Honorable Body my recommendation for the City's \$564 million dollar Fiscal Year 2014 Annual Budget. This recommendation achieves a true balance among the City's real and shared priorities. It is a reflection of the collective progress we continue to make and recognizes the deep crisis from which we have emerged. It is through the hard work of the last several years - making difficult choices, introducing innovative initiatives, identifying new efficiencies and reforms - that put us in a position to be able to present this realistic FY2014 Budget Recommendation that stabilizes essential City services.

In March 2013, I presented to you our projected revenue and expenditure challenges and forecasted a \$5.8M FY2014 budget deficit. We have carefully managed to close this budget deficit over the last couple of months, requiring some tough decisions, prioritizing between operational needs, and deferring deposits to address important unfunded liabilities.

We were able to apply fiscal year-to-date revenue information and were able to adjust FY2014 estimates for unrestricted State Aid, Property Taxes, and Local Receipts. For the first time since the Great Recession, our State Aid revenue line item is projected to increase (based on the House FY2014 Budget Recommendation). We made adjustments for more promising estimates in Property Taxes from New Growth; and recognized improving trends in Motor Vehicle Excise revenues. These overall revenue adjustments improved our FY2014 projections by \$2.7M (from a \$6M deficit to \$3.3M). I also had to make the difficult decision to defer our first annual deposit into the OPEB Trust Fund for FY2014, further reducing the deficit by \$1.8M (from a \$3.3M deficit to \$1.5M); and reduced the original Contingency Fund line item from \$2M to \$1M, closing the budget deficit by another \$1M (from \$1.5M to \$500,000). The balances to address the remaining \$500,000 deficit came from a combination of factors updating vacancy

calculations for public safety departments based on likely and known retirements and reducing our contributions to the Capital Campaign Stabilization fund to the level of the debt service due from that account only, as prescribed by the Five Point Financial Plan. These collective changes are done with the confidence in known budgetary trends and sound financial management.

The FY2014 Budget Recommendation appropriates \$564M in revenues as follows: \$326.4M (58%) to fund Education including Worcester Public Schools and Charter and Choice School Tuition; \$123.4M (22%) to fund City Departmental Operations; and \$114.2M (20%) to fund City Fixed Costs (Debt, Pensions, Health Insurance, etc.).

<u>Category</u>	<u>FY13</u>	<u>FY14</u>	<u>Change</u>	<u>%</u>
Public Education	314,153,474	326,399,763	12,246,289	3.9%
City Services	235,111,139	237,594,333	2,483,194	1.1%
<b>Total</b>	<b>549,264,613</b>	<b>563,994,096</b>	<b>14,729,483</b>	<b>2.7%</b>

The FY2014 Budget Recommendation represents a 3.9% increase in funding for Education, a \$12.25M addition for the operations of our Public Schools. The City-side budget grows at 1.1%; an increase of \$2.48M. Combined, the City's budget is growing at 2.7%; an increase of \$14.73M from the following revenue sources:

<u>Revenues</u>	<u>FY13</u>	<u>FY14</u>	<u>Change</u>	<u>%</u>
Property Tax Levy	236.7	245.8	9.2	3.9%
State Aid General City	38.3	39.1	0.8	2.1%
State Aid Education	210.4	219.7	9.3	4.4%
State Aid Charter Schools	4.2	3.5	(0.7)	-15.9%
State MSBA	15.2	15.2	-	0.0%
Local (Permits/Motor Vehicle)	39.0	39.4	0.4	1.0%
Other Available Funds	1.17	1.21	0.0	3.7%
Free Cash	4.3	-	(4.3)	-100.0%
<b>Total Revenues</b>	<b>549.3</b>	<b>564.0</b>	<b>14.7</b>	<b>2.7%</b>

The marginal 1.1% year-to-year City-side budget growth does not adequately address our fixed costs increases, creating a significant challenge and requiring us to make difficult choices to prioritize operational needs. Following years of reform, our Health Insurance trends are beginning to climb again with conventional plan premiums growing at 9%, (or \$1.6M of additional costs to City-side). In addition, our required pension contributions for the City-side are increasing by 8% (or \$1.5M) in FY2014. We must also prepare for the realities of Federal Sequestration and Federal funding cuts. Therefore, the Budget Recommendation is presented with a reduced dependency on Community Development Block Grants funds by \$350,000 within City Departments such

as Economic Development and Inspectional Services. This reduction in Federal funds is addressed through new tax-levy appropriations to these respective accounts.

Despite these mounting fixed costs, we must provide for operational and departmental needs in order to properly deliver services to our citizens. The FY2014 \$2.48M City-side year-to-year funding growth will be used for vital departmental needs and staffing in line with our priorities. In addition, we must maintain our commitment to reserve building and adhere to the City's Five Point Financial Plan (FPFP). Accordingly, the Recommendation maintains our annual commitment to increase the Snow Removal Budget by 10% and continues to commit to appropriating 50% of net Free Cash to reserve building and 30% of net Free Cash to the City's OPEB Trust Fund. This FY2014 Budget Recommendation also includes establishing a small contingency fund to be used for unforeseen expenses such as extraordinary Police Overtime, excessive snowfall, potential shortfalls in state or local revenue projections, as well as a means to fund employee wages as collective bargaining agreements are reached.

As noted, I have reduced the contingency by \$1M to balance this Recommendation. We will, as always, manage the City's finances hour to hour, day to day, month to month and year to year as our citizens and owners do for their finances at homes and in their businesses. This level of control and insight allows for quick adjustments as required. The recent past finds Mother Nature's wrath to be more predictably unpredictable and far more intense. We will adjust operations and service levels accordingly in the event that we deplete or exhaust the recommended \$1M contingency for what will be "expect the unexpected" and "plan for the worst and hope for the best."

The highlights of the FY2014 Budget Recommendation include:

### **Public Education**

The FY2014 Budget Recommendation includes increased funding of \$12.25M for Public Education. Per Massachusetts General Law, the City is responsible to fund schools as defined by Chapter 70 and applicable chapters and sections. Our desire to provide funds to Worcester Public Schools (WPS) goes well beyond legal requirements for the quality of our public education defines our quality of life here and our overall future as well. The FY2014 Recommendation directly increases WPS funding by \$12M, reducing our carryover deficit for Net School Spending by more than \$434,000 (from a deficit of \$862,000 to \$428,000). The Recommendation also absorbs the growing cost of non-Net School Spending within the WPS by adding an additional \$870,000 for items such as transportation, crossing guards, and leased space, which do not count toward the State's net school spending formula.

In this world of competing City priorities, I was required to make the difficult decisions to delay the new and much needed Police and Fire recruit classes from July 1, 2013 to September 2013 or later in order to achieve this funding level for WPS. This was not an easy decision to make for the manpower requirements in these public safety departments are great and immediate. I am very confident these departments will maintain the public safety of our community at all times.

### **Public Safety**

This FY2014 Budget Recommendation places a firm priority on public safety. Historic low staffing levels remain a true concern despite the recent addition of 17 new police officers. There can be no doubt that before any other City priority can be achieved, the overall safety of the City must be realized. This Budget Recommendation calls for new recruit classes for both the Worcester Fire Department (WFD) and Worcester Police Department (WPD). A WFD recruit class of 20 firefighters will offset upcoming retirements, will maintain current manpower levels, will preserve grant funding and will reduce overtime obligations. A WPD recruit class will add 25 officers to patrol our streets. This recommendation is in lock-step with all the professional police efforts to date to realign Department with the number one goal to increase patrol/front line police resources in our neighborhoods and throughout the City.

### **Public Works and Parks**

The FY2014 Budget Recommendation plans for the transition of the City's Department of Public Works and Parks (DPW&P) with organizational and structural changes necessary for a smooth transition as our current DPW&P Commissioner prepares to retire. The Budget Recommendation will include a new-six month position titled "Deputy Commissioner" that will allow me to fill this on July 1, 2013 with the individual I expect to fill the Commissioner's role on or about January 1, 2014. I am also recommending changes within the FY2014 Budget that will exhibit the additional workloads that will need to shift to existing management positions in DPW&P. All these changes, including the addition of the Deputy Commissioner position, will be budget neutral. The Budget also addresses the need to increase the line positions in Streets Operations and Parks services as we continue to invest in our infrastructure to attract new development opportunities.

### **Worcester Public Library**

The FY2014 Budget Recommendation restores services at the Worcester Public Library. The Library will continue to operate on Mondays, some evenings, and most

Sundays thanks to the additional investments within this Budget. “Libby”, the innovative and state-of-the-art mobile library, will continue to expand its services to give residents unprecedented access to the Worcester Public Library materials and technology. The Library budget includes organizational recommendations by the Head Librarian that will allow for improved customer service and Library amenities. The implementation of the RFID (Radio-frequency identification) and the AMH (Automated Materials Handling) systems are two examples of how the library is able to redirect its labor force to increase valuable contact with its customers and expand its hours to include additional days and evenings. Initial plans for the expansion of our Public Library's programming further out into our neighborhoods, making them even more accessible for all of our citizens and students, will also begin in FY2014. These new services will complement and enhance the mobile library's and library branches' operations.

## **Public Health**

The FY2014 Budget Recommendation builds on service delivery in public health as we strive to become a national model for the structure of an accredited, regional Public Health Department. Last December, the Division of Public Health (DPH), in partnership with UMass Memorial Medical Center and Common Pathways, announced the completion of the Greater Worcester Community Health Improvement Plan (CHIP). The CHIP is a comprehensive, strategic framework for identifying and linking community assets, leveraging expertise and resources, and enhancing initiatives already underway - all to create a region which is healthy, prosperous, and sustainable. The CHIP is the strategic plan the DPH will utilize as they work to attain the goal of “Healthiest City in New England” by the year 2020. The role of the Director continues to expand as the Division grows with its regional partners in order to address the additional initiatives, services and programs. The Budget Recommendation includes funding for needed management coverage in the Region as well. These costs are paid directly by the towns for the services provided within their jurisdictions.

## **Other Recommendations**

The FY2014 Budget Recommendation establishes a City Division of Energy and Asset Management to supervise the City's ongoing energy efficiency measures and oversee City facilities, beginning with City Hall, the Library, the Senior Center, Inspectional Services and Union Station. The City will more efficiently manage existing resources by reallocating from other City departments into a centralized division, using specialized expertise to address problems as they arise, and allowing operational departments to focus on their core mission. We expect to realize cost savings over time.

We can take a measure of pride in the stable budget presented here. It is balanced fiscally and operationally, providing the necessary resources for all our shared public priorities. The challenges ahead, however, are real. As you are aware, we continually manage our City finances over a five year forecast. For FY2015, we currently project a deficit of \$10M as we anticipate the loss of nearly \$4M in recurring revenues as reimbursements for certain school building projects come to an end and the loss of \$1M in Urban Renewal Reimbursements. We face the continued escalation in our pension system costs (estimated at 6% increase for FY2015), health insurance cost escalation (estimated at 8% increase in FY2015), in addition to growth in debt service and snow removal costs. At the same time, we can project only modest growth in unrestricted State Aid based on current trends.

Our unfunded liabilities, if not tamed or funded, will simply consume our capacity to provide services in the future. We must continue to find new ways of doing business in order to provide fundamental services to our citizens. Last October, two of the three independent credit rating agencies upgraded the City or Worcester's municipal bond ratings, a third reaffirmed its rating with a stable outlook. Just this week, our bond ratings were affirmed again (refunding), which is clear proof that our financial management is strong and we are on the right track. However, we are deferring our FY2014 deposits to the OPEB Trust Fund (\$1.8M City, \$3.0M WPS) in order to relieve other budgetary pressures.

This action instead redirects these funds to the WPS classroom, fulfills our promise for new public safety recruit classes, and addresses fixed costs and other critical departmental needs. Indeed, we have not met our pledge to make an operational deposit to this OPEB Trust Fund in this FY2014. I am not pleased but these are the challenges with funding legacy liabilities from decades ago. It is actually a \$20M deposit into the OPEB Trust Fund that is required annually to begin to address the \$656M unfunded liability. Think of the devastating service and staff cuts required in WPS and the City (60% WPS/ 40% City) to achieve this deposit – just to fund future, growing liabilities for retiree health care costs. Think of it in these simpler terms – it was a choice for me between funding a class of 25 much needed police recruits in FY2014 or making a \$1.8M deposit into the OPEB Trust Fund.

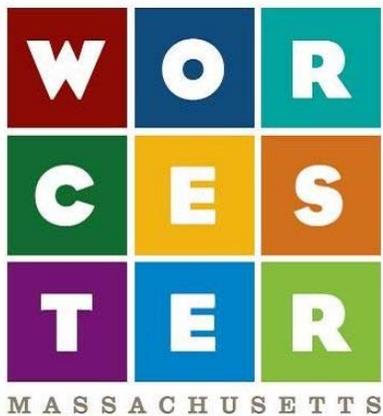
In the long run, difficult decisions like this will have costly results in future budgets by requiring us to divert more and more of our limited operational dollars to skyrocketing retiree health insurance costs. Therefore, it is my full intention to recommend any new or unanticipated funds, such as unanticipated increases in unrestricted State Aid from final State FY2014 budget actions, to fulfill our commitment to make this OPEB Trust Fund deposit for FY2014.

I am grateful for all the leadership, support and guidance of your Honorable Body in shaping the priorities of this community as reflected in this Recommendation and respectfully request your adoption of the Fiscal Year 2014 Budget Recommendation as presented in the Line Item Budget.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Michael V. O'Brien", with a long horizontal flourish extending to the right.

Michael V. O'Brien  
City Manager



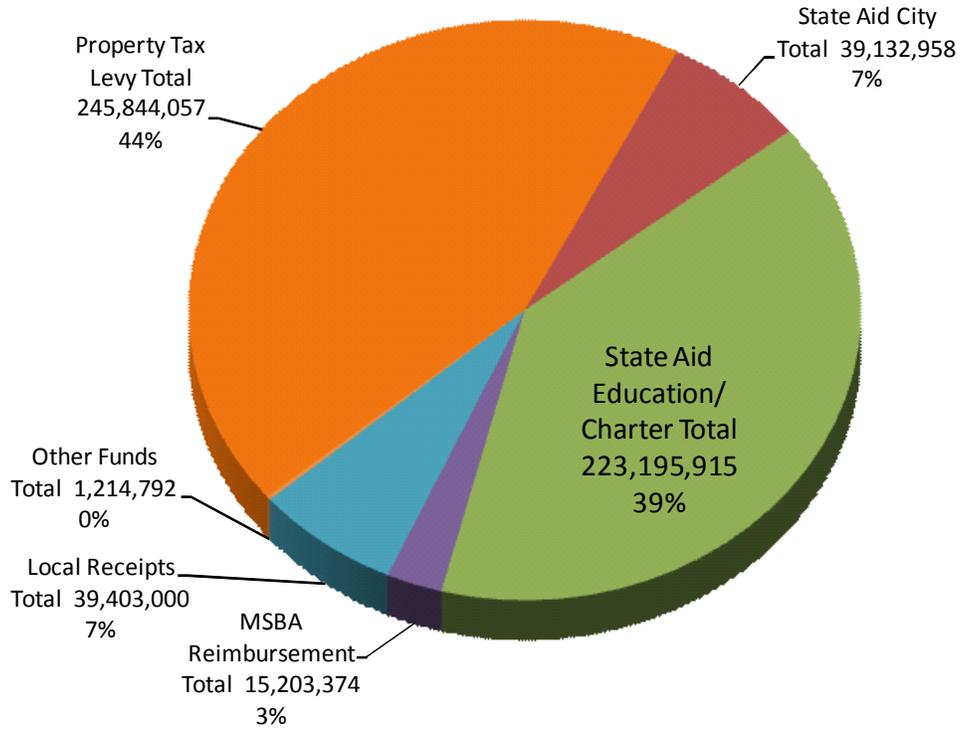
## **Fiscal Year 2014 Budget Financial Plan Revenue and Expenditure Overview**

The Fiscal Year 2014 recommended budget is balanced and uses no one time revenue sources. 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.

### **Revenue Overview**

The Fiscal Year 2014 budget is funded through \$563.9M in revenues. This is comprised of \$245.8M in property taxes, and \$39.1M in State Aid for City operations, \$223.2M in State Aid for Education, including \$3.5M in Charter School reimbursements. These amounts are based on the Local Aid proposal included in the final House Budget for Fiscal 2014. Other revenues include \$15.2M in MSBA reimbursements for schools construction, \$39.4M in local receipts, and \$1.2M in other available funds. The revenue projection retains \$10M in unused tax levy capacity, unchanged from Fiscal 2013.

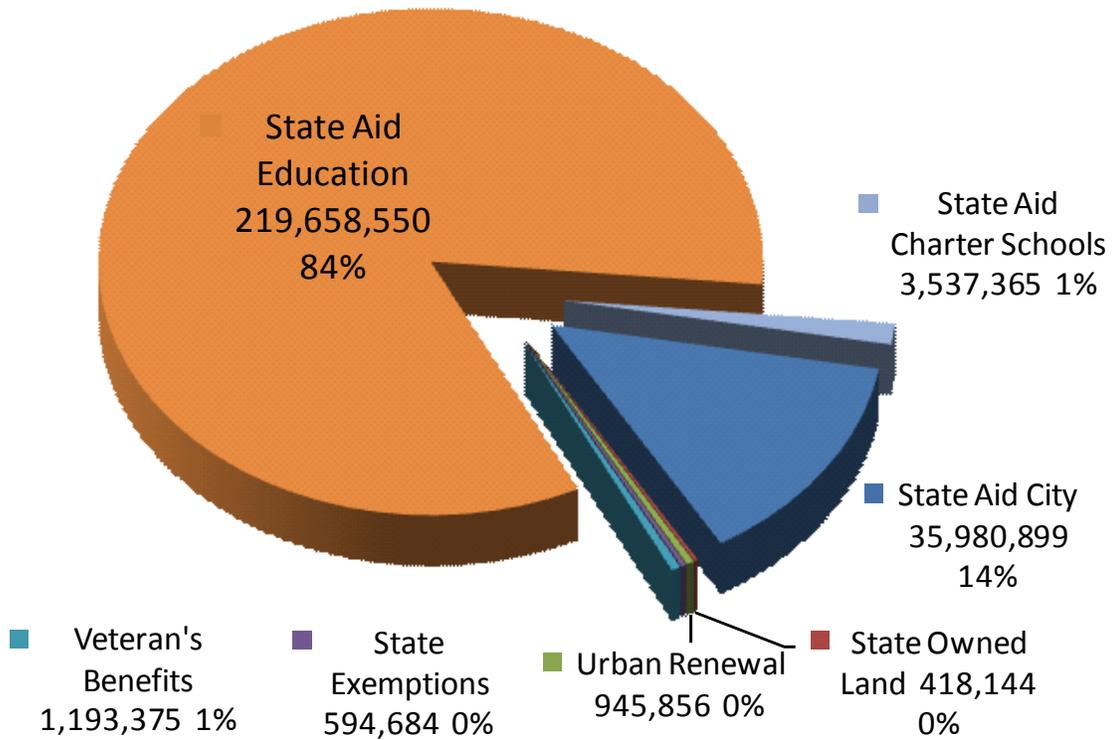
**FY2014 Budget**



**State Aid (Cherry Sheet)**

The Cherry Sheet is the name of the official document used by the Commonwealth of Massachusetts to inform cities and towns of the estimated receipts from the Commonwealth for Unrestricted General Government Aid, Education Aid and other state-determined revenue categories. It also informs cities and towns of some anticipated intergovernmental charges, for instance the charges for support of regional transit and charges for Charter School tuition. These amounts are subject to change based on the final budget for the Commonwealth. The following table and chart illustrates the breakdown in categories of State Aid Funding.

### State Aid Totals



#### State Aid Overview and trends

The Fiscal 2014 budget proposal includes estimates for State Aid based on the final House Budget. The chart above indicates the breakdown of state funding among the aid categories since Fiscal 2008. 84% of the City’s aid from the state is directed toward public education. 14% is allocated for direct general government aid.

State Aid Category	FY08 Actual	FY14 Budget	FY08 to FY14 %
<b>Education Aid</b>	<b>179,107,581</b>	<b>223,195,915</b>	<b>24.6%</b>
<b>State Aid City Services</b>	<b>FY08 Actual</b>	<b>FY14 Budget</b>	<b>FY08 to FY14 %</b>
General Revenue Sharing	51,721,578	35,980,899	-30.4%
Urban Renewal	2,410,000	945,856	-60.8%
Veteran's Benefits	347,564	1,193,375	243.4%
Vet/Eld Abatements	668,998	594,684	-11.1%
State Owned Land	615,428	418,144	-32.1%
Regional Lib	119,655	0	-100.0%
Quinn Bill	2,190,117	0	-100.0%
<b>Total State Aid City Services</b>	<b>58,073,340</b>	<b>39,132,958</b>	<b>-32.6%</b>

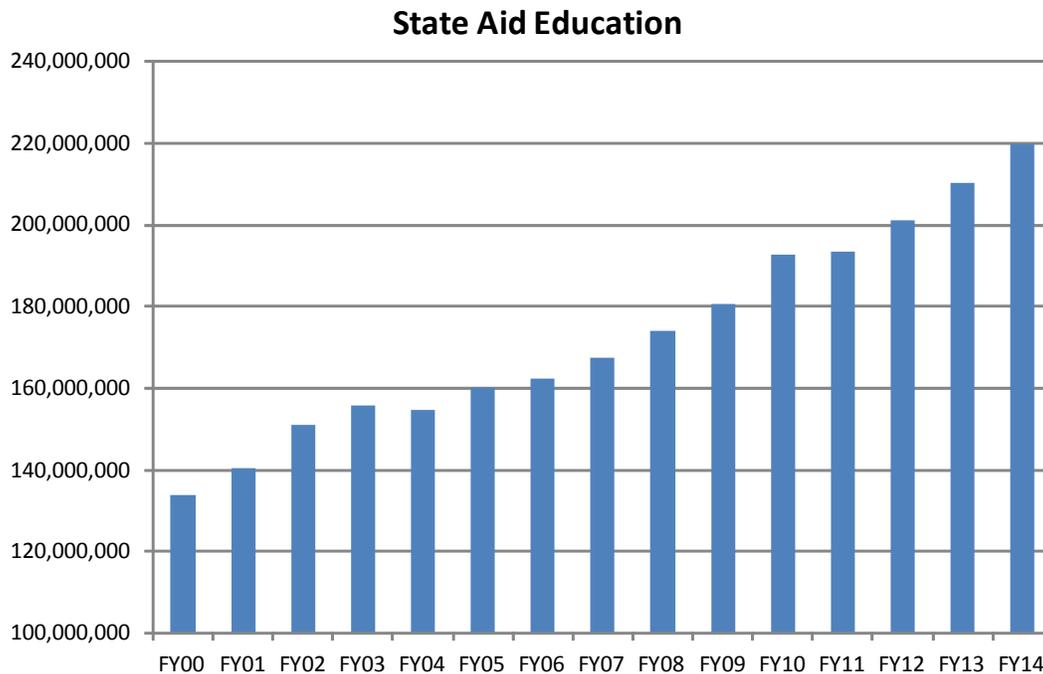
The table above shows the general trend since Fiscal 2008 for state funding for the City of Worcester. Over this period, Education aid has increased by 24.6%. The trend for state aid to

support general municipal services over this period has shown a deep decline, an overall reduction of recurring revenue of 32%, or \$19M.

**State Aid Categories**—The following describes each of the line items on the Cherry Sheet, the state aid amounts anticipated by the City for Fiscal 2014.

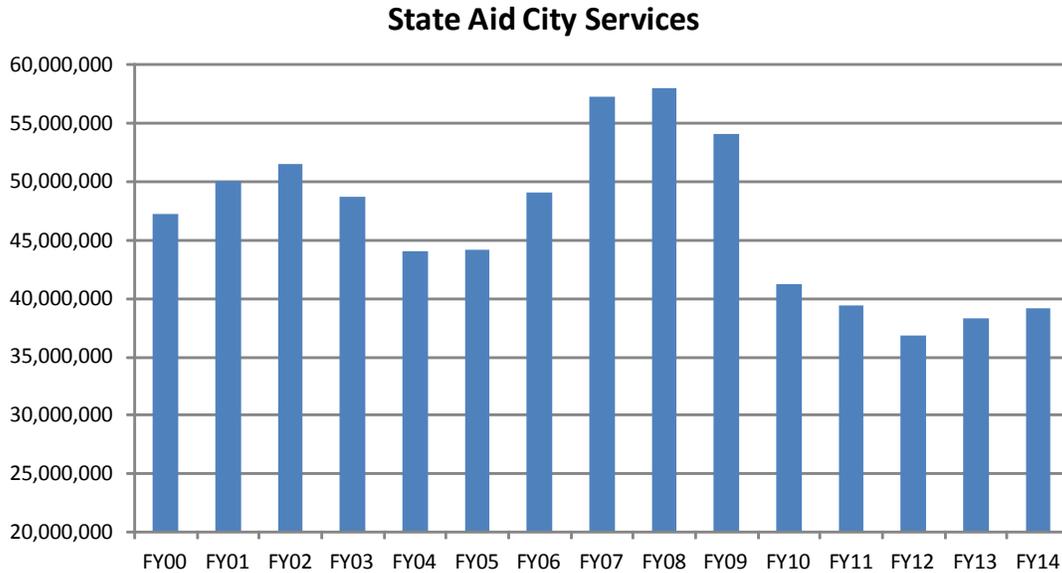
**Education Aid—Chapter 70**

Massachusetts General Laws Chapter 70 Education Aid provides financial assistance to cities and towns in order to promote the equalization of the burden of school costs across the state. Chapter 70 School Aid is based on a formula that generates a “foundation budget” representing the per pupil funding required to provide education per state law. The state then uses a separate formula to determine a locality’s required contribution for education from local revenues using the Department of Revenue’s Municipal Revenue Growth Factor (MRGF). The result of this formula is the City’s required contribution for education. The difference between the calculated “foundation budget” and the City’s “required contribution” is then funded with Chapter 70 Aid. Education Aid for the Worcester Public Schools is projected to be \$219,658,550 for Fiscal 2014.



**Unrestricted General Government Aid**

This aid category represents the bulk of non-educational aid to cities and towns in the Commonwealth. The City of Worcester, by formula, receives approximately 3.9% of the total state appropriation for this aid category. The City of Worcester relies heavily on this revenue source which comprised more than 20% of the City’s non-educational budget in Fiscal 2008. Recent budget reductions have increased the percentage of the City budget that is funded through property taxes and reduced the percent of the City’s budget funded through this aid category. This revenue source has been reduced by 32% since Fiscal 2008.



**Urban Renewal**

Worcester receives, through the Cherry Sheet, aid from the state as a reimbursement for a percentage of our costs on a completed urban renewal project. Authorization of this category of revenue falls under Chapter 121 of the Massachusetts General Laws. This allotment is the state’s share to pay for half net costs of the urban renewal project that included “Medical City”. The amount for this revenue source falls from \$2,410,000 in Fiscal 2013 to \$945,856 in Fiscal 2014. This will be the last year that the City receives a payment for this urban renewal project.

**Charter School Reimbursement**

The Commonwealth provides a declining reimbursement amount to cities and towns for each student that chooses to attend a Charter School. The state provides full reimbursement of any new charter school costs each year based upon the tuition formula, but gradually phases out the level of reimbursement over a three-year period. The purpose of the reimbursement is to reduce the impact of the lost revenue on the sending district’s operating budget. In Fiscal 2014 the Charter Tuition Reimbursement is budgeted at \$3,537,365 based on the preliminary amounts released by the Commonwealth per the House budget. This amount is subject to change as final enrollments in the City’s public charter schools are tabulated.

**Veterans Benefits**

The Commonwealth of Massachusetts reimburses the City of Worcester 75% of the cost of veterans’ benefits. As a result of the timing for reimbursements from the State, this revenue source represents 75% of the City’s spending on Veteran’s benefits for the past 12 months, not an estimate of the coming twelve months. Benefits are paid consistent with Massachusetts General Laws Chapter 115 and have been escalating in recent years. The Fiscal 2014 revenue estimate is \$1,193,375.

**State Owned Land**

The Commonwealth provides a reimbursement to cities and town for tax revenues lost due to state owned land. The reimbursement is based on state calculated values and is based solely on the value of the land itself, not the structures on the property. This receipt is estimated at \$418,144 for Fiscal 2014.

**Public Libraries**

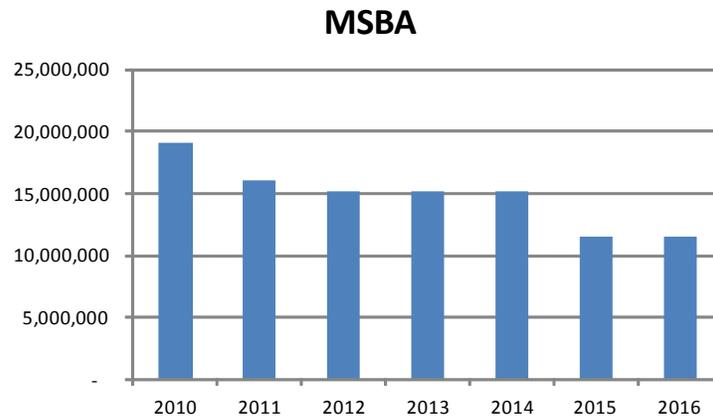
Under Chapter 78, Section 19A, of the Massachusetts General Laws, each municipality which is certified by the Board of Library Commissions, and meets certain requirements or standards for free public library service, receives Cherry Sheet revenues. This amount also appears as a Cherry Sheet Offset and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

**Veterans, Elderly and Disabled Tax Exemption aid**

Under Chapter 59, Section 5, clause 41C of Massachusetts General Laws, as amended by Section 5 of Chapter 653 of the Acts of 1982, persons over the age of seventy with a yearly maximum earnings of \$13,000 for a single person, or \$15,000 for a married person, minus minimum social security exclusions, residing in their property for five years and in the state for ten years with an estate, not in excess of \$28,000 if single, or in excess of \$30,000 if married, with any income producing portion which exceeds one dwelling unit of the domicile being included in the total of the estate, will receive a flat tax exemption of \$500-\$1,000. The Fiscal 2014 budget includes a Cherry Sheet allocation of \$594,684 for these state funded exemptions.

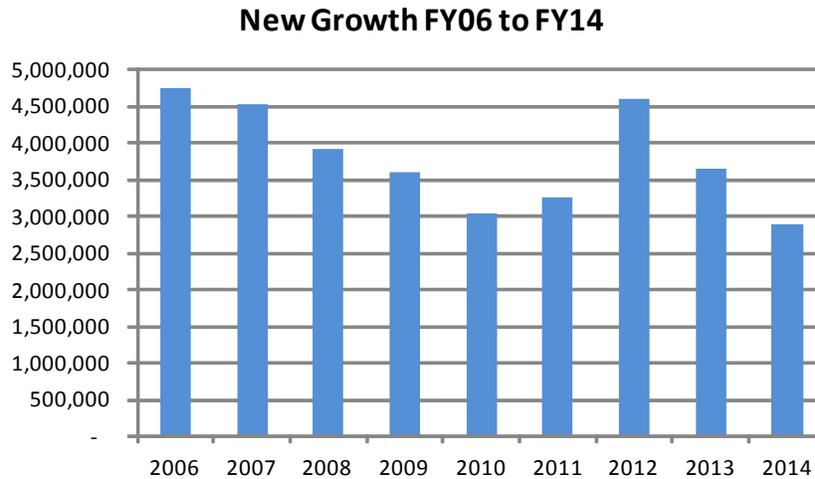
**School Construction Reimbursement**

Massachusetts School Building Authority (MSBA) reimbursements are based on city expenditures associated with school construction costs and interest payments. The reimbursement amount for Fiscal 2013 is estimated to be \$15,203,375. The MSBA now uses a different model for the funding of school construction projects that includes progress payments during construction rather than reimbursements at the conclusion of a project. As a result, this funding source will be reduced and eventually eliminated. The following chart shows the recent history and future of school building reimbursements. In FY15, this reimbursement falls to \$11.5M as reimbursements will have been completed for two school projects.



**Property Taxes**

The Fiscal 2014 budget includes property tax revenue increases consistent with the provisions of Proposition 2 1/2, recognizing a 2.5% increase in the property tax levy as well as the value of New Construction Growth projected to be certified by the Commonwealth. The budget assumes new growth of \$2.9M, a reduction from the Fiscal 2013 new growth amount of \$4.5M. The total tax levy is \$248.8M, which is reduced by the required overlay deposit of \$3,000,000 for a net tax levy available for appropriation of \$245.8M in Fiscal 2014. This tax levy amount maintains \$10M in unused levy capacity.



**Property Tax Statutes**

Proposition 2 ½ was established by voter referendum in 1980. It is formally known as Chapter 580 of the Massachusetts Acts of 1980. It established limits upon the amount of revenue that a city or town can raise from property taxes, an amount referred to as the “tax levy.” There are two ways in which the tax levy is limited—by means of the “Levy Limit” and by means of the “Levy Ceiling.”

The Levy Limit restricts the amount by which the tax levy can increase from year to year. Each year, the city may only increase the tax levy by 2 ½% over the previous year’s levy limit, plus, it may increase the levy by the amount of new taxes generated by new construction in the community (“New Construction Growth”).

The “Levy Ceiling” is the upper limit of the two separate means to restrict the tax levy to be raised. Proposition 2 ½ provides that a community’s tax levy cannot exceed 2.5% of the total taxable assessed value of the community. The “Levy Ceiling” is the absolute limit to how much tax levy a community may raise. The Levy Ceiling would be reached when a community has a single tax rate of 25.00 per thousand, or 2.5% of the assessed valuation. The valuation for all taxable real and personal property is determined annually by the City Assessor. Once determined, it must be reviewed and certified by the Massachusetts Commissioner of Revenue before tax bills are issued.

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

**Overlay Reserve for Abatements and Exemptions**

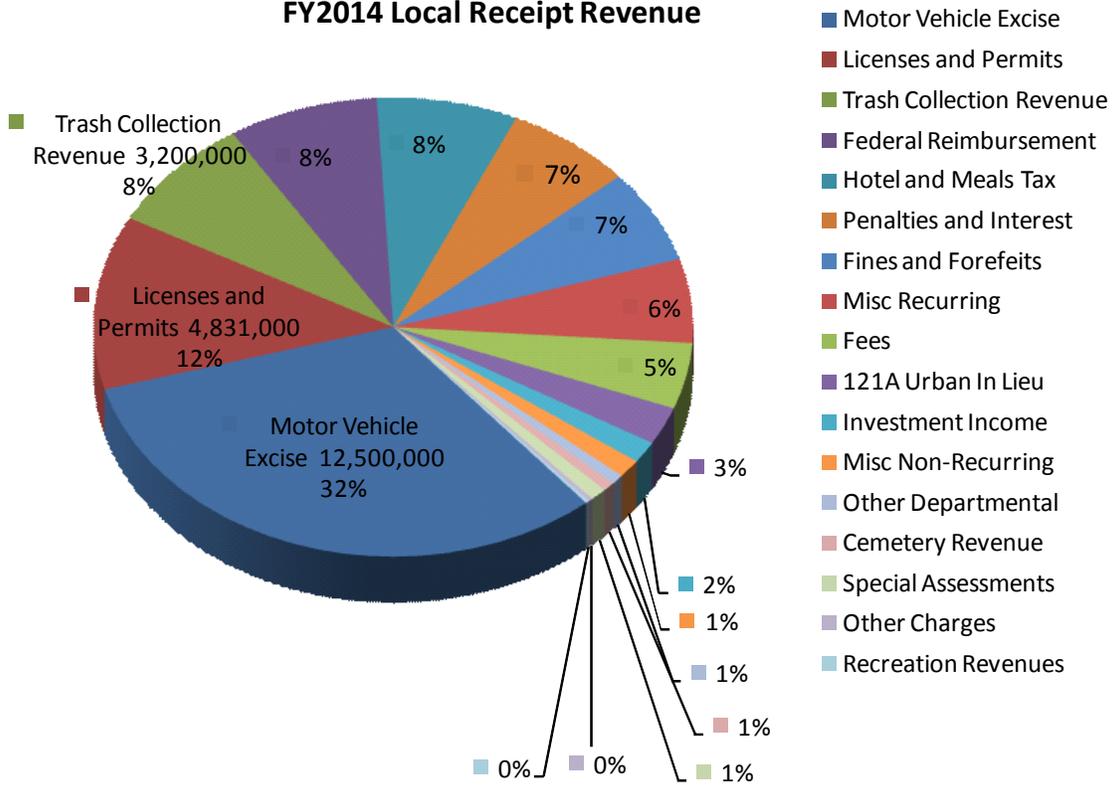
The overlay reserve is raised by the City Assessor in excess of appropriations and other charges for the purpose of creating a fund to cover abatements and exemptions. Abatements are granted in circumstances where real or personal property has been overvalued or disproportionately valued and appropriate adjustments are made to the original assessed value. The overlay for Fiscal 2014 is set at \$3.0M. The following table includes all elements of the City’s property tax revenue estimate for Fiscal 2014.

<b>Property Tax Revenues</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Prior Year Levy</b>	<b>218,261,680</b>	<b>229,216,023</b>	<b>239,690,683</b>
Levy Limit	228,293,316	239,679,558	250,134,943
2.5% Increase	5,707,333	5,991,989	6,253,374
New Growth	5,678,909	4,463,396	2,900,000
New Limit	239,679,558	250,134,943	259,288,317
Use (Addition to) of Unused Capacity	(431,899)	19,275	
<b>New Total Levy</b>	<b>229,216,023</b>	<b>239,690,683</b>	<b>248,844,057</b>
Less Overlay	(4,636,891)	(3,018,741)	(3,000,000)
<b>Available Tax Levy</b>	<b>224,579,132</b>	<b>236,671,942</b>	<b>245,844,057</b>

**Local Receipts**

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

**FY2014 Local Receipt Revenue**

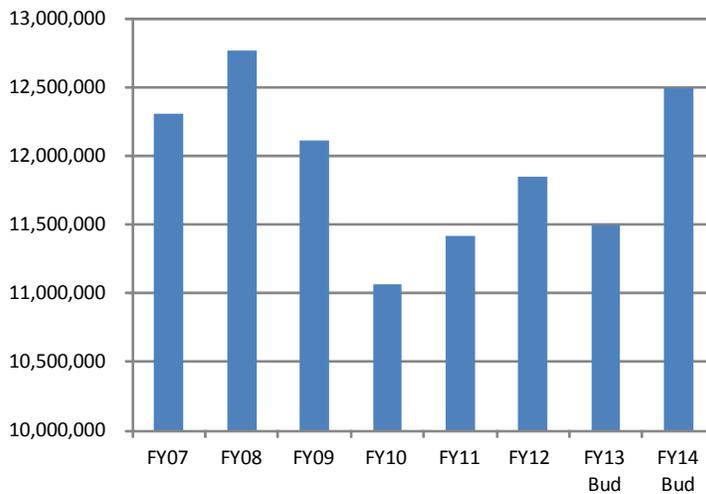


Revenue Summary	FY12 Actual	FY2013 Budget	FY2014 Budget
Motor Vehicle Excise	11,849,289	11,500,000	12,500,000
Licenses and Permits	5,210,219	4,790,000	4,831,000
Trash Collection Revenue	3,214,989	3,200,000	3,200,000
Federal Reimbursement	3,426,026	2,901,182	3,200,000
Hotel and Meals Tax	2,963,739	2,840,000	3,000,000
Penalties and Interest	2,871,627	2,333,000	2,700,000
Fines and Forefeits	2,845,335	2,900,000	2,610,000
Misc Recurring	5,734,111	2,450,000	2,330,000
Fees	1,714,074	1,498,000	1,830,000
121A Urban In Lieu	1,149,910	750,000	1,050,000
Investment Income	578,654	600,000	600,000
Misc Non-Recurring	-	2,100,000	500,000
Other Departmental	294,648	279,500	279,500
Cemetery Revenue	260,843	250,000	249,500
Special Assessments	325,960	370,000	350,000
Other Charges	369,563	200,000	100,000
Recreation Revenues	75,739	65,000	73,000
<b>Local Receipts Total</b>	<b>42,884,728</b>	<b>39,026,682</b>	<b>39,403,000</b>

**Motor Vehicle Excise Taxes**

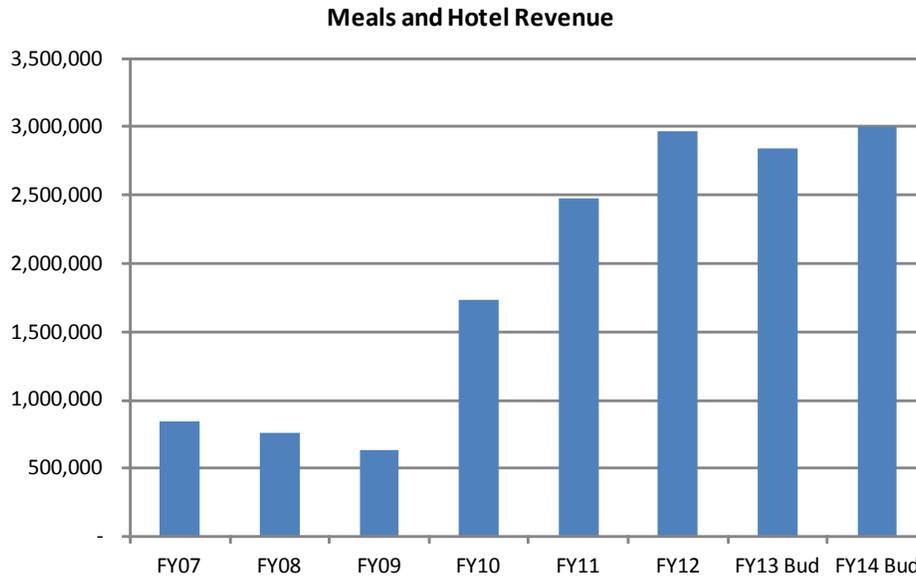
The Motor Vehicle Excise Tax is billed annually through the Assessor's Office with payments being received through the Treasurer's Office. The city or town in which a vehicle is garaged at the time of registration collects the excise tax. Chapter 6A, Section 1, of the Massachusetts General Laws sets the rate of this tax at \$25 per \$1,000 valuation. The City issues bills based on data provided by the Massachusetts Registry of Motor Vehicles. The Registry determines valuation using a statutory formula based on the manufacturer's list price and year of manufacture. The Fiscal 2014 revenue estimate for Motor Vehicle Excise has been increased to from \$11.5M in Fiscal 2013 to \$12.5M for Fiscal 2014.

**Motor Vehicle Excise Revenue**



**Other Excise: Hotel and Meals Taxes**

Hotel taxes of 6% are collected by the Commonwealth and disbursed to the City of Worcester quarterly. Meals taxes of 0.75% are also collected by the Commonwealth and distributed to the City quarterly. This local option revenue source was first enacted by the legislature in Fiscal 2010 and implemented during the last three quarters of Fiscal 2010. The hotel and meals tax is estimated to be \$3.0M in Fiscal 2014.



**Penalties and Interest**

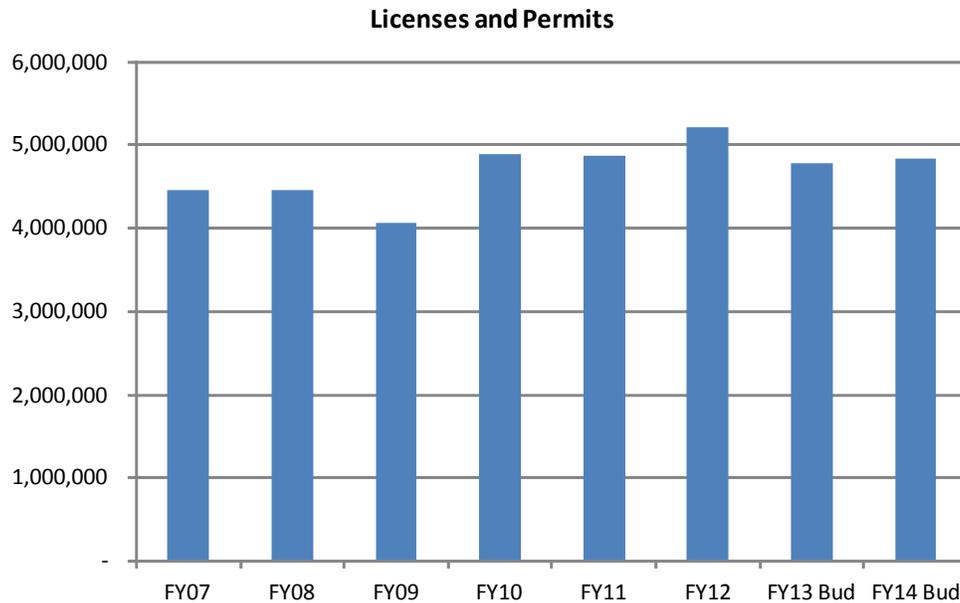
State law dictates the interest rate on delinquent taxes, while city ordinance sets the rate for water and sewer late charges. Penalties and fees are incurred for delinquency of tax payment, serving notice and issuance of warrants, recording instruments of taking and other miscellaneous fees. \$2.7M is estimated from this revenue source in Fiscal 2014.

**Trash Fees**

In 1993 the City instituted a "pay as you throw" trash collection program. The City of Worcester Pay as You Throw trash program partially funds the cost of curbside garbage pickup through the collection of a fee attached to the sale of official city trash bags. These bags are \$7.50 per pack of 5 large or 10 small bags. The revenues offset some of the cost of trash collection and the City's recycling operation. The revenue estimate has been maintained at the same level as Fiscal 2013, \$3.2M.

**Licenses and Permits**

Revenues are collected associated with licenses and permits issued by the city. These include building permits, electrical and plumbing permits. This category also includes charges for weights and measures, liquor licenses, and other City licenses. This category is budgeted at \$4.83M based on estimated economic activity in Fiscal 2014.



**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 \$2.6M for Fiscal 2014.

**Investment Income (Interest)**

The City regularly invests temporarily idle cash and receives interest on these funds. Interest rates, and hence interest earnings, are subject to market conditions. This category of revenues has taken a significant negative turn since the Great Recession hit as interest rates have been maintained at historic lows. This revenue source has fallen from a high of \$4.5M in Fiscal 2005 to its current level of \$600,000 for Fiscal 2014.

**Miscellaneous Non-Recurring**

In Fiscal 2013, the City received a Bond Premium payment as part of the Bond offering. This revenue is not a regular source of funds and cannot be anticipated each year. The Fiscal 2014 budget estimates \$500,000 from this source.

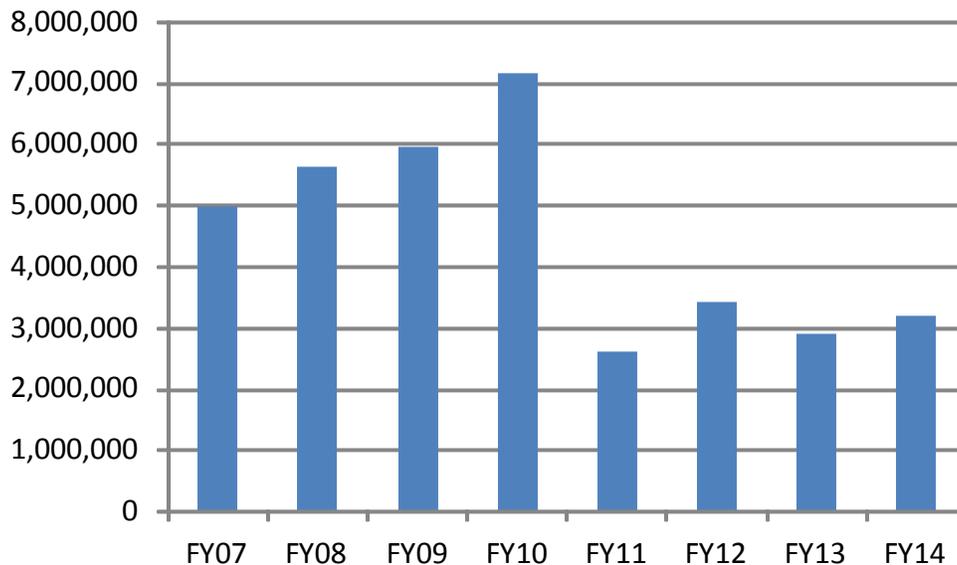
**Payment In Lieu of Taxes**

The City of Worcester collects payments in lieu of taxes from certain tax exempt properties within the city. In addition, the city generates revenues from the Urban Development Excise Tax (121A). Chapter 121A, section 10 of the Massachusetts General Laws, states that each city or town is entitled to receive proceeds of the urban redevelopment excise tax paid on its local projects. This excise tax is only valid for the first forty years of the corporation's existence in the municipality, and is composed of the following: an amount equal to five percent of its gross income in the preceding year and an amount equal to \$10 per thousand of valuation. This revenue source is estimated at \$1,050,000 for Fiscal 2014.

**Federal Reimbursements (Medicaid)**

Medicaid reimbursements for school based health services is the source for this revenue estimate. The City, through the Public School system, is eligible to file for federal reimbursement for health related services provided to special education students with Medicaid benefits. With the approval of the Massachusetts Division of Medical Assistance, the Worcester Public Schools is now a "Medicaid Eligible Provider", and is enrolled in the Medicaid Program. The Medicaid reimbursement program allows for the submission of claims, on a per diem rate per day for various categories of special education students. Recent changes to the Federal Medicaid Reimbursement Program will allow the City to increase the population pool the City can seek reimbursement for by increasing eligibility thresholds, obtaining eligibility information from the state, and expanding the number of activities considered eligible for Federal Medicaid reimbursement. Administrative Costs incurred by the School System to provide these health-based services are also captured and incorporated into claims and submitted for reimbursement. The Fiscal 2014 budget includes \$3.2M for this revenue source.

**Federal Medicaid Reimbursement**



**Federal Grant Administration (Miscellaneous Recurring)**

The City is authorized under Federal regulations to charge 3% of grant funds for administrative overhead costs. This assessment is based on the costs associated with certain financial and administrative departments for the services provided for financial, legal, and human resource related services. This assessment of 3% is included in the Fiscal 2014 revenue estimate at \$2.3M.

**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 \$249,500 from this revenue source in Fiscal 2014.

### **Recreation Fees**

The City charges various organizations and individuals for the use of City parks through the department of Parks and Recreations. Other revenue is generated from tennis permits, concession receipts from various parks throughout the City, picnicking, woodcutting, wedding permits, and miscellaneous receipts that are estimated to total \$73,000 in Fiscal 2014.

### **Other Fees:**

Other Fees include the charges for birth and death records, fire inspection fees, police detail administrative fees, planning board fees, and other departmental fees for services provided. The Fiscal 2013 estimate for this revenue source is \$1.83M in Fiscal 2014.

### **Other Revenues**

The City collects revenue from the sale of surplus properties (usually equipment) sold to the highest bidder. Contained within this category are revenues received from the Federal Emergency Management Services, and towing contract revenues estimated at \$279,500 in Fiscal 2014.

### **Charges for Services**

This category represents the annual rental amount collected for the tenants leasing space on properties owned by the City of Worcester. Based on current leases for space, this revenue category is estimated to generate \$100,000 in Fiscal 2014.

### **Special Assessments**

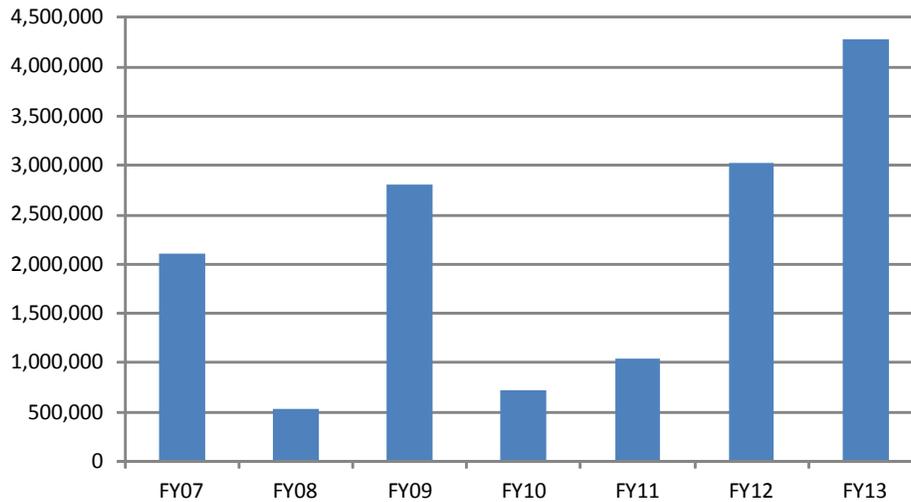
Special assessments are collected from property owners to provide funds to implement capital improvement projects such street betterments. The special assessment rates are set by the City Council, and are paid in full or financed over a period of years. This revenue category is estimated at \$350,000 for Fiscal 2014.

### **Other Revenue/ Funding Sources**

#### **Free Cash**

Free cash is represents the city amount of revenues in excess of expenditures and net of all transfers in and out in a given fiscal year. The amount is certified by the Commonwealth of Massachusetts Department of Revenue and then available for appropriation. The City of Worcester follows the city's Five Point Financial Plan policy regarding the appropriation of Free Cash: 50% is to be appropriated to reserves, 30% is to be appropriated into the City's OPEB reserve, and 20% is available for appropriation in the city's budget. No Free Cash is assumed in the Fiscal 2014 Budget. Should free cash be certified at year end, it will be recommended for appropriation according to the above breakdown.

**Certified Free Cash FY04 to FY13**



**Other Available Funds**

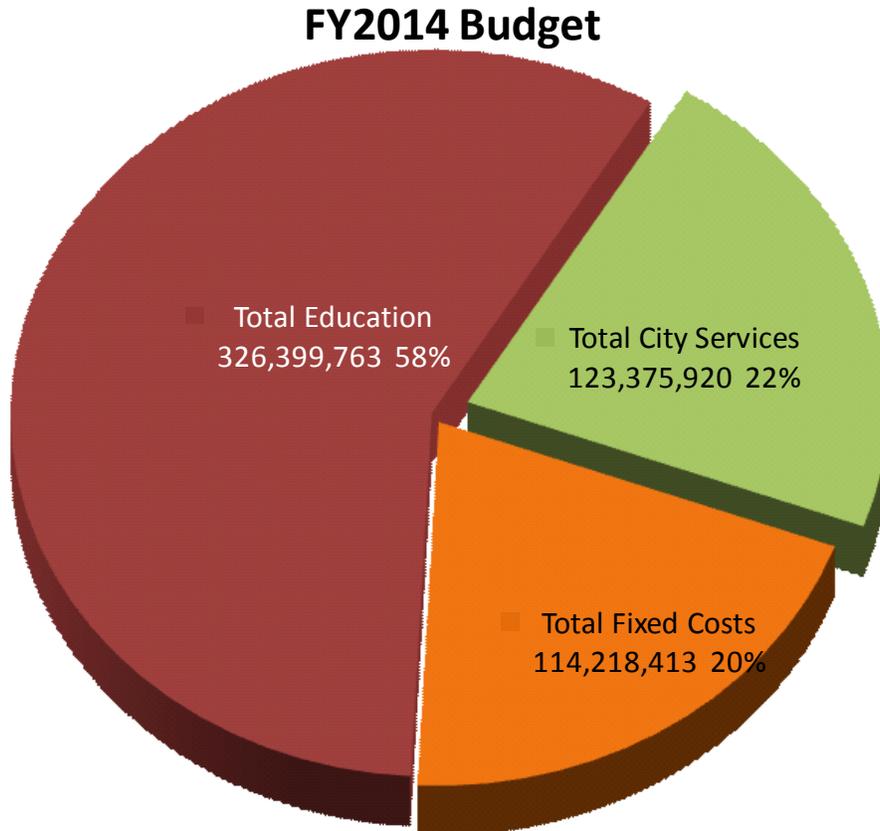
Other available funds consist of revenues transferred in from various reserve accounts that are classified as another available fund for the purposes of the Fiscal 2014 budget. These are recurring revenue sources and not one time transfers in to the operating budget and total \$1,214,792 for Fiscal 2014.

<b>Other Available Funds (Non Local Receipt)</b>		<b>FROM</b>	<b>FY2013</b>	<b>FY14</b>
DPW Engineering	Chapter 90 Funds		73,000	79,460
DPW Engineering	Conservation Commission	330-15	-	-
DPW Engineering	Construction Inspection Fee	330-12	145,000	147,900
DPW Engineering	Sewer Connection	330-10	117,930	126,223
DPW Engineering	Off Street Parking	330-03	169,442	169,442
DPW Engineering	Parking Meters	330-04	183,562	183,562
DPW Streets	Chapter 90 Funds		343,023	349,883
<b>Subtotal DPW Engineering Funding</b>			<b>1,031,957</b>	<b>1,056,470</b>
		<b>FROM</b>		
Treasury Parking Ticket Processing		330-04	10,000	10,000
Treasury Parking Ticket Processing		330-03	90,000	90,000
Treasury Parking Ticket Processing		330-01		20,934
Parks/Hope Cemeter	Lots & Graves	332-01	-	-
Parks/Hope Cemeter	Perpetual Care Trust	359-76	-	-
Hope Cemetery Debt	Princ. Service		33,100	32,300
Hope Cemetery Debt	Interest Service		5,957	5,088
<b>Subtotal Other Funds</b>			<b>139,057</b>	<b>158,322</b>
<b>Total Other Available Funds (Non Local Receipts)</b>			<b>1,171,014</b>	<b>1,214,792</b>

### Fiscal Year 2014 Expenditure Overview

The Fiscal 2014 budget appropriates \$563.9M in revenues to fund the following services. The City’s expenditure budget is broken into three large categories—Education (Including Worcester Public Schools and Charter and Choice School Tuition), City Operations (operating departments), and City Fixed Costs (debt, pensions, health Insurance, required reserve deposits, streetlighting and snow removal). The following chart shows the breakdown by percentage of these expenditures in those three categories.

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



### Education Funding

Education Costs are driven by the state’s calculation of the foundation budget for the Worcester Public Schools. The state determines a local contribution level and funds the balance with State Aid. The Fiscal 2014 budget is \$297,360,533, which represents an increase of \$11.9M from Fiscal

2013. Per statute, the increase in the local contribution is calculated using the Department of Revenue's municipal growth factor which takes into account local revenue increases for property taxes, state aid, local receipts, and other miscellaneous sources and generates a percentage increase based on those factors. In addition, the City's budget includes \$28.7M for the funding of Public Charter and Choice schools, for a total budget for education of \$313.2M. The Worcester Public Schools budget for Fiscal 2014 is broken down into two separate organizations, one for costs that are included in the State's calculation of Net School Spending and one for spending by the Worcester Public Schools that is not included in the State's calculation.

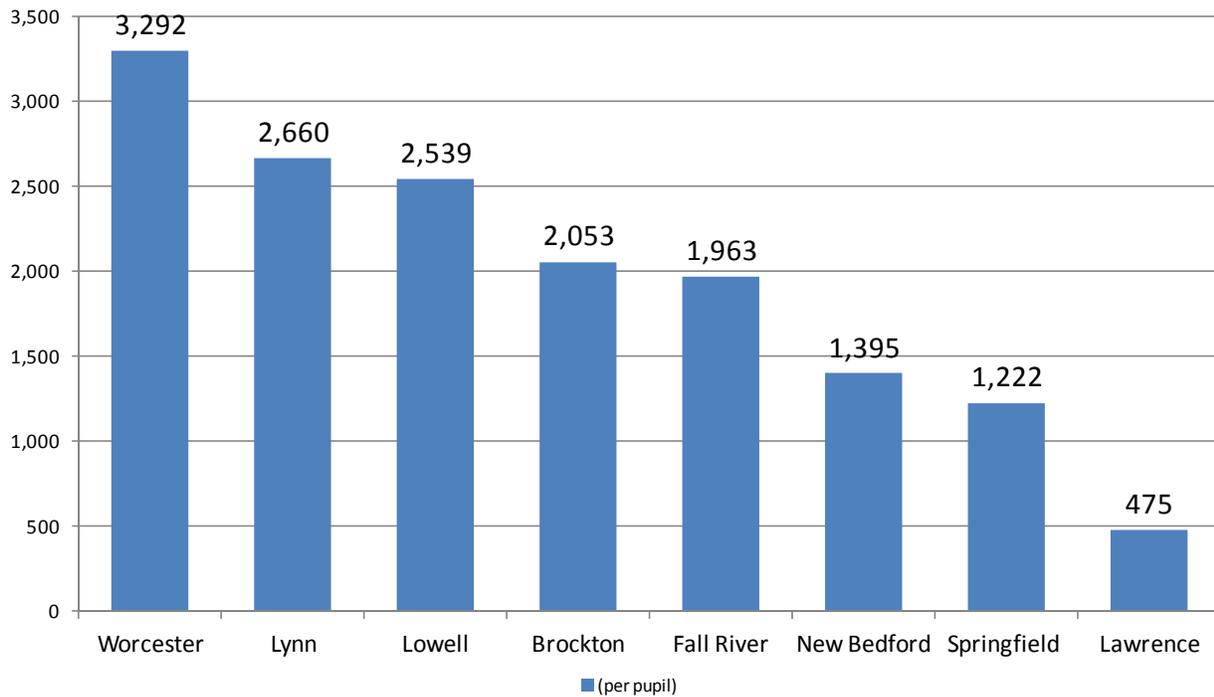
### **Foundation Budget:**

Chapter 70 of the Massachusetts General Laws—known once as “Ed Reform”—defines the terms of education funding in Massachusetts as implemented by the Department of Elementary and Secondary Education (DESE). Under Chapter 70 each year the state calculates a “Foundation Budget” for each school district that is supposed represent adequate funding for that district. The amount of the Foundation Budget is based on Enrollment. A dollar amount is associated with each kind of student, elementary, middle, and high school. Additional amount per pupil are provided for low income students, English language Learners, and Special education students. The formula is designed to provide additional funding to those areas with additional challenges. The Worcester Public Schools is a net beneficiary of this formula at the state level, as our school system has a disproportionately high percentage of students who are low income, English language learners and special education. As a result, the city of Worcester's per-pupil foundation budget is significantly higher than other communities with fewer students enrolled that fall in to those categories. It is important to note these variances in the calculation of the Foundation Budget, as it represents the total amount a school district is mandated to spend each year on educational expenses. As a result, some towns may spend over their foundation budget amounts but still spend less per pupil than Worcester does at its foundation level.

### **Required Tax Levy Funding for Education in Comparable Cities:**

It is important to note that due to the variance foundation budgets and required local contributions from City to City, there can be a significant variance in the tax levy education funding required of a municipality. The following chart illustrates the level of tax levy funding required toward the Foundation Budget for Worcester and several comparable communities. Due to the calculation used by the state for the allocation of Chapter 70, the City of Springfield has to provide \$1,222 per pupil in local tax levy funding where Worcester is required to provide \$3,295 per pupil (based in Fiscal 2013 foundation calculations), more than double the amount of Springfield. The state formula bases this variance on a calculation of wealth and equalized property values intended to capture the difference in wealth between communities. The end result is that the City of Worcester has one of the highest required tax levy per pupil contributions when compared with other Gateway Cities. The Chart below illustrates this comparison.

**Required Contribution Per Pupil**



**Local Required Contribution**

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

The Municipal Revenue Growth Factor is designed to capture the net increase in municipal revenues from year to year. The formula includes Property tax growth due to proposition 2.5, New Growth, Local Receipts and State Aid. In this way the percentage increase of the required contribution is consistent with revenue increases in the City and it is a way for schools to be assured of sharing in the revenue growth in any given fiscal year. The follow illustrates the Municipal Revenue Growth Factor Calculation for Fiscal 2013. The formula includes the state aid amounts for the current fiscal year, so the final Fiscal 2014 MRGF will not be known until the State budget is finalized. The following table shows both the calculation of the MRGF and the Local Required Contribution for the Chapter 70 education funding requirement.

**Chapter 70 Education Aid**

Per Chapter 70, State Aid is calculated to provide the balance of funding for the Foundation budget. The calculation is straightforward:

$$[\text{State Aid for Education}] = [\text{Foundation Budget}] \text{ Less } [\text{Local Required Contribution}]$$

The following table illustrates the actual calculation for Fiscal 2013 and the estimated calculation for Fiscal 2014. The actual Fiscal 2014 amounts will not be known until the State budget is finalized in June.

<b>Year</b>	<b>Foundation Budget</b>	<b>Less Local Contribution</b>	<b>Chapter 70 State Aid</b>
FY14(Estimated)	311,818,902	(92,160,352)	219,658,550

**Compliance with Net School Spending**

The above calculations are used to arrive at the Foundation budget, Local Contribution and State Aid amounts. School Districts must spend their budgets on educational expenses. Any expenses that are on non-educational areas are deducted from the calculation when the State reviews a school district's compliance with Net School Spending requirements. The following table was developed by the City Auditor to demonstrate the calculation of Net School Spending for the City of Worcester.

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

## Revenue and Expenditure Summary

CITY OF WORCESTER, MASSACHUSETTS				
LOCAL SCHOOL FUNDING REQUIREMENT				
FISCAL 2014 AND 2013 BUDGET AND ACTUAL FOR 2012				
		Actual	Budget	FY14 Proj
		2012	2013	Per WPS
<b>Calculation of Required Contribution:</b>				
Foundation budget		286,908,105	298,950,312	311,818,902
Less:				
Chapter 70 aid		201,135,279	210,364,137	219,658,550
Federal Stimulus funds		-	-	
Required Contribution		<u>85,772,826</u>	<u>\$ 88,586,175</u>	<u>92,160,352</u>
<b>Calculation of Actual Contribution:</b>				
School expenditures:				
School budget		273,084,488	\$ 285,366,812	297,360,533
Add state charges:				
Charter schools		24,056,471	24,902,997	26,774,316
School Choice		2,177,845	2,162,845	2,264,914
Special Education		146,487	147,852	131,197
Total		<u>299,465,291</u>	<u>312,580,506</u>	<u>326,530,960</u>
Less School Local Aid:				
Chapter 70 aid		201,135,279	210,364,137	219,658,550
Charter school tuition reimbursement		3,508,122	3,050,001	3,537,365
Total School Local Aid		<u>204,643,401</u>	<u>213,414,138</u>	<u>223,195,915</u>
Actual contribution		94,821,890	99,166,368	103,335,045
Required contribution		85,772,826	88,586,175	92,160,352
Excess contribution		<u>9,049,064</u>	<u>\$ 10,580,193</u>	<u>11,174,693</u>
<b>Calculations of total excess contributions:</b>				
Excess contribution from above schedule		9,051,787	10,580,193	11,174,693
Additional contributions (city services):				
City Administration (1)		4,619,406	4,882,158	5,074,787
Police(1)		517,482	488,360	500,774
Water/Sewer		500,831	529,671	545,273
<b>Total excess contributions</b>		<b><u>14,689,506</u></b>	<b><u>16,480,382</u></b>	<b><u>17,295,526</u></b>

The Fiscal 2014 budget provides \$17.29M in total excess contributions toward education in Worcester. These amounts are then offset in the State's calculation by non net school spending in the Worcester Public Schools.

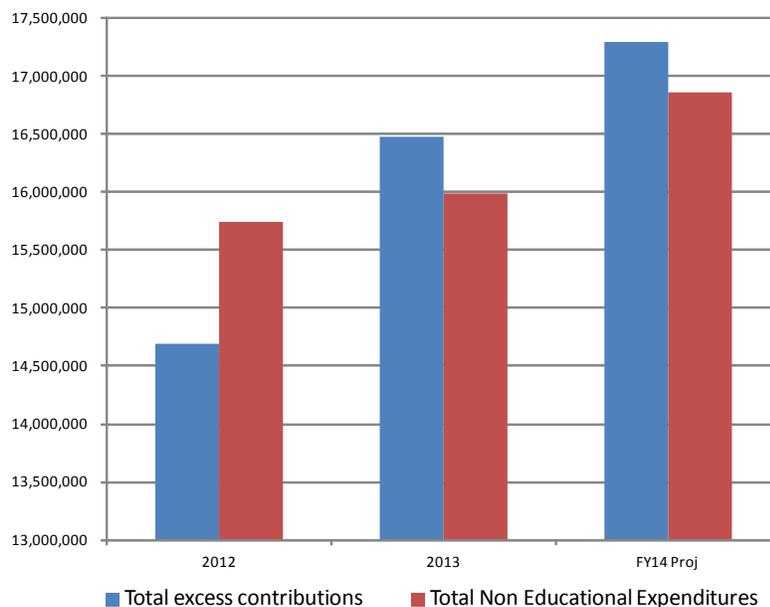
The second section of the table reduces the excess contribution by non educational spending in the Worcester Public Schools. These categories of spending are excluded from the state's calculation of Net School Spending:

## Revenue and Expenditure Summary

	Actual 2012	Budget 2013	FY14 Proj Per WPS
<b>School expenditures not eligible for net school spending:</b>			
Transportation	14,438,700	15,050,791	15,797,797
Crossing Guards	484,549	500,381	521,294
Equipment	116,247	-	
Building Rentals	274,979	299,868	400,931
Adult Education	95,115	140,891	140,891
Prior year unexpended encumbrances	335,230		
<b>Total Non Educational Expenditures</b>	<b>15,744,820</b>	<b>15,991,931</b>	<b>16,860,913</b>
<b>Excess (deficient) contribution</b>	<b>(1,055,314)</b>	<b>488,451</b>	<b>434,613</b>
<b>NSS Shortfall Prior Year</b>	<b>(295,668)</b>	<b>(1,350,982)</b>	<b>(862,531)</b>
<b>NSS Shortfall Carryover</b>	<b>(1,350,982)</b>	<b>(862,531)</b>	<b>(427,918)</b>

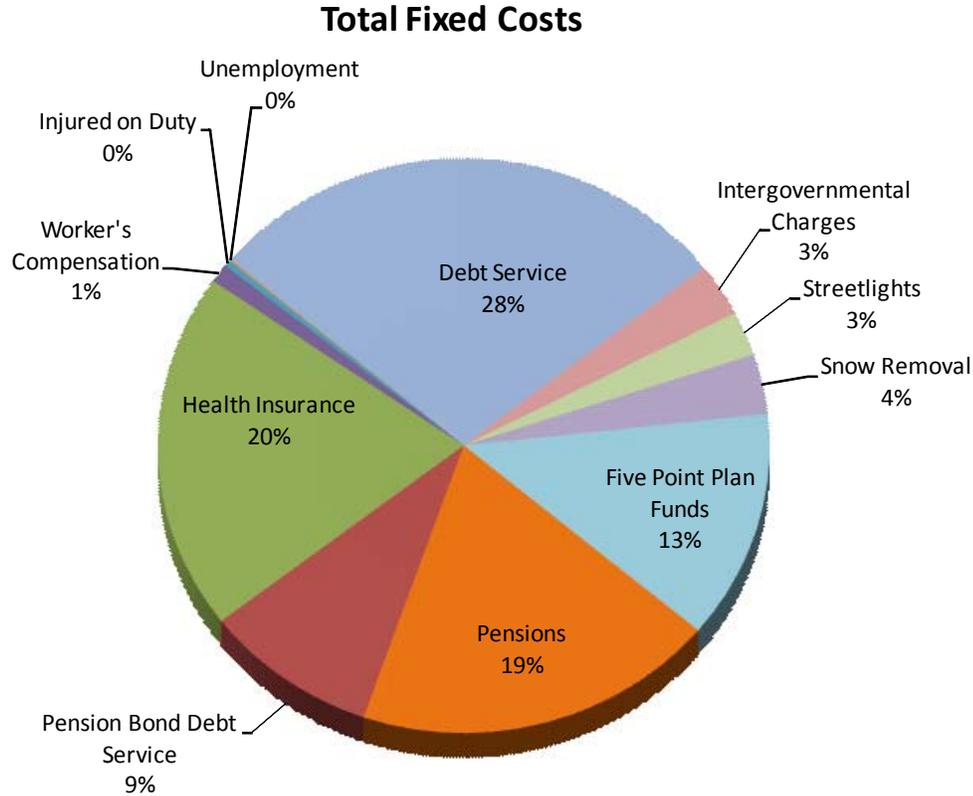
The Table above shows the detailed calculation to arrive at an estimated Net School Spending amount for Fiscal 2014. For Fiscal 2014, the City's budget for the Worcester Public Schools provides funding to exceed the current year's net school spending requirement by \$434,613, reducing the carryover from prior years by that amount. The City has consistently provided funding in excess of the amounts required to meet the Foundation Budget, but these excess contributions have been reduced by spending in the Worcester Public Schools that is not included in the State's calculations at year end.

**Total Excess Contribution Vs. Non Educational Spending by WPS**



**City Fixed Costs**

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



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

The biggest component of the city’s fixed costs is Health Insurance. This cost is split between the City and Worcester Public Schools budgets. The City side health insurance cost for Fiscal 2013 is budgeted at \$23.0M. Other Health related fixed costs include public safety Injured On Duty medical claims, Workers Compensation claims.

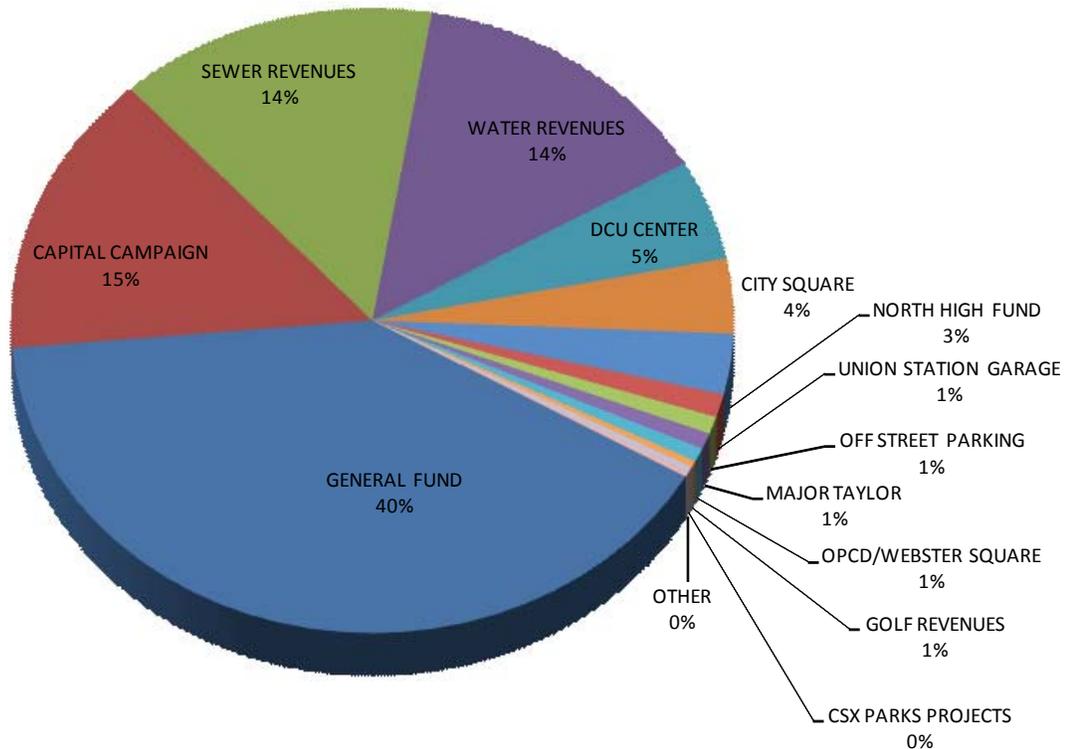
**Pensions**

The combined pension contribution required for the City of Worcester is \$34.89M. In addition the City must make a debt service payment of \$16.6M on the Pension Obligation Bonds issued to fund the City’s unfunded pension liability in 1998. Some of these obligations are funded through the City’s enterprise funds and the Worcester Public Schools. The combined tax levy obligation for pension assessment is \$21.9M and pension obligation bond debt service payment is \$10.6M for Fiscal 2014. This reflects a pension funding schedule that is extended out to Fiscal 2035. The Debt Service on the Pension Obligation Bond will cease after Fiscal 2028.

**Debt Service**

The City’s borrowing for equipment, infrastructure improvements including streets and sidewalks, public buildings including the construction and rehabilitation of public schools are funded through municipal bond issues. Debt Service payments meeting all City and enterprise fund obligations for these borrowings totals \$68M. In Fiscal 2014, \$32.17M in principal and interest payments are to be paid by the City’s tax levy budget and the remainder is funded through enterprise funds and grant programs. The following chart illustrates the breakdown of Fiscal 2014 interest cost by funding sources.

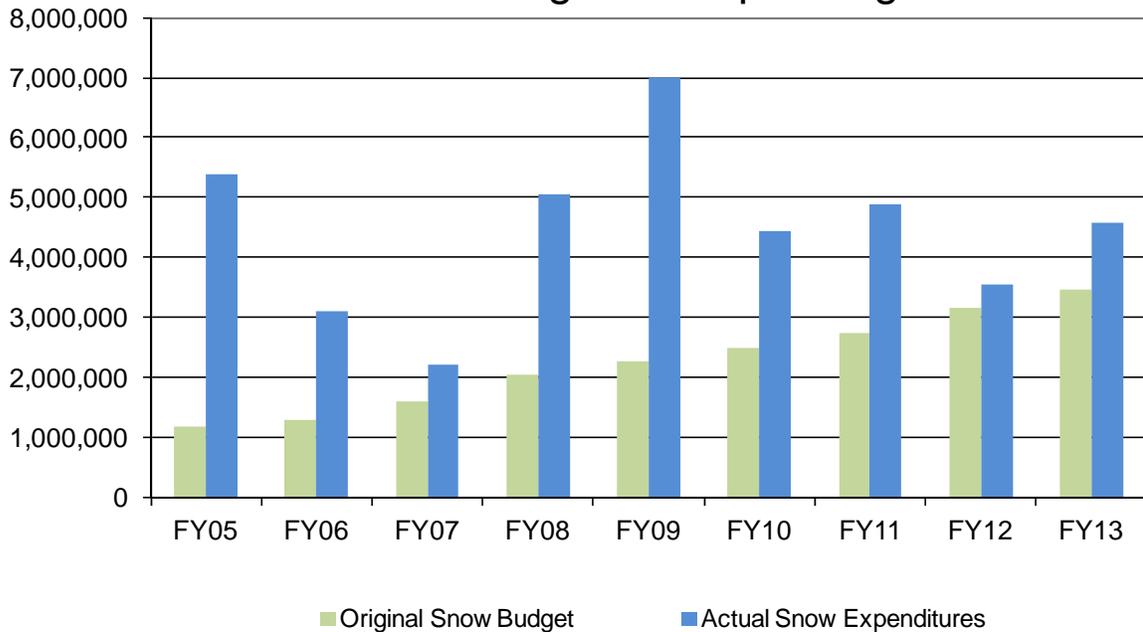
**FY14 Interest Cost**



**Snow Removal/Snow Carryover**

Per the City’s Five Point Plan, the Snow Removal budget has increased each year by at least 10% with the goal of achieving adequate funding for an average snowfall, approximately 65 inches. The Snow budget for Fiscal 2014 is \$3.84M. This represents a significant improvement from the budgeting for this line item in the past. The following chart shows the budgeted amounts and actual expenditures from the Snow budget since Fiscal 2005.

### Snow Budget and Spending



#### Unemployment

The City must fund unemployment benefits for workers who have lost their jobs. The Fiscal 2014 budget for unemployment is estimated at \$100,000, a reduction from the last three years as we are not anticipating widespread layoffs in the current budget proposal.

#### Street lighting

The City has acquired ownership and maintenance control of the City’s street lighting network. The costs of the electricity and maintenance contracts for the street lighting network are a fixed cost and known at the beginning of the fiscal year. With the City’s completed takeover of the streetlight system, this budget is funded in Fiscal 2013 at \$2.85M, an increase from Fiscal 2013 recognizing the final payment for associated with the acquisition of the citywide system.

#### Intergovernmental Charges

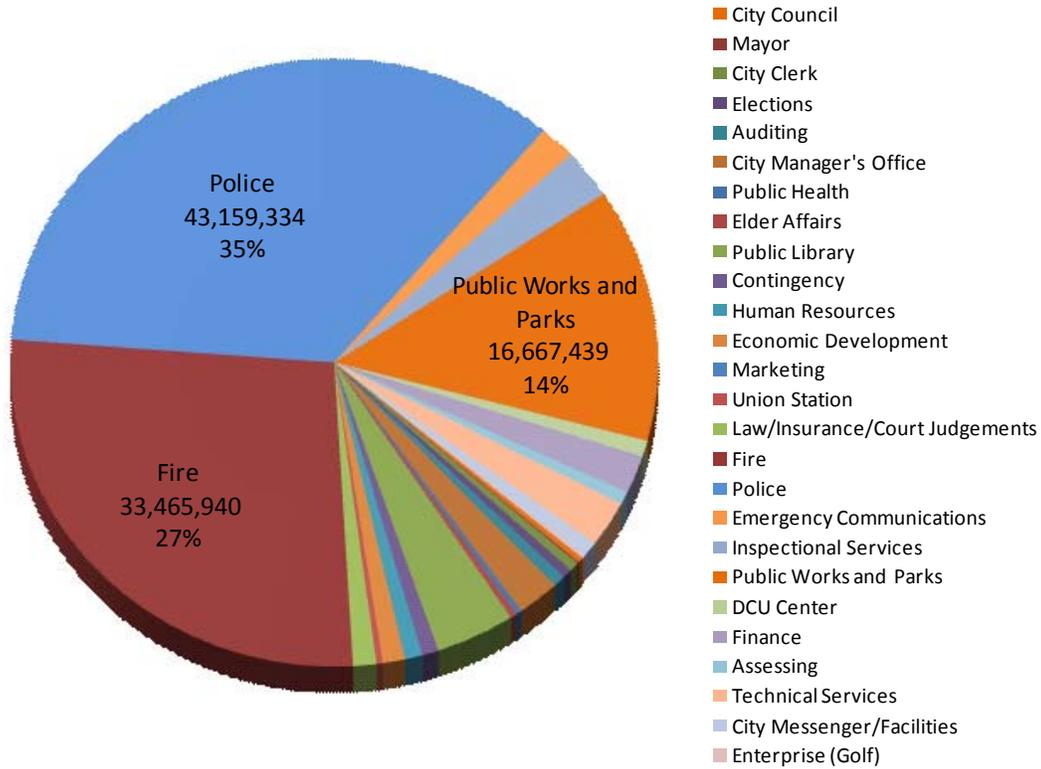
The Commonwealth of Massachusetts mandates certain intergovernmental charges, including charges for the Regional Transit Authority, and Registry of Motor Vehicle fees. This also includes the City’s funding for the Central Mass Regional Planning Commission. These are projected to be \$3.41M in Fiscal 2014, based intergovernmental charges listed on the Cherry Sheet based on the House Budget.

#### 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 2014, the amount available for operational budgets is \$123.1M. Details of each of the operational budgets are included in the complete budget document that follows. The proposed tax levy appropriation totals are listed in the summary table at the conclusion of this overview. The line item budget can be found at the

end of the budget book, indicating each individual tax levy line item appropriation for each legal appropriation account including salaries, overtime, ordinary maintenance, debt service, capital outlay, and fringe benefits for every organization in the City budget.

**Total City Services**



**Gross Revenue and Expenditure Overview Fiscal Year 2012 to Fiscal Year 2013**

In total, City revenues increased \$14.72M from Fiscal 2013 to Fiscal 2014. This increase was the net effect of an increase of \$9.1M in Property Tax revenues, \$765,000 in State Aid for City services and a \$9.3M increase in State Aid for Education. These increases are offset in part by the following revenue reductions: \$668,000 other Charter School Reimbursements, and a reduction of \$4.2M in Free Cash.

Overall expenditures increased \$14.72M. This increase was the net effect of the following changes in major expenditure categories:

Health, Debt and Pension Fixed Costs, Snow and Streetlights increase \$4.9M. These increases are offset Five Point Plan fund deposits which were increased with the use of Free Cash in Fiscal 2013 for a net decrease to Fixed Costs of \$625,000.

Education costs increased \$12.24M due to an increase in Charter School assessments of \$252,000 and an increase in the Worcester Public Schools appropriation of \$11.9M to a total Fiscal 2014 appropriation of \$326M.

Finally, Operational Departmental budgets increased by \$3.1M to a total Fiscal 2014 appropriation of \$123.1M.

**Enterprise Fund Overview**

<b>Enterprise Revenue and Expenditure Summary</b>			
	<b>Water</b>	<b>Sewer</b>	<b>Golf</b>
Total Estimated Revenue	\$ 28,380,236	\$ 36,453,748	\$ 11,201,373
Tax Levy	\$ -	\$ -	\$ 150,000
<b>Total Funding Sources</b>	<b>\$ 28,380,236</b>	<b>\$ 36,453,748</b>	<b>\$ 11,351,373</b>
<b>Expenditure</b>	<b>Water</b>	<b>Sewer</b>	<b>Golf</b>
Salary	\$ 5,932,037	\$ 2,820,393	\$ 222,279
Overtime	\$ 630,000	\$ 230,000	\$ -
OM	\$ 3,559,023	\$ 19,801,105	\$ 778,513
Capital	\$ 25,000	\$ 24,500	\$ -
Debt	\$ 11,574,442	\$ 7,145,668	\$ 221,781
Benefits	\$ 4,520,148	\$ 3,188,782	\$ 98,193
Transfer of Services	\$ 2,139,586	\$ 3,243,300	\$ 30,607
<b>Total</b>	<b>\$ 28,380,236</b>	<b>\$ 36,453,748</b>	<b>\$ 1,351,373</b>

**Water Revenues**

Water revenues are projected to increase consistent with the rate escalation required to meet anticipated expenditures for Fiscal 2014. These revenue sources are expected to cover operational costs for Fiscal 2014, requiring no tax levy subsidy for this enterprise division. The total appropriation for the Water department is \$28.378M for all operations, inclusive of debt service and other fixed costs.

**Sewer**

Sewer revenues associated with fees for use of the system (billed at 80% of water usage) are estimated to increase to \$36.44M in Fiscal 2014. These revenues are expected to cover 100% of operational costs in Fiscal 2014, requiring no tax levy subsidy for this enterprise division. The total appropriation for the Sewer Department is \$36.44M for all operations, inclusive of debt service and other fixed costs.

**Golf**

Revenues associated with the Worcester Municipal Golf Course at Green Hill are projected to be \$1.212M inclusive of concessions and merchandise. The Fiscal 2014 budget for the golf course includes an anticipated transfer in from the general fund of \$150,000 to fund a total appropriation of \$1.362M inclusive of debt service costs.

**General Fund Revenue Overview**

<b>Revenue Summary</b>	<b>FY12 Actual</b>	<b>FY2013 Budget</b>	<b>FY2014 Budget</b>
<b>Property Tax Levy Total</b>	<b>227,377,947</b>	<b>236,671,942</b>	<b>245,844,057</b>
State Aid City	32,608,533	34,150,026	35,980,899
State Owned Land	446,382	417,839	418,144
Urban Renewal	2,410,000	2,410,000	945,856
State Abatements	701,562	217,366	594,684
Veteran's Benefits	1,115,875	1,141,894	1,193,375
<b>State Aid City Total</b>	<b>37,282,352</b>	<b>38,337,125</b>	<b>39,132,958</b>
State Aid Education	201,135,279	210,364,137	219,658,550
State Aid Charter Schools	3,508,122	4,205,828	3,537,365
<b>State Aid Education Total</b>	<b>204,643,401</b>	<b>214,569,965</b>	<b>223,195,915</b>
<b>MSBA Reimbursement Total</b>	<b>15,203,374</b>	<b>15,203,374</b>	<b>15,203,374</b>
Motor Vehicle Excise	11,849,289	11,500,000	12,500,000
Licenses and Permits	5,210,219	4,790,000	4,831,000
Trash Collection Revenue	3,214,989	3,200,000	3,200,000
Federal Reimbursement	3,426,026	2,901,182	3,200,000
Hotel and Meals Tax	2,963,739	2,840,000	3,000,000
Penalties and Interest	2,871,627	2,333,000	2,700,000
Fines and Forfeits	2,845,335	2,900,000	2,610,000
Misc Recurring	5,734,111	2,450,000	2,330,000
Fees	1,714,074	1,498,000	1,830,000
121A Urban In Lieu	1,149,910	750,000	1,050,000
Investment Income	578,654	600,000	600,000
Misc Non-Recurring	-	2,100,000	500,000
Other Departmental	294,648	279,500	279,500
Cemetery Revenue	260,843	250,000	249,500
Special Assessments	325,960	370,000	350,000
Other Charges	369,563	200,000	100,000
Recreation Revenues	75,739	65,000	73,000
<b>Local Receipts Total</b>	<b>42,884,728</b>	<b>39,026,682</b>	<b>39,403,000</b>
<b>Other Funds Total</b>	<b>3,031,802</b>	<b>1,171,014</b>	<b>1,214,792</b>
<b>Free Cash Total</b>	<b>3,024,375</b>	<b>4,284,511</b>	<b>-</b>
<b>Total Revenues</b>	<b>533,447,980</b>	<b>549,264,613</b>	<b>563,994,096</b>

General Fund Expenditure Overview

<b>Expenditure Summary</b>	<b>FY2012 Actual</b>	<b>FY2013 Budget</b>	<b>FY2014 Budget</b>
Pensions	18,690,114	20,377,878	21,925,448
Pension Bond Debt Service	10,467,403	10,592,905	10,559,121
Health Insurance	21,331,671	21,441,877	23,021,923
Worker's Compensation	1,233,583	1,230,257	1,210,657
Injured on Duty	389,074	348,135	406,681
Unemployment	104,667	300,000	100,000
Debt Service	30,428,786	31,045,357	32,170,288
Intergovernmental Charges	3,292,289	3,419,245	3,419,034
Streetlights	2,337,828	2,357,828	2,852,828
Snow Removal	3,546,355	3,472,571	3,846,639
Five Point Plan Funds	17,916,454	20,460,906	14,705,794
<b>Total Fixed Costs</b>	<b>109,738,224</b>	<b>115,046,959</b>	<b>114,218,413</b>
Worcester Public Schools	273,084,488	285,366,812	297,360,533
Charter Schools	26,234,316	28,786,662	29,039,230
<b>Total Education</b>	<b>299,318,804</b>	<b>314,153,474</b>	<b>326,399,763</b>
City Council	332,324	350,867	353,767
Mayor	105,595	109,813	116,459
City Clerk	540,194	583,379	589,315
Elections	582,052	489,400	604,053
Auditing	544,228	704,284	778,262
City Manager's Office	2,121,865	2,485,378	2,609,130
Public Health	156,478	334,132	362,394
Elder Affairs	607,512	586,469	403,119
Public Library	4,121,132	4,501,139	4,897,632
Contingency	-	1,464,457	1,000,000
Human Resources	916,549	1,079,805	1,091,347
Economic Development	961,172	1,134,696	1,369,129
Marketing	216,000	-	-
Union Station	420,128	552,720	385,667
Law/Insurance/Court Judgement	1,278,274	1,340,294	1,435,744
Fire	32,169,534	33,957,749	33,465,940
Police	41,157,354	41,819,713	43,159,334
Emergency Communications	1,859,509	2,124,852	2,245,167
Inspectional Services	2,625,353	2,974,278	3,252,980
Public Works and Parks	15,727,832	16,188,030	16,667,439
DCU Center	-	760,102	1,051,885
Finance	2,780,348	2,402,071	2,488,021
Assessing	1,048,545	862,980	835,966
Technical Services	2,817,248	2,768,172	2,986,170
City Messenger/Facilities	354,143	339,400	1,077,000
Enterprise (Golf)	157,866	150,000	150,000
<b>Total City Services</b>	<b>113,601,235</b>	<b>120,064,180</b>	<b>123,375,920</b>
<b>Total Expenditures</b>	<b>522,658,263</b>	<b>549,264,613</b>	<b>563,994,096</b>

## **FISCAL 2014 BUDGET PROCEDURE**

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The preparation of the Annual Budget for the City of Worcester is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget process for Fiscal 2014 was initiated in September 2012, and at that time, the budget staff met with the City Manager to establish the general budgetary guidelines and expectations for the coming year and to finalize the five year forecast for FY14 through FY18..

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 Fiscal 2014 operating budget. The operating budgets, including expenditure and revenue estimates, were submitted to the City Manager in April 2013.

Throughout April, each department made a presentation to the City Manager justifying proposed budget increases and program changes for the coming fiscal year. The Budget document was then developed consistent with Massachusetts General Laws Chapter 44 governing municipal finance, requiring adequate appropriations for salaries, overtime, ordinary maintenance, debt service, fringe benefits, and capital outlay. The Budget Division staff in cooperation with departments and divisions then finalized the budget documents for submission to the City Council. The legal component of the annual budget document is the line item appropriation order which delineates appropriation amounts by division and appropriation account number.

The City of Worcester budget recommendation is developed in a manner consistent with the City's adopted Five Point Financial Plan. The Budget is also developed in a manner that seeks to achieve excellence in the following areas recommended by the Government Finance Officers Association:

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

By statute, the budget must be submitted to the City Council within 170 days after the council organizes in early January. The submission of the Fiscal 2014 Annual Budget to the City Council was on May 14, 2013.

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 2014 Annual Budget becomes effective on July 1, 2013.

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 November/December. The Commonwealth Department of Revenue evaluates the city budget in order to certify tax rates for the fiscal year. The city's property tax levy is determined by taking the total citywide appropriations, subtracting all known revenue sources other than property taxes. The balance required to balance the budget is the property tax levy for the City, assuming it is less than the City's property tax levy limit or levy ceiling as established by Proposition 2 ½.

The following Calendar summarizes the Budget Process for development and adoption of the Fiscal Year 2014 budget:

**Sept - October 2012:** Current year budget status meetings are held with departments to address current fiscal year issues and identify implications for Fiscal Years 14 through FY18 for the City's five year forecast. The Budget Office develops initial budget projections and finalizes a complete Five Year Forecast, establishing initial revenue and expenditure estimates for the coming fiscal year.

**November 2012:** Department meetings begin formal budget process, assessing needs and budgetary issues citywide.

**December 2012– March 2013:** Formal budget materials are distributed and collected for review. Follow up meetings with departments are held to finalize budget requests. City Manager reviews requests and makes recommendations for inclusion in the final budget recommendation.

**April 2013-May 2013:** City Manager completes budget recommendations. Budget Office finalizes budget document for submission to City Council.

# FISCAL 2014 FINANCE POLICIES

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

### Section 5-1. SUBMISSION OF BUDGET

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

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

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

(B) Ordinary maintenance not included under sub-section (A); and,

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

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

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

#### (a) Public hearing:

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

#### (b) Adoption:

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

recommendation of the city manager, shall not increase any amount in or the total of the annual budget, nor add thereto any amount for a purpose not included therein, except as provided in section thirty-three of chapter forty-four of the General Laws. Except as otherwise permitted by law or by this charter, all amounts appropriated by the city council, as provided in this section, shall be for the purposes specified. In setting up an appropriation order or orders based on the annual budget, the city council shall use, so far as possible, the same classifications required for the annual budget. If the city council fails to take action with respect to any amount recommended in the annual budget, either by approving, reducing or rejecting the same, within forty-five days after its receipt of the budget, such amount shall, without any action by the city council, become a part of the appropriations for the year, and shall be available for the purposes specified.

**(c) Failure to submit budget recommendations:**

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

**Section 5-3. SUPPLEMENTARY APPROPRIATIONS**

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

(b) In case of the failure of the city manager to transmit to the city council a written recommendation for an appropriation for any purpose not included in the annual budget, which is deemed necessary by the city council, after having been so requested by majority vote thereof, the city council, after the expiration of seven days from such vote, upon its own initiative may make such appropriation by a vote of at least two thirds of its members, and shall in all cases clearly specify the amount to be expended for each particular purpose, but no appropriation may be voted hereunder so as to fix specific salaries of employees under the direction of boards elected by the people, other than the city council.

**Section 5-4. TRANSFER OF APPROPRIATIONS**

On recommendation of the city manager, the city council may, by majority vote, transfer any amount appropriated for the use of any department to another appropriation to the same department, but no transfer shall be made of any amount appropriated for the use of any department to the appropriation for any other department except by a two-thirds vote of the city

council on recommendation of the city manager and with the written approval of the amount of such transfer by the department having control of the appropriation from which the transfer is proposed to be made. No approval other than that expressly provided herein shall be required for any transfer under the provisions of this section.

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**Five Point Financial Plan:** In November of 2006, the City Council adopted policies intend to establish the Five Point Financial Plan which was intended to improve the City's long term financial stability. The Five Point Plan included a number of short and long terms goals and procedures followed by the administration during budget preparation and ongoing monitoring. In summary, the action adopting the Five Point Plan accomplishes the following:

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

Established a dedicated reserve building funding source associated with ten years of Massachusetts School Building Authority reimbursements for constructions costs incurred by the city in years past.

Established an annual borrowing cap

Established a reserve policy that places a limit on the appropriation of net free cash that no more than 50% of net free cash. The remaining free cash must be appropriated to the Bond Rating Stabilization Fund to build reserves to 5% of City Revenues.

Establishes a calculation of net free cash for each fiscal year in order to determine needed reserve deposit amounts.

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

**Fund Balance: Actual results and budget projections:**

The City's fund balances as reported in the following do not include stabilization fund balances that are being set aside for specific debt service expenses. Nor does the City's definition of fund balance include the funds held within the City's health claims trust fund nor funds held as grants or donations. The following summary reflects the actual results from the Fiscal Years ending June 30, 2012 and as presented in the City's audited financial statements. The amounts shown for Fiscal Years 2013 and 2014 are budgeted levels. Actual year end results will determine what changes in fund balance for the Fiscal Year. Increases in fund balance shown are due to budgeted appropriations into general fund reserve accounts with the specific intent of building overall City reserves. Similarly for the City's enterprise funds, only those funds in the enterprise operating fund are considered for the calculation of fund balance. Grant funds, capital funds, or other reserves for appropriation—including the Sewer Connection Fee account are not shown in this summary.

<b>Summary Actual/Budgeted Changes in Fund Balance: FY11 through FY14</b>				
<b>General Fund</b>	<b>Actual FY11</b>	<b>Actual FY12</b>	<b>Budget FY13</b>	<b>Budget FY14</b>
Revenue	502,214,943	526,813,346	549,264,613	563,994,096
Expenditure	(489,862,355)	(506,172,263)	(528,803,707)	(549,288,302)
Transfer In	10,001,848	7,555,385		
Transfer Out	(18,643,292)	(15,411,358)	(16,083,297)	(13,755,794)
Beginning Fund Balance	10,547,937	14,259,081	27,044,191	31,421,800
Ending Fund Balance	14,259,081	27,044,191	31,421,800	32,371,800
Change in Fund Balance	3,711,144	12,785,110	4,377,609	950,000
<b>Enterprise Golf</b>	<b>Actual FY11</b>	<b>Actual FY12</b>	<b>Budget FY13</b>	<b>Budget FY14</b>
Revenue	1,035,472	1,126,816	1,196,433	1,201,373
Expenditure	(1,223,184)	(1,261,119)	(1,346,433)	(1,351,373)
Transfer In	208,801	157,861	150,000	150,000
Transfer Out	(21,089)	(23,558)	-	
Beginning Fund Balance	-	-	-	
Ending Fund Balance	-	-	-	-
Change in Fund Balance	-	-	-	-
<b>Enterprise Sewer</b>	<b>Actual FY11</b>	<b>Actual FY12</b>	<b>Budget FY13</b>	<b>Budget FY14</b>
Revenue	32,255,276	33,811,165	34,285,908	36,453,748
Expenditure	(30,625,328)	(32,029,414)	(34,285,908)	(36,453,748)
Transfer In	-	-		
Transfer Out	(616,858)	(641,032)		
Beginning Fund Balance	7,890	1,020,980	2,161,699	2,161,699
Ending Fund Balance	1,020,980	2,161,699	2,161,699	2,161,699
Change in Fund Balance	1,013,090	1,140,719	-	-
<b>Enterprise Water</b>	<b>Actual FY11</b>	<b>Actual FY12</b>	<b>Budget FY13</b>	<b>Budget FY14</b>
Revenue	27,679,760	27,465,533	27,404,739	28,380,236
Expenditure	(25,189,257)	(25,093,907)	(27,404,739)	(28,380,236)
Transfer In	-	-		
Transfer Out	(850,111)	(1,644,557)		
Beginning Fund Balance	6,607	1,646,999	2,374,068	2,374,068
Ending Fund Balance	1,646,999	2,374,068	2,374,068	2,374,068
Change in Fund Balance	1,640,392	727,069	-	-

## WORCESTER CITY COUNCIL

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

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

**Councilor Frederick C. Rushton**  
**Councilor Joseph C. O'Brien**  
**Councilor Konstantina B. Lukes**  
**Councilor Kathleen M. Toomey**  
**Councilor Michael J. Germain**

**Divisional Overview:**

The City Council is elected by the registered voters of the City of Worcester. The City Council consists of eleven individual persons, six members elected At-Large and five District members, each of whom is elected from one of the five election districts. The City Council is the governing body and exercises all the legislative powers of the City, except those powers that are reserved by the City Charter to the School Committee or to qualified voters in the City of Worcester.

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

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

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>	<b>Account</b>	<b>Recommended</b>
<b>EXPENDITURES</b>	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Number</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>		<b>Fiscal 2014</b>
SALARIES	\$ 310,750.00	\$ 324,000.00	91000	\$ 326,900.00
ORDINARY MAINTENANCE	21,574.00	26,867.00	92000	26,867.00
<b>TOTAL</b>	<b>\$ 332,324.00</b>	<b>\$ 350,867.00</b>		<b>\$ 353,767.00</b>
<b>TOTAL POSITIONS</b>	<b>11</b>	<b>11</b>		<b>11</b>

**BUDGET SUMMARY INFORMATION**

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The recommended Fiscal 2014 budget for the Office of the City Council is \$353,767, which represents an increase of \$2,900 compared to the Fiscal 2013 budget amount of \$350,867. The total Personal Services budget is recommended to be level funded at \$324,000. The Total Ordinary Maintenance budget for Fiscal 2014 is also level funded at \$26,867.



**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
CITY COUNCIL- DEPARTMENT #010**

FY13				FY14	
TOTAL	APPROVED	PAY	TITLE	TOTAL	RECOMMENDED
POSITIONS	FY13 AMOUNT	GRADE		POSITIONS	FY14 AMOUNT
1	\$ 34,000.00	FL	MAYOR	1	\$ 34,000.00
10	290,000.00	FL	COUNCILOR	10	292,900.00
11	<u>324,000.00</u>	<b>010-91000</b>	TOTAL RECOMMENDED PERSONAL SERVICES	11	<u>326,900.00</u>
<hr/>					
	\$ 26,867.00		ORDINARY MAINTENANCE		\$ 26,867.00
	<u>\$ 26,867.00</u>	<b>010-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 26,867.00</u>
<hr/>					
	<u>\$ 350,867.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 353,767.00</u>

## OFFICE OF THE MAYOR

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**Joseph M. Petty, Mayor**

City Hall - Room 305

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1153

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**Departmental Overview:**

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 99,925.00	\$ 104,036.00	91000	\$ 108,682.00
ORDINARY MAINTENANCE	5,670.00	5,777.00	92000	7,777.00
<b>TOTAL</b>	<b>\$ 105,595.00</b>	<b>\$ 109,813.00</b>		<b>\$ 116,459.00</b>
<b>TOTAL POSITIONS</b>	2	2		2

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The total Fiscal 2014 budget for the Office of the Mayor is recommended to be \$116,459, which represents a total increase of \$6,646 from the Fiscal 2013 budget amount of \$109,813. Total Personal Services budget for Fiscal 2014 is \$108,682 compared to \$104,036. This increase of \$4,646 is reflective of wage and step increases in Fiscal 2014. This increase is a result of step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on January 1, 2013

The Ordinary Maintenance budget for Fiscal 2014 is recommended to be level funded at \$7,777, an increase of \$2,000.



**JOSEPH M. PETTY, MAYOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
DEPARTMENT OF MAYOR- DEPARTMENT #030**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 58,410.00	39	SECRETARY TO MAYOR	1	\$ 61,063.00
1	45,626.00	35	ASSISTANT SECRETARY TO MAYOR	1	47,619.00
<u>2</u>	<u>\$ 104,036.00</u>	<b>030-91000</b>	TOTAL RECOMMENDED PERSONAL SERVICES	<u>2</u>	<u>\$ 108,682.00</u>
<hr/>					
	\$ 5,777.00		REGULAR ORDINARY MAINTENANCE		\$ 7,777.00
	<u>\$ 5,777.00</u>	<b>030-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 7,777.00</u>
<hr/>					
	<u>\$ 109,813.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 116,459.00</u>

## OFFICE OF THE CITY CLERK

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

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### **Departmental Mission Statement:**

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

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

### **Departmental Overview:**

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

**BUDGET SUMMARY INFORMATION**

	<b>Actual Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 501,570.96	\$ 534,455.00	91000	\$ 550,291.00
OVERTIME	5,057.93	12,900.00	97000	3,000.00
ORDINARY MAINTENANCE	33,564.87	36,024.00	92000	36,024.00
<b>TOTAL</b>	<b>\$ 540,193.76</b>	<b>\$ 583,379.00</b>		<b>\$ 589,315.00</b>
<b>TOTAL POSITIONS</b>	10	10		10

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The City Clerk’s tax levy budget for Fiscal 2014 is recommended to be \$589,315 which is an increase of \$5,936 from the budget for Fiscal 2013 of \$583,379.

The Personal Services budget for Fiscal 2014 is recommended to be \$550,291 which is an increase of \$15,836 from the Fiscal 2013 budget amount of \$534,455. This increase is a result of step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on of January 1, 2013 for a cost of \$5,385. The table of organization has been changed by moving a Principal Clerk position to Elections and adding a Principal Staff Assistant position for a net cost of \$12,468. This increase is offset by a decrease in the EM Incentive for Fiscal 2014 based on the actual for Fiscal 2013 totaling \$2,017.

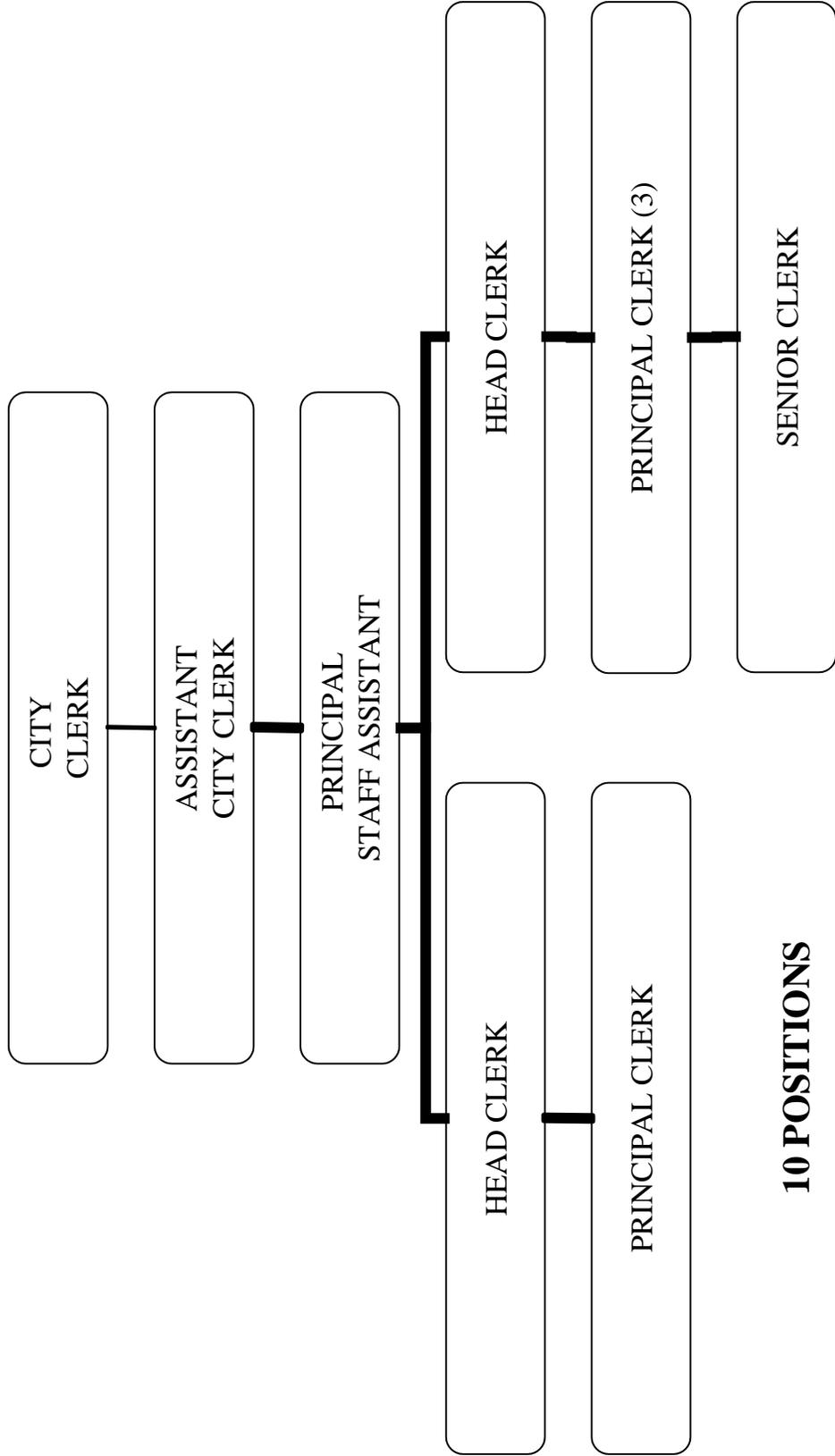
The Overtime budget for Fiscal 2014 is recommended to be \$3,000 which is a decrease of \$9,900 from the Fiscal 2013 amount of \$12,900. This decrease is based on the Elections division having a new position reducing the need for overtime for the Election from this department.

The recommended Ordinary Maintenance budget for Fiscal 2014 is recommended to level funded at \$36,024.00.

# CITY OF WORCESTER

## DEPARTMENT OF CITY CLERK

### CITY CLERK DIVISION



**10 POSITIONS**



**DAVID J. RUSHFORD, CITY CLERK**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF THE CITY CLERK**  
**DIVISION OF THE CITY CLERK - DIVISION #100**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 138,477.00	56EM	CITY CLERK	1	\$ 139,672.00
1	71,262.00	44EM	ASSISTANT CITY CLERK	1	71,871.00
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	52,869.00
2	89,666.00	30	HEAD CLERK	2	90,454.00
5	194,284.00	27	PRINCIPAL CLERK & TYPIST	4	156,375.00
1	34,298.00	22	SENIOR CLERK TYPIST	1	34,599.00
<u>10</u>	<u>\$ 527,987.00</u>		<b>TOTAL SALARIES</b>	<u>10</u>	<u>\$ 545,840.00</u>
	7,718.00		EM INCENTIVE PAY		5,701.00
	4,000.00		STIPENDS - CITY CLERK, CLERK OF THE CITY COUNCIL		4,000.00
	(5,250.00)		VACANCY FACTOR		(5,250.00)
<u>10</u>	<u>\$ 534,455.00</u>	<b>100-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>10</u>	<u>\$ 550,291.00</u>
	\$ 12,900.00		OVERTIME		\$ 3,000.00
	<u>\$ 12,900.00</u>	<b>100-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 3,000.00</u>
	\$ 5,104.00		MAINTENANCE & REPAIR		\$ 5,104.00
	23,291.00		OTHER PERSONAL SERVICES		23,291.00
	5,778.00		OFFICE SUPPLIES		5,778.00
	1,851.00		OTHER ORDINARY MAINTENANCE		1,851.00
	<u>\$ 36,024.00</u>	<b>100-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 36,024.00</u>
	<u>\$ 583,379.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 589,315.00</u>

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## **BOARD OF ELECTION COMMISSIONERS**

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**David J. Rushford**

**City Clerk**

455 Main Street, Room 208

Worcester, Massachusetts 01608

(508) 799-1134

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**Divisional Mission Statement:**

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

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

**Divisional Overview:**

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

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>		<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Account</b>	<b>Appropriation</b>
<b>EXPENDITURES</b>		<b>Fiscal 2013</b>	<b>Number</b>	<b>Fiscal 2014</b>
SALARIES	\$ 469,006.24	\$ 343,815.00	91000	\$ 493,168.00
OVERTIME	865.21	1,700.00	97000	-
ORDINARY MAINTENANCE	112,181.29	143,885.00	92000	110,885.00
<b>TOTAL</b>	<b>\$ 582,052.74</b>	<b>\$ 489,400.00</b>		<b>\$ 604,053.00</b>
<hr/>				
TOTAL POSITIONS	8	7		7
UNFUNDED POSITIONS	-1	0		0
NEW POSITIONS	0	0		2
<b>TOTAL FUNDED POSITIONS</b>	<b>7</b>	<b>7</b>		<b>9</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The departmental tax levy budget for Fiscal 2014 is recommended to be \$604,053 which is an increase of \$114,653 from the Fiscal 2013 amount of \$489,400.

The recommended personal services tax levy budget for Fiscal 2014 is \$493,168 which is an increase of \$149,353 from the Fiscal 2013 amount of \$343,815. This increase is a result step increases for employees that have not achieved the maximum step per the salary ordinance: an upgrade for the Director of Elections and a full year of the 1% wage increase received on of January 1, 2013 for a cost of \$4,855. The table of organization includes the addition of a Principal Staff Assistant at a cost of \$52,869 and a Principal Clerk & Typist at a cost of \$40,401. The Miscellaneous Salaries is increased by \$3,100 and the Election this year is local which eliminates any State reimbursement which was \$48,128 in Fiscal 2013.

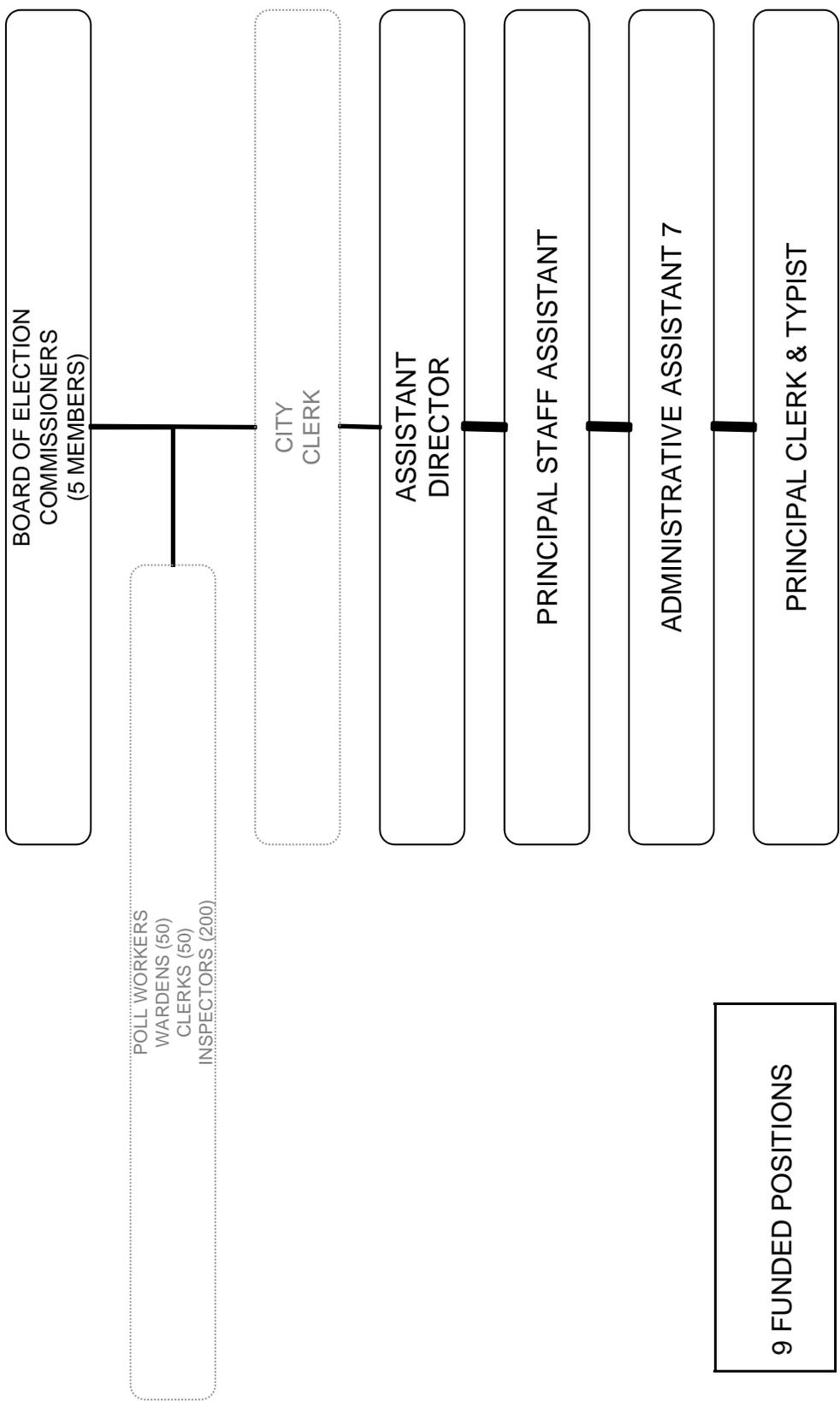
The Fiscal 2014 tax levy Overtime budget is recommended to not be funded as a result of two new positions being added to the table of organization.

The Fiscal 2014 tax levy Ordinary Maintenance budget is recommended to be \$110,885 which is a decrease of \$33,000 from the Fiscal 2013 amount of \$143,885. This decrease is a result of the elimination of the additional funding provided in Fiscal 2013 for the census and the printing of posters at the 50 poll locations.

# CITY OF WORCESTER

## DEPARTMENT OF CITY CLERK

### ELECTION COMMISSION DIVISION





**DAVID J. RUSHFORD, CITY CLERK**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF THE CITY CLERK**

**DIVISION OF ELECTION COMMISSION - DIVISION #150**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
5	\$ 4,500.00	FL	ELECTION COMMISSIONER	5	\$ 4,500.00
0	-	45M	ASSISTANT DIRECTOR OF ELECTIONS	1	65,543.00
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	52,869.00
1	62,710.00	38M	ASSISTANT DIRECTOR OF ELECTIONS	0	-
1	44,833.00	35	ADMINISTRATIVE ASSISTANT 7	1	46,855.00
0	-	27	PRINCIPAL CLERK & TYPIST	1	40,401.00
<u>7</u>	<u>\$ 112,043.00</u>		REGULAR SALARIES	<u>9</u>	<u>\$ 210,168.00</u>
	280,900.00		MISCELLANEOUS SALARIES		284,000.00
	(1,000.00)		VACANCY FACTOR		(1,000.00)
<u>7</u>	<u>\$ 391,943.00</u>		TOTAL RECOMMENDED SALARIES	<u>9</u>	<u>\$ 493,168.00</u>
	(48,128.00)		FUNDING SOURCES:		-
	(48,128.00)		STATE REIMBURSEMENTS FOR STATEWIDE ELECTION		-
			TOTAL FUNDING SOURCES		-
<u>7</u>	<u>\$ 343,815.00</u>	<b>150-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>9</u>	<u>\$ 493,168.00</u>
	\$ 2,250.00		LEASES & RENTALS		\$ 2,250.00
	10,500.00		MAINTENANCE & REPAIR		10,500.00
	26,000.00		POSTAGE		26,000.00
	42,000.00		OTHER PERSONAL SERVICES		12,000.00
	31,935.00		PRINTING		28,935.00
	1,200.00		OFFICE SUPPLIES		1,200.00
	3,500.00		OTHER SUPPLIES		3,500.00
	26,500.00		OTHER CHARGES & EXPENDITURES		26,500.00
	<u>\$ 143,885.00</u>	<b>150-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 110,885.00</u>
	1,700.00		OVERTIME		-
	<u>1,700.00</u>	<b>150-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>-</u>
	<u>\$ 489,400.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 604,053.00</u>



**DAVID J. RUSHFORD, CITY CLERK**  
**CITY OF WORCESTER ELECTIONS COMMISSION**  
**MISCELLANEOUS SALARY STATISTICS REPORT FY08 - FY14**

Breakout of Miscellaneous Salary Costs:		FY09		FY10		FY11	
		(September 2008 State Primary; November 2008 State Election)		(September 2009 City Preliminary; November 2009 City Election)		(September 2010 State Primary; November 2010 State Election)	
		Budget	Actual	Budget	Actual	Budget	Actual
<b>Primary</b>							
	Police	\$ 61,000.00	\$ 59,475.57	\$ 63,464.00	\$ -	\$ 63,464.00	\$ 62,217.90
	Parks	3,000.00	12,133.82	13,000.00	-	13,000.00	16,613.75
	City Messenger	-	206.88	325.00	-	325.00	-
	Technical Services	750.00	496.08	500.00	-	500.00	506.04
	WHA	2,000.00	2,319.06	2,500.00	-	2,500.00	2,216.67
	Senior Center	75.00	49.92	75.00	-	75.00	218.40
	Schools	1,750.00	-	-	-	-	-
	Poll Workers (Wardens, Clerks, Inspectors)	28,800.00	29,430.00	30,000.00	-	30,000.00	37,080.00
		<b>\$ 97,375.00</b>	<b>\$ 104,111.33</b>	<b>\$ 109,864.00</b>	<b>\$ -</b>	<b>\$ 109,864.00</b>	<b>\$ 118,852.76</b>
<b>General</b>							
	Police	\$ 61,000.00	\$ 63,410.51	\$ 63,464.00	\$ 62,991.83	\$ 63,464.00	\$ 63,816.78
	Parks	3,000.00	13,943.77	13,000.00	10,725.24	13,000.00	13,207.68
	City Messenger	-	445.22	325.00	-	325.00	-
	Technical Services	750.00	496.08	500.00	569.30	500.00	506.04
	WHA	2,000.00	2,402.31	2,500.00	2,430.56	2,500.00	2,438.21
	Senior Center	75.00	-	75.00	197.78	75.00	245.70
	Schools	1,750.00	-	-	-	-	-
	Poll Workers (Wardens, Clerks, Inspectors)	28,800.00	30,420.00	30,000.00	28,960.24	30,000.00	39,040.00
		<b>\$ 97,375.00</b>	<b>\$ 111,117.89</b>	<b>\$ 109,864.00</b>	<b>\$ 105,874.95</b>	<b>\$ 109,864.00</b>	<b>\$ 119,254.41</b>
<b>Presidential Primary</b>							
	Police	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Parks	-	-	-	-	-	-
	Technical Services	-	-	-	-	-	-
	WHA	-	-	-	-	-	-
	Library	-	-	-	-	-	-
	Schools	-	-	-	-	-	-
	Poll Workers (Wardens, Clerks, Inspectors)	-	-	-	-	-	-
		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	Pool Workers (temporary employees; who work two weeks before and 1 week after every election; as well as for other miscellaneous election projects as needed)	\$ 5,000.00	\$ 5,273.95	\$ 5,300.00		\$ 5,300.00	
<b>Miscellaneous Salary Costs-Total</b>		<b>\$ 199,750.00</b>	<b>\$ 220,503.17</b>	<b>\$ 225,028.00</b>	<b>\$ 105,874.95</b>	<b>\$ 225,028.00</b>	<b>\$ 238,107.17</b>

Breakout of Miscellaneous Salary Costs:		FY12		FY13		FY14	
		(September 2011 City Preliminary; November 2011 City Election; March 2012 Presidential Primary)		(September 2012 State Primary; November 2012 State Election)		(September 2013 City Preliminary; November 2013 City Election)	
		Budget	Actual	Budget	Projected	Budget	Projected
<b>Primary</b>							
	Police	\$ 63,000.00	\$ 67,274.01	\$ 78,900.00	\$ 70,563.36	\$ 82,000.00	\$ -
	Parks	15,000.00	19,144.08	18,000.00	32,322.74	18,000.00	-
	Technical Services	500.00	507.84	500.00	518.04	500.00	-
	Law	-	-	-	378.27	-	-
	Inspectional Services	-	-	-	231.98	-	-
	WHA	2,300.00	2,429.21	2,300.00	2,421.97	2,300.00	-
	Senior Center	200.00	199.61	200.00	241.44	200.00	-
	Poll Workers (Wardens, Clerks, Inspectors)	39,000.00	36,000.00	51,000.00	37,590.00	51,000.00	-
		<b>\$ 120,000.00</b>	<b>\$ 125,554.75</b>	<b>\$ 150,900.00</b>	<b>\$ 144,267.80</b>	<b>\$ 154,000.00</b>	<b>\$ -</b>
<b>General</b>							
	Police	\$ 63,000.00	\$ 69,974.86	\$ 70,000.00	\$ 89,676.34	\$ 70,000.00	\$ -
	Parks	15,000.00	16,784.61	18,000.00	25,920.57	18,000.00	-
	Technical Services	500.00	823.30	500.00	518.04	500.00	-
	WHA	2,300.00	2,283.62	2,300.00	2,807.14	2,300.00	-
	Senior Center	200.00	228.12	200.00	241.44	200.00	-
	Poll Workers (Wardens, Clerks, Inspectors)	39,000.00	43,550.00	39,000.00	53,915.00	39,000.00	-
		<b>\$ 120,000.00</b>	<b>\$ 133,644.51</b>	<b>\$ 130,000.00</b>	<b>\$ 173,078.53</b>	<b>\$ 130,000.00</b>	<b>\$ -</b>
<b>Presidential Primary</b>							
	Police	\$ 63,000.00	\$ 67,890.39	\$ -	\$ -	\$ -	\$ -
	Parks	15,000.00	18,562.35	-	-	-	-
	Technical Services	500.00	507.84	-	-	-	-
	WHA	2,300.00	2,340.09	-	-	-	-
	Senior Center	200.00	236.76	-	-	-	-
	Poll Workers (Wardens, Clerks, Inspectors)	32,000.00	37,980.00	-	-	-	-
		<b>\$ 113,000.00</b>	<b>\$ 127,517.43</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Miscellaneous Salary Costs-Total</b>		<b>\$ 353,000.00</b>	<b>\$ 386,716.69</b>	<b>\$ 280,900.00</b>	<b>\$ 317,346.33</b>	<b>\$ 284,000.00</b>	<b>\$ -</b>

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## AUDITING DEPARTMENT

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**James A. DelSignore**

**City Auditor**

City Hall - Room 102

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1053

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### **Departmental Mission Statement:**

The mission of the Auditing Department is to:

- Perform pre-audits of all invoices and payrolls submitted for payment by the City departments.
- Producing timely and accurate financial reports.
- Enforce the City's budget.

### **Departmental Overview:**

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

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

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

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

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>		<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Account</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>	<b>Number</b>	<b>Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 461,490.00	\$ 544,532.00	91000	\$ 616,544.00
OVERTIME	267.00	2,193.00	97000	2,193.00
ORDINARY MAINTENANCE	82,471.00	157,559.00	92000	159,525.00
<b>TOTAL</b>	<b>\$ 544,228.00</b>	<b>\$ 704,284.00</b>		<b>\$ 778,262.00</b>
<b>TOTAL POSITIONS</b>				
	9	9		9

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

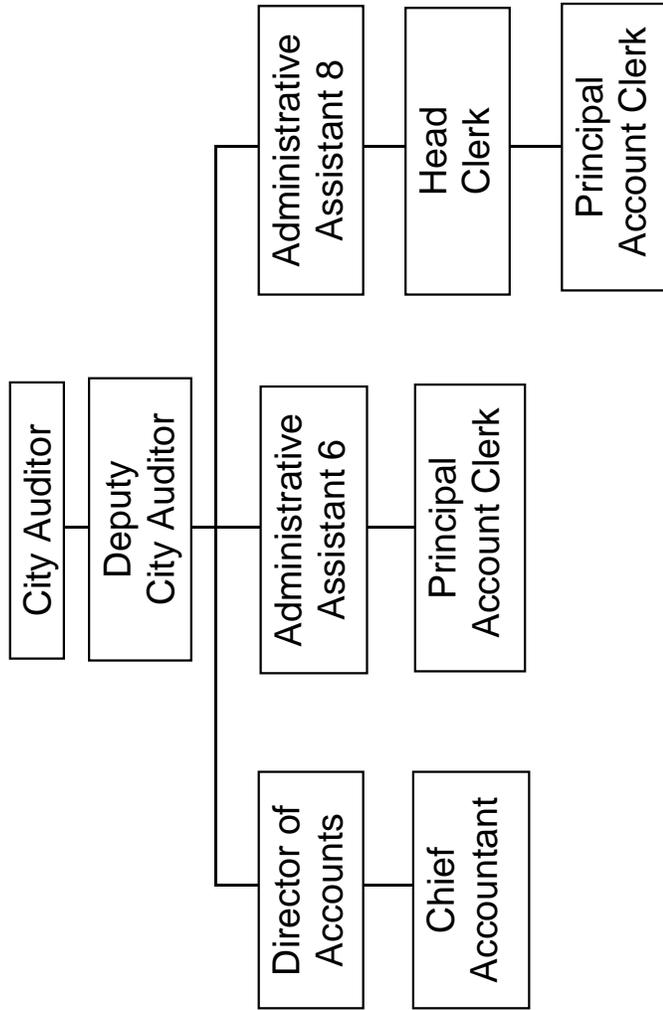
The Auditing Department’s tax levy budget for Fiscal 2014 is recommended to be \$778,262, which is an increase of \$73,978 from the Fiscal 2013 amount of \$704,284.

The recommended Personal Services budget for Fiscal 2014 is \$616,544, which is an increase of \$72,012 from the Fiscal 2013 budget of \$544,532. This increase is a result of a full year of salary for the Assistant Auditor for an additional \$52,000; an increase in the Auditor’s salary of \$26,960 due to the contract amendment of December 5, 2012; and the EM Incentive pay increased by \$6,326. The table of organization has been changed by upgrading 3 positions for a cost of \$5,209. This increase is offset by step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on of January 1, 2013 which is reduced by a position being hired at a lower step for a net savings of \$3,637; contractual stipends reduced by \$10,000 and an increase in enterprise funding of \$4,846.

The recommended tax levy overtime budget for Fiscal 2014 is recommended to be level funded at \$2,193.

The tax levy ordinary maintenance budget for Fiscal 2014 is recommended to be \$159,525 which is an increase of \$1,966 from the Fiscal 2013 amount of \$157,559. This increase represents the increased cost of the City Audit which is offset by an increase in enterprise funding of \$34.

# AUDITING DEPARTMENT ORGANIZATIONAL CHART



9 FUNDED POSITIONS



**JAMES A. DELSIGNORE, CITY AUDITOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**AUDITING DEPARTMENT - DEPARTMENT #650**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 130,281.00	56EM	CITY AUDITOR	1	\$ 157,241.00
1	50,000.00	48EM	DEPUTY AUDITOR	1	102,000.00
		44M	DIRECTOR OF ACCOUNTS	1	75,711.00
1	72,267.00	42M	CHIEF ACCOUNTANT	0	-
0	-	39M	CHIEF ACCOUNTANT	1	61,074.00
1	59,604.00	38M	ADMINISTRATIVE ASSISTANT 8	1	62,217.00
1	59,528.00	38	SYSTEM ACCOUNTANT	0	-
1	49,815.00	33	ADMINISTRATIVE ASSISTANT 6	1	43,311.00
0	-	30	HEAD CLERK	1	43,744.00
3	121,905.00	28	PRINCIPAL ACCOUNT CLERK	2	78,634.00
<u>9</u>	<u>\$ 543,400.00</u>		REGULAR SALARIES	<u>9</u>	<u>\$ 623,932.00</u>
	30,000.00		PROFESSIONAL SERVICES		30,000.00
	10,765.00		CONTRACTUAL STIPENDS AND EXTRAS		765.00
	-		EM INCENTIVE PAY		6,326.00
	(2,809.00)		VACANCY FACTOR		(2,809.00)
<u>9</u>	<u>\$ 581,356.00</u>		TOTAL SALARIES	<u>9</u>	<u>\$ 658,214.00</u>
			<b>FUNDING SOURCES:</b>		
	(1,488.00)		GOLF COURSE REVENUES		(1,684.00)
	(14,666.00)		SEWER REVENUES		(16,596.00)
	(20,670.00)		WATER REVENUES		(23,390.00)
	<u>(36,824.00)</u>		TOTAL FUNDING SOURCES		<u>(41,670.00)</u>
<u>9</u>	<u>\$ 544,532.00</u>	<b>650-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>9</u>	<u>\$ 616,544.00</u>
	2,193.00		OVERTIME		2,193.00
	<u>2,193.00</u>	<b>650-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>2,193.00</u>
	\$ 75,000.00		SCHOOL AUDIT		\$ 75,000.00
	76,000.00		CITY AUDIT		78,000.00
	2,150.00		OTHER PERSONAL SERVICES		2,150.00
	1,000.00		MAINTENANCE & REPAIR		1,000.00
	5,250.00		OFFICE SUPPLIES		5,250.00
	900.00		OTHER SUPPLIES		900.00
	<u>\$ 160,300.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 162,300.00</u>
			<b>FUNDING SOURCES:</b>		
	(67.00)		CREDIT FROM GOLF COURSE		(68.00)
	(996.00)		CREDIT FROM SEWER		(1,008.00)
	(1,678.00)		CREDIT FROM WATER		(1,699.00)
	<u>(2,741.00)</u>		TOTAL FUNDING SOURCES		<u>(2,775.00)</u>
	<u>\$ 157,559.00</u>	<b>650-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 159,525.00</u>
	<u>\$ 704,284.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 778,262.00</u>

## CONTRIBUTORY PENSIONS

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

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**Departmental Overview:**

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

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

In accordance with the provisions of Chapter 32, it has been determined that the City of Worcester will need to appropriate \$19.68 million for its normal retirement costs (retirement costs for existing city employees and amortization of the unfunded actuarial accrued liability) and early retirement incentive liabilities for Fiscal 2011. This amount is exclusive of any payments to be made by the Worcester Public Schools system and the Worcester Housing Authority.

	Actual Budget for Fiscal 2012	Approved Budget for Fiscal 2013	Account Number	Recommended Appropriation Fiscal 2014
<b>EXPENDITURES</b>				
CONTRIBUTORY	\$ 18,563,452.92	\$ 20,227,011.00	96000	\$ 21,792,319.00
<b>TOTAL</b>	<b>\$ 18,563,452.92</b>	<b>\$ 20,227,011.00</b>		<b>\$ 21,792,319.00</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The City of Worcester’s tax levy pension assessment for Contributory retirement cost for Fiscal 2014 is \$21,792,319 which is an increase of \$1,565,308 from the Fiscal 2013 amount of \$20,227,011.



**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2014  
CONTRIBUTORY PENSIONS- DEPARTMENT #161**

APPROVED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 20,919,527.00	CONTRIBUTORY PENSIONS	\$ 22,777,624.00
<u>20,919,527.00</u>	TOTAL FRINGE BENEFITS	<u>22,777,624.00</u>
	FUNDING SOURCES:	
(35,523.00)	CREDIT FROM GOLF	(35,177.00)
(961,571.00)	CREDIT FROM SEWER	(1,100,463.00)
(1,291,402.00)	CREDIT FROM WATER	(1,455,038.00)
(16,134.00)	CREDIT FROM FINANCE GRANTS	(16,994.00)
(87,667.00)	CREDIT FROM ECONOMIC DEVELOPMENT GRANTS	(68,319.00)
(10,380.00)	CREDIT FROM CABLE SERVICES	(11,833.00)
(59,047.00)	CREDIT FROM HEALTH DEPARTMENT GRANTS	(62,296.00)
(43,037.00)	CREDIT FROM INSPECTIONAL SERVICES GRANTS	(36,944.00)
(11,769.00)	CREDIT FROM ELDER AFFAIRS GRANTS	(11,786.00)
(48,620.00)	CREDIT FROM WORKFORCE INVESTMENT BOARD	(47,867.00)
(193,618.00)	CREDIT FROM WORKFORCE CAREER CENTER	(201,181.00)
<u>(2,758,768.00)</u>	TOTAL FUNDING SOURCES	<u>(3,047,898.00)</u>
<u>\$ 18,160,759.00</u>	<b>161-96000</b> TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 19,729,726.00</u>
<u>\$ 18,160,759.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 19,729,726.00</u>



**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**CONTRIBUTORY PENSIONS- DEPARTMENT #161**  
**EARLY RETIREMENT COSTS**

APPROVED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 1,052,724.00	EARLY RETIREMENT CONTRIBUTIONS- FY03	\$ 1,052,724.00
449,812.00	EARLY RETIREMENT CONTRIBUTIONS- FY11	449,812.00
<u>\$ 1,502,536.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 1,502,536.00</u>
	FUNDING SOURCES:	
(20,929.00)	CREDIT FROM AIRPORT	(20,929.00)
(541.00)	CREDIT FROM GOLF	(110.00)
(170,453.00)	CREDIT FROM SEWER	(172,140.00)
<u>(258,375.00)</u>	CREDIT FROM WATER	<u>(259,347.00)</u>
<u>(450,298.00)</u>	TOTAL FUNDING SOURCES	<u>(452,526.00)</u>
<u>\$ 1,052,238.00</u>	<b>161-96000</b> TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 1,050,010.00</u>
<u>\$ 1,052,238.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,050,010.00</u>



**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**CONTRIBUTORY PENSIONS- DEPARTMENT #161**  
**SECTION 90 PENSIONS**

**TITLE**

APPROVED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
<u>\$ 1,064,938.00</u>	SECTION 90 CONTRIBUTORY PAYMENTS	<u>\$ 1,064,938.00</u>
<u>1,064,938.00</u>	TOTAL FRINGE BENEFITS	<u>1,064,938.00</u>
	FUNDING SOURCES:	
(471.00)	CREDIT FROM AIRPORT	(471.00)
(53.00)	CREDIT FROM GOLF	(13.00)
(19,752.00)	CREDIT FROM SEWER	(20,709.00)
<u>(30,648.00)</u>	CREDIT FROM WATER	<u>(31,162.00)</u>
<u>(50,924.00)</u>	TOTAL FUNDING SOURCES	<u>(52,355.00)</u>
<u>\$ 1,014,014.00</u>	<b>161-96000</b> TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 1,012,583.00</u>
<u>\$ 1,014,014.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,012,583.00</u>

## NON-CONTRIBUTORY PENSIONS

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

**Departmental Overview:**

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

### BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Budget for Fiscal 2012	Approved Budget for Fiscal 2013	Account Number	Recommended Appropriation Fiscal 2014
<b>EXPENDITURES</b>				
NON-CONTRIBUTORY	\$ 126,098.38	\$ 150,867.00	96000	\$ 133,129.00
<b>TOTAL</b>	<b>\$ 126,098.38</b>	<b>\$ 150,867.00</b>		<b>\$ 133,129.00</b>

### FISCAL 2014 BUDGET OVERVIEW

**Expenditures:**

The total tax levy budget in Fiscal 2014 for Non-Contributory pensions is projected to be \$133,129 which is a decrease of \$17,738 from the Fiscal 2013 budget of \$150,867. This decrease is a result of fewer retired city employees and retiree's spouses receiving pension benefits which is offset by a projected 3% increase for retirees on the first \$13,000 salary.



**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2013  
NON-CONTRIBUTORY PENSIONS- DEPARTMENT #162**

APPROVED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 160,369.00	NON-CONTRIBUTORY PENSIONS	\$ 142,916.00
<u>160,369.00</u>	TOTAL FRINGE BENEFITS	<u>142,916.00</u>
	FUNDING SOURCES:	
(9,502.00)	CREDIT FROM SEWER	(9,787.00)
<u>(9,502.00)</u>	TOTAL FUNDING SOURCES	<u>(9,787.00)</u>
<u>\$ 150,867.00</u>	<b>162-96000</b> TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 133,129.00</u>
<u>\$ 150,867.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 133,129.00</u>

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## OFFICE OF THE CITY MANAGER

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**Michael V. O'Brien**  
**City Manager**  
City Hall Room 309  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1175

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### **Department Mission Statement:**

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

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

### **Department Overview:**

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

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## EXECUTIVE OFFICE OF THE CITY MANAGER

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

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

### **BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>	<b>Account</b>	<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Number</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>		<b>Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 571,264.00	\$ 876,098.00	91000	\$ 909,850.00
ORDINARY MAINTENANCE	1,550,602.00	1,609,280.00	92000	1,699,280.00
<b>TOTAL</b>	<b>\$ 2,121,866.00</b>	<b>\$ 2,485,378.00</b>		<b>\$ 2,609,130.00</b>
<b>TOTAL POSITIONS</b>	12	12		13

### **FISCAL 2014 BUDGET OVERVIEW**

#### **Expenditures:**

The tax levy budget for the Office of the City Manager for Fiscal 2014 is recommended to be \$2,609,130 which is an increase of \$123,752 compared to the Fiscal 2013 amount of \$2,485,378.

The personal service tax levy budget for Fiscal 2014 is recommended to be \$906,533, representing a net increase of \$33,752 compared to the Fiscal 2013 budget of \$876,098.

This increase is a result of step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on of January 1, 2013. Also this increase is a result of a loss of grants funds in the amount \$33,280.

The budget recognizes the recommendation of a Human Rights Specialist to further the outreach efforts and intake work of Human Rights complaints, and allow for full office hour coverage for

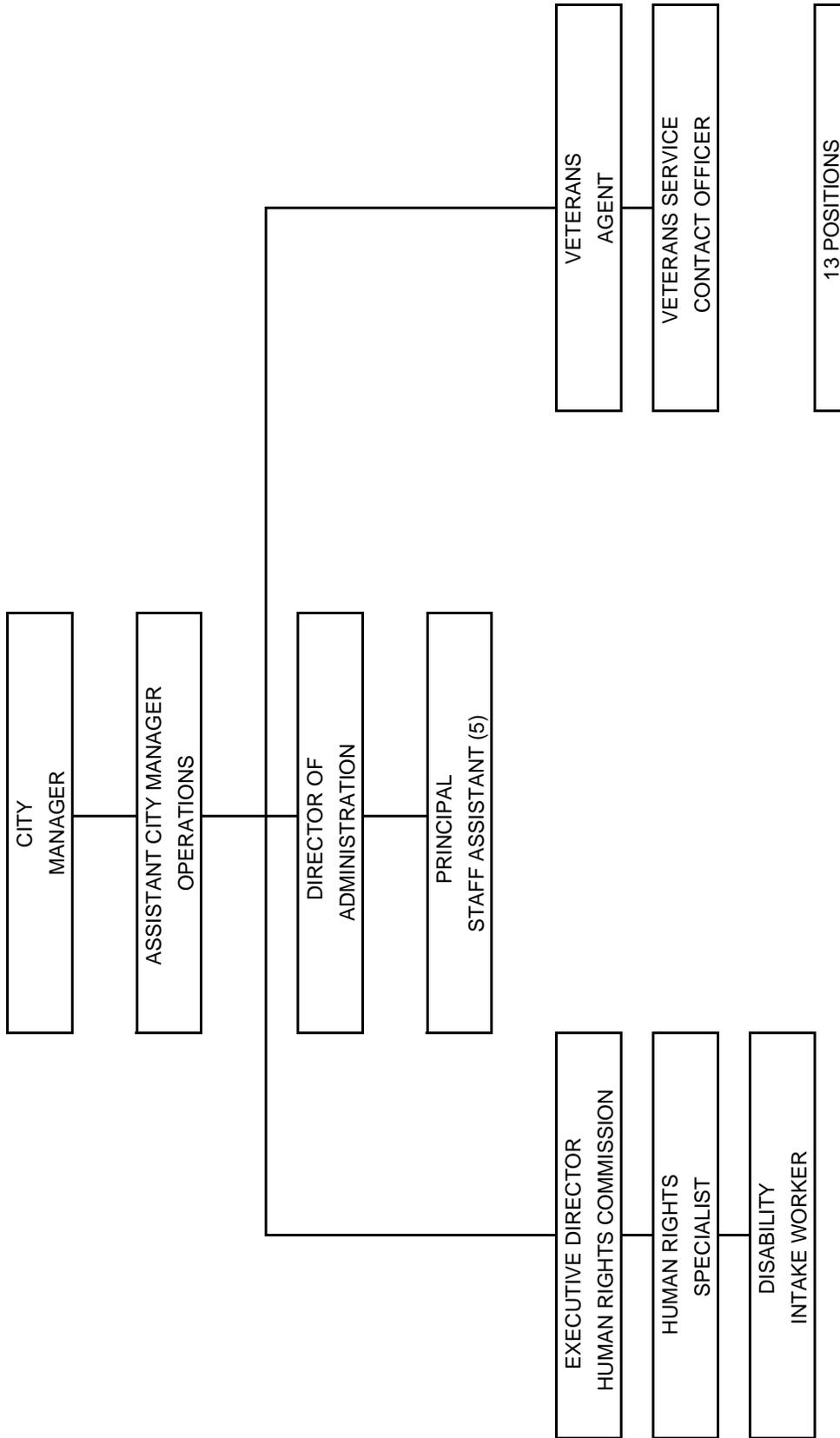
citizen services and a Veterans Service Contact Officer to support the increasing demand for services from our local Veterans.

In Fiscal 2013, the approved Ordinary Maintenance budget amount of \$1,459,280 was supplemented by an additional \$150,000 to fund the initiation of ADA transitional plan; and allow for funding of outreach services for panhandling and homelessness assistance.

The tax levy Ordinary Maintenance budget for the City Manager's Office for Fiscal 2014 is recommended to be \$1,699,280. This represents a net increase of \$90,000 to fund increased requirements in the Veteran Services Ordinary Maintenance. The Commonwealth reimburses the City of Worcester at a rate of 75% for Veteran's Benefits which are received approximately 12 months after benefits are paid to veterans.

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

# EXECUTIVE OFFICE OF THE CITY MANAGER





**MICHAEL V. O'BRIEN, CITY MANAGER**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER**  
**DIVISION OF ADMINISTRATION- DIVISION #040**

FY13				FY14			
TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT		
1	\$ 186,712.00	FL	CITY MANAGER	1	\$ 191,189.00		
1	145,000.00	58CM	ASSISTANT CITY MANAGER FOR OPERATIONS	1	146,035.00		
1	85,000.00	47EM	DIRECTOR OF ADMINISTRATION	0	-		
0	-	47M	DIRECTOR OF ADMINISTRATION	1	76,434.00		
5	311,635.00	40M	PRINCIPAL STAFF ASSISTANT	5	291,173.00		
8	728,347.00		TOTAL REGULAR SALARIES	8	704,831.00		
	(6,750.00)		VACANCY FACTOR		(36,750.00)		
	4,502.00		EM INCENTIVE PAY		12,978.00		
	16,500.00		DEFERRED COMPENSATION		16,500.00		
8	\$ 742,599.00		TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 697,559.00		
1	\$ 56,033.00	42EM	EXECUTIVE DIRECTOR HUMAN RIGHTS COMM.	1	\$ 56,544.00		
1	63,154.00	42EM	VETERANS AGENT	1	63,705.00		
1	33,280.00	FL	HOUSING DISCRIMINATION INTAKE WORKER	0	-		
0	-	31	HUMAN RIGHTS SPECIALIST	1	37,814.00		
0	-	30	VETERANS SERVICE CONTACT OFFICER	1	38,127.00		
1	9,360.00	FL	DISABILITY INTAKE WORKER	1	9,396.00		
4	161,827.00		TOTAL RECOMMENDED PERSONAL SERVICES	5	205,586.00		
	15,000.00		TEMPORARY SERVICES VETERANS		15,000.00		
	(1,750.00)		VACANCY FACTOR		(1,750.00)		
	1,702.00		EM INCENTIVE PAY		3,455.00		
	176,779.00		TOTAL SALARIES		222,291.00		
	(10,000.00)		MASS. COMMISSION AGAINST DISCRIMINATION		(10,000.00)		
	(33,280.00)		HUD GRANT		-		
	(43,280.00)		TOTAL FUNDING SOURCES		(10,000.00)		
12	\$ 876,098.00	<b>040-91000</b>	TOTAL RECOMMENDED PERSONAL SERVICES	13	\$ 909,850.00		
	\$ 80,000.00		CITY MANAGER ORDINARY MAINTENANCE		\$ 80,000.00		
	25,680.00		MASSACHUSETTS MUNICIPAL ASSOCIATION DUES		25,680.00		
	25,000.00		SEASONAL WREATH INSTALLATION		25,000.00		
	5,000.00		NEIGHBORHOOD EVENT SPONSORSHIP		5,000.00		
	100,000.00		ADA TRANSITION PLAN		60,000.00		
	50,000.00		OUTREACH HOMELESSNESS & HEALTH		50,000.00		
	285,680.00		TOTAL CITY MANAGER'S ORDINARY MAINTENANCE		245,680.00		
	17,850.00		FLAGS & WREATHS FOR VETERAN'S GRAVES		17,850.00		
	10,300.00		VETERAN'S ORDINARY MAINTENANCE		10,300.00		
	1,290,000.00		VETERAN'S BENEFITS		1,420,000.00		
	1,318,150.00		TOTAL VETERAN'S ORDINARY MAINTENANCE		1,448,150.00		
	5,450.00		HUMAN RIGHTS ORDINARY MAINTENANCE		5,450.00		
	5,450.00		TOTAL HUMAN RIGHTS ORDINARY MAINTENANCE		5,450.00		
	\$ 1,609,280.00	<b>040-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 1,699,280.00		
	\$ 2,485,378.00		TOTAL RECOMMENDED TAX LEVY		\$ 2,609,130.00		

## CITY MANAGER'S CONTINGENCY

**Michael V. O'Brien**  
**City Manager**  
 City Hall Room 309  
 455 Main Street  
 Worcester, Massachusetts 01608  
 (508) 799-1175

**Departmental Overview:**

The Fiscal 2014 Budget includes a gross amount of \$1,000,000 for the City Manager's Contingency Account. This is a reduction of \$464,457 compared to the total appropriation into contingency in Fiscal 2013. These funds have been identified primarily to provide a funding source due to wage increases for employees in collective bargaining units without settled contracts for Fiscal 2014.

### **BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>	<b>Account</b>	<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Number</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>		<b>Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 57,710.00	\$ 1,464,457.00	92000	\$ 1,000,000.00
<b>TOTAL</b>	<b>\$ 57,710.00</b>	<b>\$ 1,464,457.00</b>		<b>\$ 1,000,000.00</b>



**MICHAEL V. O'BRIEN, CITY MANAGER**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**CITY MANAGER'S CONTINGENCY - DEPARTMENT #900**

<u>RECOMMENDED FY13 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY14 AMOUNT</u>
\$ 1,464,457.00	TOTAL CONTINGENCY	\$ 1,000,000.00
<u>\$ 1,464,457.00</u>	<b>92000</b> TOTAL CONTINGENCY SALARIES	<u>\$ 1,000,000.00</u>
<hr/>		
<u>\$ 1,464,457.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,000,000.00</u>

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## OFFICE OF ELDER AFFAIRS

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**Amy Vogel Waters**

**Director**

128 Providence Street

Worcester, Massachusetts 01604

(508) 799-1232

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**Divisional Mission Statement:**

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

**Divisional Overview:**

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

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

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

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>		<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Account</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>	<b>Number</b>	<b>Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 286,450.44	\$ 313,282.00	91000	\$ 269,278.00
OVERTIME	1,147.74	2,124.00	97000	-
ORDINARY MAINTENANCE	319,913.70	271,063.00	92000	133,841.00
<b>TOTAL</b>	<b>\$ 607,511.88</b>	<b>\$ 586,469.00</b>		<b>\$ 403,119.00</b>
<b>TOTAL POSITIONS</b>				
	8	8		7

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The total recommended tax levy budget for Fiscal 2014 for the Division of Elder Affairs is \$403,119 which is a decrease of \$183,350 from the Fiscal 2013 amount of \$586,469.

The personal service tax levy budget is recommended to be \$269,278 which is a decrease of \$44,004 from the Fiscal 2013 amount of \$313,282. The decrease is a result of a new table of organization that transfers the custodial position to the new City Energy and Asset Management division. This reduces the budget by \$44,687. In addition this budget reclassifies six of the seven remaining positions. This reduces the budget by \$9,852. Finally step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on January 1, 2013 and the funding from the State Council on Aging increased for a net total of \$10,535 are also recognized in the budget.

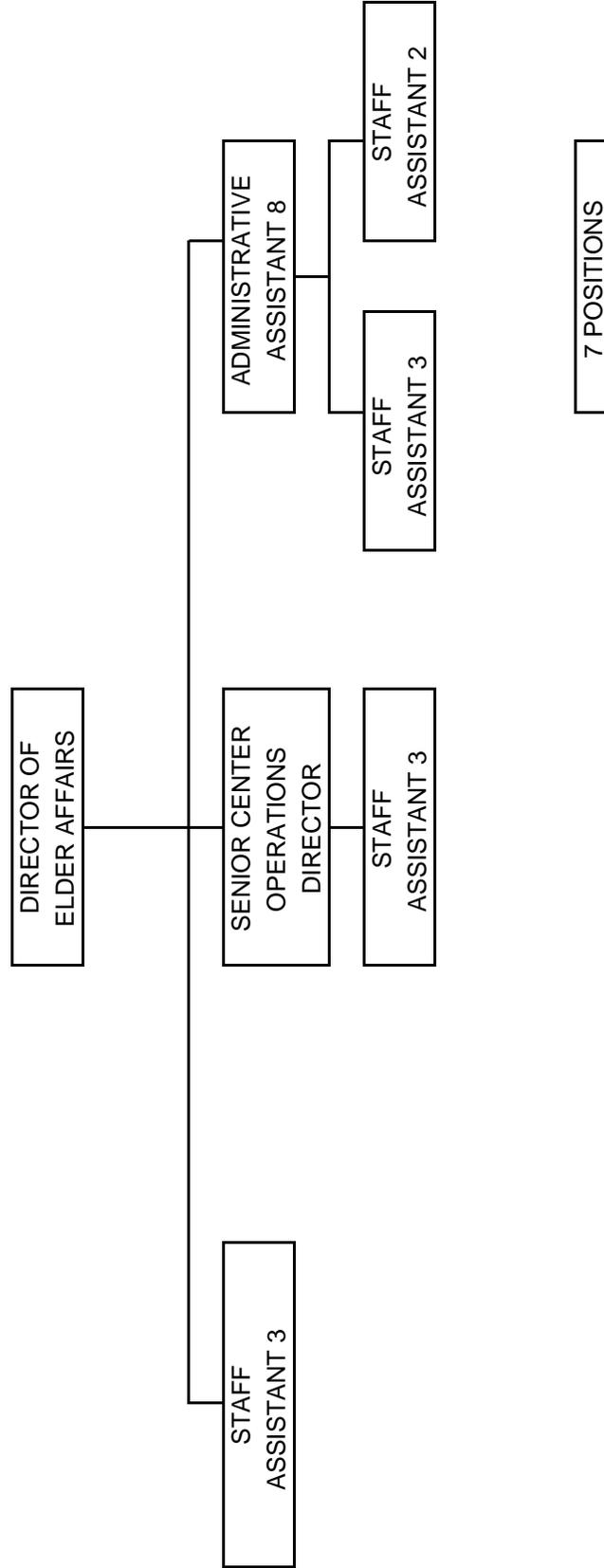
The overtime tax levy budget for Fiscal 2014 is not funded as a result of the custodial position transferring to the new City Energy and Asset Management division.

The recommended tax levy ordinary maintenance budget for Fiscal 2014 is \$133,841 which is a decrease of \$137,222 from the Fiscal 2013 amount of \$271,063. This decrease is due to expenses relating to Building Operations being transferred to the new City Energy and Asset Management division totaling \$147,804 which is offset by an increase in the Program budget in the amount of \$10,000 and Other Charges increasing by \$582.

# CITY OF WORCESTER

## EXECUTIVE OFFICE OF THE CITY MANAGER

### ELDER AFFAIRS DIVISION





**AMY VOGEL WATERS, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER  
DIVISION OF ELDER AFFAIRS - DIVISION #340**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 78,761.00	44EM	DIRECTOR OF ELDER AFFAIRS	1	\$ 79,460.00
1	67,348.00	40M	ASSISTANT DIRECTOR OF ELDER AFFAIRS	0	-
0	-	43M	SENIOR CENTER OPERATIONS DIRECTOR	1	70,533.00
1	65,169.00	40M	PRINCIPAL STAFF ASSISTANT	0	-
0	-	38M	ADMINISTRATIVE ASSISTANT 8	1	52,869.00
0	-	37	STAFF ASSISTANT 3	3	152,467.00
1	53,309.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	0	-
1	47,524.00	35	STAFF ASSISTANT 2	1	43,347.00
1	47,974.00	32	STAFF ASSISTANT 1	0	-
1	39,515.00	31	ADMINISTRATIVE ASSISTANT, GRADE 5	0	-
1	42,890.00	30	SENIOR BUILDING CUSTODIAN	0	-
<u>8</u>	<u>\$ 442,490.00</u>		REGULAR SALARIES	<u>7</u>	<u>\$ 398,676.00</u>
	(1,250.00)		VACANCY FACTOR		(1,250.00)
	2,813.00		EM INCENTIVE PAY		2,813.00
<u>8</u>	<u>\$ 444,053.00</u>		TOTAL RECOMMENDED SALARIES	<u>7</u>	<u>\$ 400,239.00</u>
			FUNDING SOURCES:		
	\$ (130,771.00)		STATE COUNCIL ON AGING GRANT		\$ (130,961.00)
	<u>\$ (130,771.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (130,961.00)</u>
<u>8</u>	<u>\$ 313,282.00</u>	<b>340-91000</b>	TOTAL RECOMMENDED PERSONAL SERVICES	<u>7</u>	<u>\$ 269,278.00</u>
	\$ 2,124.00		OVERTIME		\$ -
	<u>\$ 2,124.00</u>	<b>340-97000</b>	TOTAL RECOMMENDED OVERTIME		<u>\$ -</u>
\$ 99,959.00			PROGRAMS	\$ 109,959.00	
14,394.00			SENIOR CENTER OPERATION	-	
30,600.00			MAINTENANCE & REPAIR	-	
7,700.00			TELEPHONES	7,700.00	
2,500.00			OFFICE SUPPLIES	2,500.00	
5,000.00			OTHER SUPPLIES	5,000.00	
50,000.00			NATURAL GAS	-	
52,810.00			ELECTRICITY	-	
8,100.00			OTHER CHARGES & EXPENDITURES	8,682.00	
<u>\$ 271,063.00</u>			ORDINARY MAINTENANCE	<u>\$ 133,841.00</u>	
<u>\$ 271,063.00</u>		<b>340-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 133,841.00</u>	
			FRINGE BENEFITS:		
\$ 28,264.00			HEALTH INSURANCE	\$ 28,644.00	
13,665.00			RETIREMENT	13,685.00	
<u>\$ 41,929.00</u>			TOTAL FRINGE BENEFITS	<u>\$ 42,329.00</u>	
			FUNDING SOURCES:		
(41,929.00)			STATE GRANTS	(42,329.00)	
<u>(41,929.00)</u>			TOTAL FUNDING SOURCES	<u>(42,329.00)</u>	
<u>\$ -</u>		<b>340-96000</b>	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ -</u>	
<u>\$ 586,469.00</u>			TOTAL RECOMMENDED TAX LEVY	<u>\$ 403,119.00</u>	

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# WORCESTER PUBLIC LIBRARY

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**Wei Jeng-Chu**  
**Head Librarian**

3 Salem Square  
Worcester, Massachusetts 01608  
(508) 799-1655

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**Divisional Mission Statement:**

The mission of the Worcester Public Library is to:

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

**Divisional Overview:**

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

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

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

The City Manager believes that the community can strengthen student outcomes with an unprecedented partnership and collaboration between the Library and the Schools. How can Worcester leverage public & private resources to achieve equitable access to literature, information, and technology for students, teachers, families, and neighbors? The solution is to

have a Worcester Public Library Children’s Branch Library in every Worcester elementary public school. Four pilot sites will be identified, which will bring the partnership between public library and public schools to the next level. Both Schools and Public Library are partners for success. When school principals/teachers and public librarians join forces, kids win and communities thrive!

Today's library is a vital and vibrant place of information and learning, used and valued by people of all ages, backgrounds and abilities. All three libraries, the new mobile library and library staff are devoted to assisting Worcester's citizens in this information rich society in which we live.

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual Budget for Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 2,734,831.00	\$ 3,084,101.00	91000	\$ 3,326,854.00
OVERTIME	65,230.00	82,110.00	97000	114,534.00
ORDINARY MAINTENANCE	1,321,071.00	1,386,261.00	92000	1,456,244.00
<b>TOTAL</b>	<b>\$ 4,121,132.00</b>	<b>\$ 4,552,472.00</b>		<b>\$ 4,897,632.00</b>
<b>TOTAL POSITIONS</b>	84	94		95

**FISCAL 2014 BUDGET OVERVIEW**

The Library budget includes three significant changes from FY13. 1) The Department is undergoing an operational restructuring as the full implementation of the new Automated Materials Handling, RFID, and automated checkout to maximize flexibility to meet the varied needs of Library patrons. 2) The Library is directing the One City One Library project to provide library services in four Worcester Public Schools. 3) The Library facilities management is being transferred to the new Division of Energy and Asset Management.

**Expenditures:**

The budget for the Worcester Public Library for Fiscal 2014 is recommended to be \$4,897,632 which is an increase of \$345,160 from the Fiscal 2013 amount of \$4,552,472.

The total recommended personal services tax levy budget for Fiscal 2014 is recommended to be \$3,326,854, which is an increase of \$242,753 from the Fiscal 2013 amount of \$3,084,101. Personal services increases are reflective of the reorganization of personnel to better coordinate the library needs on a daily basis. A refined Information and Lifelong Learning Services Team consists of many project oriented units to be flexible and responsive to the needs and interests of Worcester residents. This service reflects staff existing roles and their impacts on Library’s operation and its future growth, which results in an elimination of Reference Services

Coordinator positions. The Custodial and Building maintenance positions have been transferred to the new City Division of Energy and Asset Management. Two new Graduate Librarian Grade four positions were added to the organizational chart.

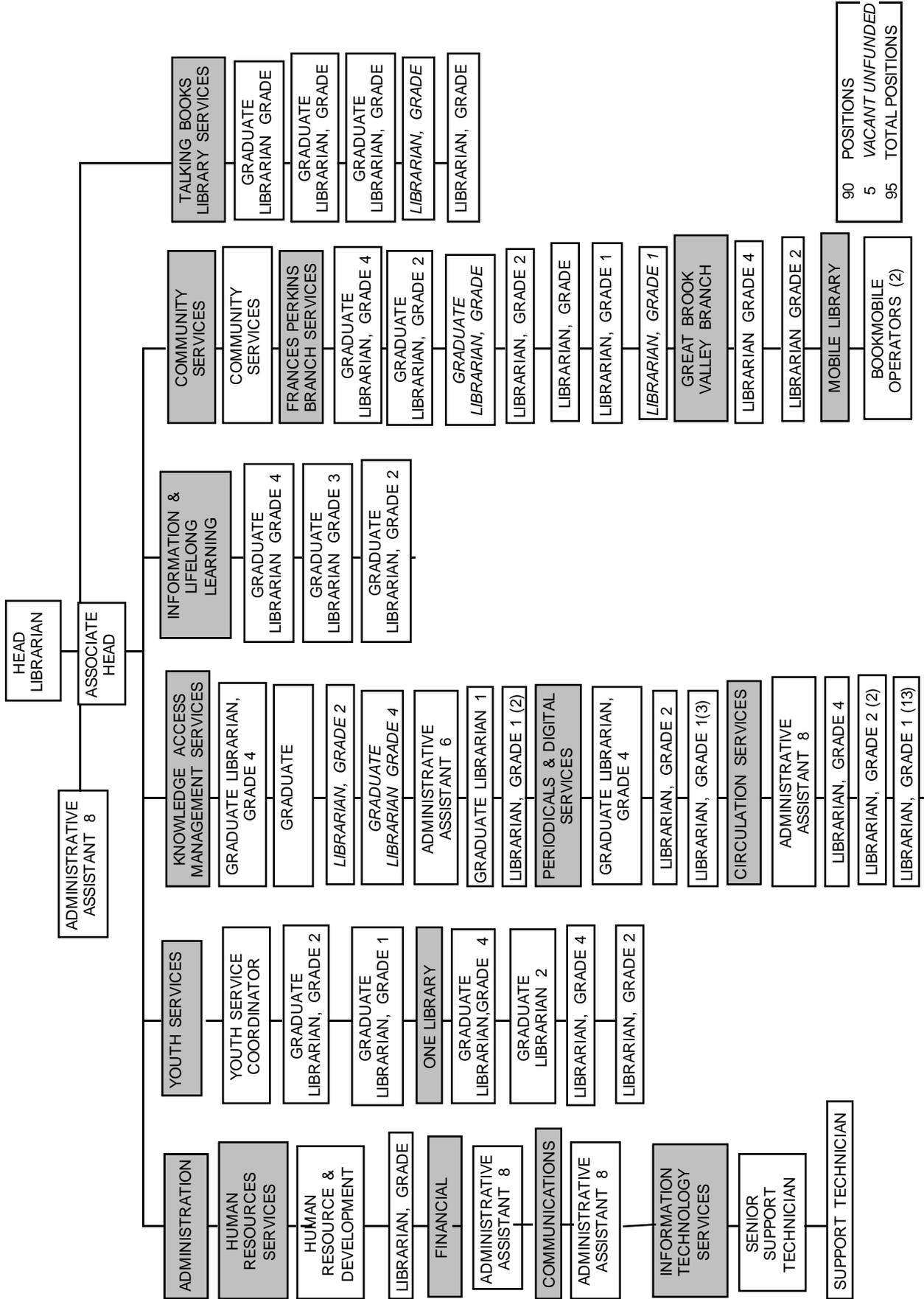
A new One Library branch was added to the organization chart adding 8 new positions with salaries totaling \$292,260 to provide services to the Worcester Public Schools. Temporary staff increased by \$15,227 to provide rapid return of library materials to the shelves. Additional factors are step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on January 1, 2013.

Pilot funding has been increased to fully support the One Library staff positions for services to the Worcester Public Schools. The transfer of personnel to the City Energy and Asset Management division is budget neutral to the library as the services will still be paid for out of the library budget via an interdepartmental charge.

The tax levy overtime for Fiscal 2014 is recommended to be \$114,534, which is an increase of \$32,424 from the Fiscal 2013 amount of \$82,110. This increase reflects the funds required to keep the library open for the same number of Sundays in Fiscal 2014 as Fiscal 2013 in the wake of a reduction in funding from the Library Foundation for this purpose.

The tax levy ordinary maintenance for Fiscal 2014 is recommended to be \$1,456,244, which is an increase of \$69,983 from the Fiscal 2013 amount of \$1,386,261. This increase is due to the library's obligation to acquire library materials consistent with state requirements as well as increased costs for CW/MARs network membership and the support for the new One Library program in the Worcester Public Schools.

# CITY OF WORCESTER WORCESTER PUBLIC LIBRARY



90	POSITIONS
5	VACANT UNFUNDED
95	TOTAL POSITIONS

LIBRARIAN, GRADE 4
LIBRARIAN, GRADE 2
MOBILE LIBRARY
BOOKMOBILE OPERATORS (2)

LIBRARIAN, GRADE 4
LIBRARIAN, GRADE 2 (2)
LIBRARIAN, GRADE 1 (13)

SUPPORT TECHNICIAN
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**JENG-CHU, WEI, HEAD LIBRARIAN**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER**  
**DIVISION OF PUBLIC LIBRARY- DIVISION #550**

FY13				FY14	
TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 100,445.00	53EM	HEAD LIBRARIAN	1	\$ 108,493.00
1	85,651.00	48M	ASSOCIATE HEAD LIBRARIAN	1	85,558.00
1	77,925.00	44M	YOUTH SERVICES COORDINATOR	1	78,614.00
1	77,925.00	44M	REFERENCE SERVICES COORDINATOR	0	-
1	60,537.00	44M	COMMUNITY SERVICES COORDINATOR	1	69,571.00
4	238,095.00	40P	GRADUATE LIBRARIAN, GRADE 4	6	361,377.00
1	67,348.00	40M	PRINCIPAL STAFF ASSISTANT	0	-
0	-	39M	HUMAN RESOURCE & DEVELOPMENT MANAGER	1	65,543.00
2	125,420.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	4	220,454.00
3	189,315.00	37P	GRADUATE LIBRARIAN, GRADE 3	3	190,992.00
20	775,903.00	36P	GRADUATE LIBRARIAN, GRADE 2	20	1,013,231.00
1	44,261.00	31P	GRADUATE LIBRARIAN, GRADE 1	2	92,597.00
0	-	40	SENIOR SUPPORT TECHNICIAN	1	60,051.00
1	57,334.00	37	SUPPORT TECHNICIAN	1	48,400.00
2	53,309.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	0	-
2	98,975.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	50,259.00
3	139,335.00	31	LIBRARIAN, GRADE 4	2	93,710.00
1	45,988.00	30	SENIOR BUILDING CUSTODIAN	0	-
1	44,417.00	29	LIBRARIAN, GRADE 3	0	-
2	62,212.00	27	BOOKMOBILE OPERATOR	2	66,258.00
1	38,739.00	26	LIBRARIAN, GRADE 2A	1	39,088.00
4	153,776.00	25	LIBRARIAN, GRADE 2	4	156,352.00
5	186,772.00	25	BUILDING CUSTODIAN	0	-
18	587,942.00	21	LIBRARIAN, GRADE 1	18	578,765.00
<b>76</b>	<b>\$ 3,311,624.00</b>		<b>TOTAL REGULAR SALARIES WITHOUT PAGES</b>	<b>70</b>	<b>\$ 3,379,313.00</b>
<b>AUTHORIZED POSITIONS WITHOUT FUNDING:</b>					
1	\$ -	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ -
1	-	36P	GRADUATE LIBRARIAN, GRADE 2	1	-
1	-	25	LIBRARIAN, GRADE 2	1	-
1	-	21	LIBRARIAN, GRADE 1	1	-
<b>4</b>	<b>\$ -</b>		<b>REGULAR SALARIES</b>	<b>4</b>	<b>\$ -</b>
<b>ONE CITY, ONE LIBRARY</b>					
0	\$ -	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 48,588.00
0	-	0	GRADUATE LIBRARIAN, GRADE 2	1	42,282.00
0	-	31	LIBRARIAN, GRADE 4	3	113,442.00
0	-	25	LIBRARIAN, GRADE 2	3	87,948.00
<b>0</b>	<b>\$ -</b>		<b>REGULAR SALARIES</b>	<b>8</b>	<b>\$ 292,260.00</b>
<b>80</b>	<b>\$ 3,362,957.00</b>		<b>REGULAR SALARIES</b>	<b>82</b>	<b>\$ 3,671,573.00</b>
	51,333.00		TOTAL PAGES SALARIES		66,560.00
	-		EM INCENTIVE		3,118.00
	119,160.00		BUDGET SUPPLEMENT MONDAY/YOUTH CO-OPS		-
			BUILDING OPERATION		292,784.00
	(106,849.00)		VACANCY FACTOR		(98,663.00)
<b>80</b>	<b>\$ 3,426,601.00</b>		<b>TOTAL RECOMMENDED SALARIES</b>	<b>82</b>	<b>\$ 3,935,372.00</b>
<b>FUNDING SOURCES:</b>					
	(262,500.00)		PILOT		(542,260.00)
	(80,000.00)		BOOKMOBILE FUNDING		(66,258.00)
	(342,500.00)		TOTAL FUNDING SOURCES		(608,518.00)
<b>80</b>	<b>\$ 3,084,101.00</b>	<b>550-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>82</b>	<b>\$ 3,326,854.00</b>



**JENG-CHU, WEI, HEAD LIBRARIAN**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER**  
**DIVISION OF PUBLIC LIBRARY- DIVISION #550**

\$ 18,073.00	REGULAR OVERTIME	\$ 21,658.00
\$ 15,247.00	BUDGET SUPPLEMENT CIRC/BUILDINGS	-
\$ 48,790.00	SUNDAY OVERTIME	64,137.00
<u>\$ 82,110.00</u>	<b>TOTAL OVERTIME</b>	<u>\$ 85,795.00</u>
\$ -	BUILDING OPERATIONS	\$ 28,739.00
<u>\$ 82,110.00</u>	<b>550-97000 TOTAL RECOMMENDED OVERTIME</b>	<u>\$ 114,534.00</u>

\$ 208,400.00	ELECTRICITY	\$ -
\$ 65,000.00	NATURAL GAS	-
\$ 2,881.00	AUTO FUEL	2,939.00
\$ 15,000.00	DIESEL FUEL	-
\$ 3,068.00	LEASES & RENTALS	3,068.00
\$ 112,228.00	MAINTENANCE & REPAIR	73,281.00
\$ 30,105.00	TELEPHONE	30,105.00
\$ 12,934.00	POSTAGE	12,934.00
\$ 158,534.00	OTHER PERSONAL SERVICES	157,034.00
\$ 500.00	AUTOMOTIVE SUPPLIES	500.00
\$ 48,689.00	BUILDING SUPPLIES	48,689.00
\$ 6,297.00	OFFICE SUPPLIES	6,297.00
\$ 144,644.00	OTHER SUPPLIES	144,644.00
\$ 577,981.00	LIBRARY MATERIALS	662,387.00
<u>\$ 1,386,261.00</u>	<b>ORDINARY MAINTENANCE</b>	<u>\$ 1,141,878.00</u>
-	BUILDING OPERATIONS	328,108.00
<u>\$ 1,386,261.00</u>	<b>TOTAL ORDINARY MAINTENANCE</b>	<u>\$ 1,469,986.00</u>

<b>FUNDING</b>		
-	BOOKMOBILE FUNDING	(13,742.00)
<u>\$ 1,386,261.00</u>	<b>550-92000 RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 1,456,244.00</u>

<u>\$ 4,552,472.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 4,897,632.00</u>
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**JENG-CHU, WEI, HEAD LIBRARIAN**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER**  
**DIVISION OF PUBLIC LIBRARY- DIVISION #550**

FY13		PAY		FY14	
TOTAL	PROPOSED	GRADE	TITLE	TOTAL	PROPOSED
POSITIONS	FY13 AMOUNT			POSITIONS	FY14 AMOUNT
<b>LIBRARY RESOURCES</b>					
1	\$ 70,219.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 50,906.00
1	41,911.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	42,282.00
1	44,261.00	31P	GRADUATE LIBRARIAN, GRADE 1	0	-
2	77,478.00	25	LIBRARIAN, GRADE 2	2	73,771.00
3	99,385.00	21	LIBRARIAN, GRADE 1	3	101,905.00
8	\$ 333,254.00		REGULAR SALARIES	7	\$ 268,864.00
8	\$ 333,254.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	7	\$ 268,864.00
	71,517.25		FRINGE BENEFITS		69,682.20
	\$ 404,771.25		<b>TOTAL EXPENSES- LIBRARY RESOURCES</b>		\$ 338,546.20
	(333,254.00)		FUNDING SOURCES-STATE REVENUES:		(268,864.00)
	(71,517.25)		SALARIES		(69,682.20)
	(404,771.25)		FRINGE BENEFITS		(338,546.20)
	\$ -		TOTAL CREDITS- LIBRARY RESOURCES		\$ -
			<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ -

<b>TALKING BOOK SERVICES</b>					
1	\$ 70,219.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 70,846.00
1	60,994.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	61,534.00
1	51,042.00	31P	GRADUATE LIBRARIAN, GRADE 1	1	51,491.00
2	68,014.00	21	LIBRARIAN, GRADE 1	2	68,612.00
5	\$ 250,269.00		REGULAR SALARIES	5	\$ 252,483.00
<b>VACANT UNFUNDED POSITIONS:</b>					
1	\$ -	25	LIBRARIAN, GRADE 2	1	\$ -
1	-		REGULAR SALARIES	1	-
6	\$ 250,269.00		TOTAL REGULAR SALARIES	6	\$ 252,483.00
6	\$ 250,269.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	6	\$ 252,483.00
	3,000.00		TOTAL OVERTIME		3,000.00
	119,203.58		ORDINARY MAINTENANCE		119,203.58
	48,670.42		FRINGE BENEFITS		52,553.88
	\$ 421,143.00		<b>TOTAL EXPENSES- TALKING BOOKS</b>		\$ 427,240.46
	(250,269.00)		FUNDING SOURCES-STATE REVENUES:		(252,483.00)
	(3,000.00)		SALARIES		(3,000.00)
	(119,203.58)		OVERTIME		(119,203.58)
	(48,670.42)		ORDINARY MAINTENANCE		(52,553.88)
	\$ (421,143.00)		FRINGE BENEFITS		\$ (427,240.46)
			TOTAL CREDITS- TALKING BOOKS		\$ -
	\$ -		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ -

# DEPARTMENT OF ECONOMIC DEVELOPMENT

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**Timothy J. McGourthy**  
**Chief Development Officer**

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

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**Department Mission Statement:**

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

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

**Departmental Overview:**

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

**Divisions of Business Assistance & Cultural Development**

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

- building the vitality of the downtown core and neighborhood centers through the creation of new business, retail, cultural, and entertainment opportunities
- connecting entrepreneurs and property owners with public financing opportunities
- improving connections between and among the City's many economic generators
- marketing Worcester's assets to the region and beyond

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

### Divisions of Neighborhood Development & Housing Development

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

### Division of Planning & Regulatory Services

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

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>	<b>Account</b>	<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Number</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>		<b>Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 880,362.84	\$ 1,028,906.00	91000	\$ 1,297,839.00
ORDINARY MAINTENANCE	80,008.56	119,190.00	92000	70,090.00
<b>TOTAL</b>	<b>\$ 960,371.40</b>	<b>\$ 1,148,096.00</b>		<b>\$ 1,367,929.00</b>
<b>TOTAL POSITIONS</b>	33	34		35

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

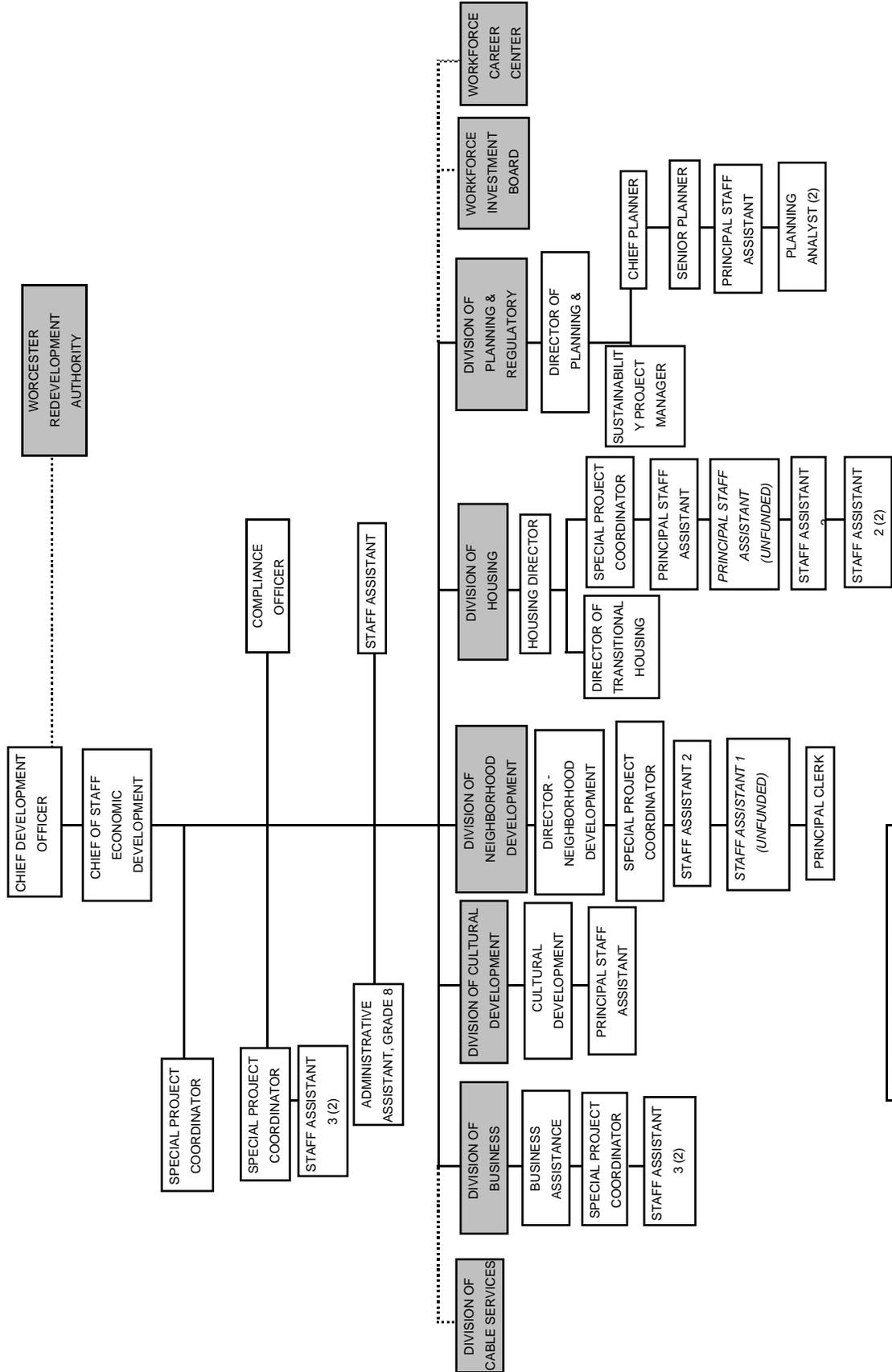
The Department of Economic Development’s tax levy budget for Fiscal 2014 is recommended to be \$1,367,929, which is an increase of \$219,833 from the Fiscal 2013 amount of \$1,148,096.

The recommended Fiscal 2014 tax levy personal services budget is \$1,297,839, an increase of \$268,933 from the Fiscal 2013 amount of \$1,028,906. This increase is reflective of a reduction in various grant funding sources as well as step increases for employees. Salary amounts include wage and step increases for employees that have not reached the maximum salary step per the salary ordinance. Other contributing factors include a reduction in the departmental vacancy factor, the addition of one Special Project Coordinator in the Administration Division, the addition of one Special Project Coordinator and the funding of one previously unfunded Staff Assistant II, both in the Neighborhood Development Division. The position of Sustainability Project Manager position has also been added to the Planning & Regulatory Services Division. This increase is offset by the elimination of the Coordinator, Executive Office and Staff Assistant I positions in the Neighborhood Development Division. The position of Energy Manager (ESCOS) has been eliminated from the Planning & Regulatory Services Division.

The tax levy Ordinary Maintenance account for Fiscal 2014 is recommended to be \$70,090, a reduction of \$49,100 from the Fiscal 2013 amount of \$119,190.

# CITY OF WORCESTER

## DEPARTMENT OF ECONOMIC DEVELOPMENT



33	FUNDED POSITIONS
2	VACANT UNFUNDED POSITIONS
35	TOTAL POSITIONS



**TIMOTHY J. MCGOURTHY, CHIEF DEVELOPMENT OFFICER**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF ECONOMIC DEVELOPMENT #043**

FY13				FY14	
TOTAL	APPROVED	PAY	TITLE	TOTAL	RECOMMENDED
POSITIONS	FY13 AMOUNT	GRADE		POSITIONS	FY14 AMOUNT
<b>DEPARTMENT OF ECONOMIC DEVELOPMENT ADMINISTRATION:</b>					
1	\$ 119,218.00	58CM	CHIEF DEVELOPMENT OFFICER	1	\$ 125,270.00
1	97,500.00	48EM	CHIEF OF STAFF ECONOMIC DEVELOPMENT	1	81,558.00
1	68,766.00	45M	SPECIAL PROJECT COORDINATOR	2	138,456.00
1	60,537.00	42M	COMPLIANCE OFFICER	1	70,533.00
1	62,710.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	63,267.00
2	93,318.00	37	STAFF ASSISTANT 3	2	98,096.00
1	53,309.00	35	STAFF ASSISTANT 2	1	53,787.00
8	\$ 555,358.00		TOTAL REGULAR SALARIES	9	\$ 630,967.00
	4,418.00		EM INCENTIVE PAY		4,431.00
8	\$ 559,776.00		TOTAL RECOMMENDED SALARIES	9	\$ 635,398.00
<b>FUNDING SOURCES:</b>					
	\$ (148,721.00)		FEDERAL GRANTS		\$ (124,690.00)
	(58,416.00)		CAPITAL PROJECTS		(36,457.00)
	(19,036.00)		CABLE REVENUES		(11,607.00)
	(33,540.00)		WORKFORCE DEVELOPMENT FUNDS		(23,213.00)
	(259,713.00)		TOTAL FUNDING SOURCES		(195,967.00)
8	\$ 300,063.00		TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	9	\$ 439,431.00
<b>DIVISION OF BUSINESS ASSISTANCE:</b>					
0	\$ -	42EM	BUSINESS ASSISTANCE DIRECTOR	1	\$ 81,558.00
1	80,837.00	45M	BUSINESS ASSISTANCE DIRECTOR	0	-
1	45,724.00	45M	SPECIAL PROJECT COORDINATOR	1	46,135.00
2	112,702.00	37	STAFF ASSISTANT 3	2	115,676.00
4	\$ 239,263.00		TOTAL REGULAR SALARIES	4	\$ 243,369.00
<b>DIVISION OF CULTURAL DEVELOPMENT:</b>					
1	\$ 80,837.00	45M	CULTURAL DEVELOPMENT OFFICER	1	\$ 81,558.00
1	50,511.00	40M	PRINCIPAL STAFF ASSISTANT	1	50,958.00
2	\$ 131,348.00		TOTAL REGULAR SALARIES	2	\$ 132,516.00
<b>DIVISION OF NEIGHBORHOOD DEVELOPMENT:</b>					
1	98,228.00	48EM	DIR. OF NEIGHBORHOOD DEVELOPMENT	0	-
0	-	42EM	DIR. OF NEIGHBORHOOD DEVELOPMENT	1	80,001.00
1	80,595.00	42EM	COORDINATOR, EXECUTIVE OFFICE	0	-
0	-	45M	SPECIAL PROJECT COORDINATOR	1	81,558.00
1	-	35	STAFF ASSISTANT 2	1	50,259.00
1	35,307.00	27	PRINCIPAL CLERK	1	34,889.00
4	214,130.00		TOTAL REGULAR SALARIES	4	246,707.00
<b>AUTHORIZED POSITIONS WITHOUT FUNDING:</b>					
1	47,974.00	35	STAFF ASSISTANT 1	1	-
1	47,974.00		REGULAR SALARIES	1	-
<b>DIVISION OF HOUSING DEVELOPMENT:</b>					
1	\$ 76,608.00	42EM	HOUSING DIRECTOR	1	\$ 81,163.00
1	74,704.00	45M	SPECIAL PROJECT COORDINATOR	1	66,316.00
1	67,111.00	40M	PRINCIPAL STAFF ASSISTANT	1	67,944.00
1	57,334.00	37	MANAGER OF TRANSITIONAL HOUSING	1	55,023.00
1	49,815.00	37	STAFF ASSISTANT 3	1	51,089.00
2	96,081.00	35	STAFF ASSISTANT 2	2	104,537.00
7	421,653.00		TOTAL REGULAR SALARIES	7	426,072.00
<b>AUTHORIZED POSITIONS WITHOUT FUNDING:</b>					
1	-	40M	PRINCIPAL STAFF ASSISTANT	1	-
1	-		REGULAR SALARIES	1	-



**TIMOTHY J. MCGOURTHY, CHIEF DEVELOPMENT OFFICER**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF ECONOMIC DEVELOPMENT #043**

FY13				FY14	
TOTAL	APPROVED	PAY	TITLE	TOTAL	RECOMMENDED
POSITIONS	FY13 AMOUNT	GRADE		POSITIONS	FY14 AMOUNT
<b>DIVISION OF PLANNING &amp; REGULATORY SERVICES:</b>					
1	\$ 95,330.00	48EM	DIRECTOR OF PLANNING & REGULATORY SERVICES	1	\$ 96,195.00
1	80,837.00	45M	ENERGY MANAGER (ESCOS)	0	-
1	72,267.00	45M	CHIEF PLANNER	1	67,567.00
0	-	42M	SUSTAINABILITY PROJECT MANAGER	1	63,267.00
1	58,371.00	42M	SENIOR PLANNER	1	56,335.00
1	67,348.00	40M	PRINCIPAL STAFF ASSISTANT	1	67,944.00
2	92,848.00	37	PLANNING ANALYST	2	94,433.00
7	\$ 467,001.00		TOTAL REGULAR SALARIES	7	\$ 445,741.00
26	1,521,369.00		TOTAL REGULAR SALARIES	26	1,494,405.00
	(64,148.00)		VACANCY FACTOR		(8,303.00)
	10,049.00		EM INCENTIVE PAY		6,718.00
	-		BUDGET SUPPLEMENT		-
26	\$ 1,467,270.00		TOTAL RECOMMENDED SALARIES	26	\$ 1,492,820.00
<b>FUNDING SOURCES:</b>					
	(708,113.00)		FEDERAL GRANTS		(634,412.00)
	(30,314.00)		CAPITAL PROJECTS		-
	(738,427.00)		TOTAL FUNDING SOURCES		(634,412.00)
26	\$ 728,843.00		TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	26	\$ 858,408.00
34	\$ 1,028,906.00	<b>043-91000</b>	TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	35	\$ 1,297,839.00
	35,000.00		LEASES & RENTALS		-
	2,500.00		MAINTENANCE & REPAIR		2,500.00
	8,000.00		TELEPHONES		4,000.00
	1,000.00		POSTAGE		1,000.00
	1,000.00		NETWORK, HARDWARE, SOFTWARE		4,500.00
	41,350.00		OTHER PERSONAL SERVICES		32,750.00
	10,700.00		NEWSPAPER ADVERTISING		10,700.00
	2,750.00		REGISTRATION FEES		2,750.00
	6,190.00		PRINTING		6,190.00
	500.00		BOOKS		500.00
	10,500.00		OFFICE SUPPLIES		7,000.00
	6,700.00		SUBSCRIPTIONS		6,700.00
	5,000.00		OTHER CHARGES & EXPENDITURES		3,000.00
	-		TRAVEL		500.00
	\$ 131,190.00		TOTAL ORDINARY MAINTENANCE		\$ 82,090.00
<b>FUNDING SOURCES:</b>					
	(12,000.00)		FEDERAL GRANTS		(12,000.00)
	(12,000.00)		TOTAL FUNDING SOURCES		(12,000.00)
	\$ 119,190.00	<b>043-92000</b>	TOTAL RECOMMENDED TAX LEVY ORDINARY MAINTENANCE		\$ 70,090.00
<b>FRINGE BENEFITS:</b>					
	\$ 118,433.00		HEALTH INSURANCE		\$ 105,185.00
	98,772.00		RETIREMENT		71,600.00
	217,205.00		TOTAL FRINGE BENEFITS		176,785.00
<b>FUNDING SOURCES:</b>					
	(198,885.00)		FEDERAL GRANTS		(166,237.00)
	(10,586.00)		CAPITAL PROJECTS		(10,548.00)
	(7,734.00)		ENERGY PROJECTS		-
	(217,205.00)		TOTAL FUNDING SOURCES		(176,785.00)
	\$ -	<b>043-96000</b>	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
	\$ 1,148,096.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,367,929.00

**FISCAL YEAR 2014  
DEPARTMENT OF ECONOMIC DEVELOPMENT  
FUNDING SOURCES**

**DIVISION: ADMINISTRATION**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CDBG	\$ 97,275.00	\$ 23,717.00	\$ 120,992.00
2012 LEAD HAZARD GRANT	3,527.00	1,038.00	4,565.00
HOME	12,666.00	3,066.00	15,732.00
SUSTAINABLE COMMUNITIES	2,116.00	623.00	2,739.00
EMERGENCY SHELTER	5,248.00	1,219.00	6,467.00
EPA GRANTS	3,859.00	941.00	4,800.00
	<b>\$ 124,691.00</b>	<b>\$ 30,604.00</b>	<b>\$ 155,295.00</b>

**DIVISION: BUSINESS ASSISTANCE**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CDBG	\$ 52,720.00	\$ 8,166.00	\$ 60,886.00
EPA GRANTS	22,095.00	5,783.00	27,878.00
	<b>\$ 74,815.00</b>	<b>\$ 13,949.00</b>	<b>\$ 88,764.00</b>

**DIVISION: NEIGHBORHOOD DEVELOPMENT**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CDBG	\$ 222,761.00	\$ 60,340.00	\$ 283,101.00
EMERGENCY SHELTER	4,237.00	659.00	4,896.00
SUPPORTIVE HOUSING	847.00	132.00	979.00
TRANSITIONAL HOUSING	847.00	132.00	979.00
	<b>\$ 228,692.00</b>	<b>\$ 61,263.00</b>	<b>\$ 289,955.00</b>

**DIVISION: HOUSING DEVELOPMENT**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CDBG	\$ 82,315.00	\$ 15,504.00	\$ 97,819.00
2012 LEAD HAZARD GRANT	161,987.00	26,848.00	188,835.00
HOME	63,340.00	12,821.00	76,161.00
EMERGENCY SHELTER	13,756.00	2,538.00	16,294.00
SUPPORTIVE HOUSING	1,651.00	305.00	1,956.00
TRANSITIONAL HOUSING	550.00	102.00	652.00
	<b>\$ 323,599.00</b>	<b>\$ 58,118.00</b>	<b>\$ 381,717.00</b>

**DIVISION: PLANNING & REGULATORY**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CDBG	\$ 7,305.00	\$ 2,303.00	\$ 9,608.00
	<b>\$ 7,305.00</b>	<b>\$ 2,303.00</b>	<b>\$ 9,608.00</b>

**DEPARTMENT TOTAL**

<b>\$ 759,102.00</b>	<b>\$ 166,237.00</b>	<b>\$ 925,339.00</b>
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**Timothy J. McGourthy**  
**Chief Development Officer**  
City Hall Room 309  
455 Main Street  
Worcester, Massachusetts 01608  
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### **Departmental Overview:**

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

In Fiscal Year 2014, continued emphasis will focus on the management and maintenance of this historic facility, as well as the courtship of new tenants for the few remaining leasable areas in the Station. In recent years, the WRA has marketed this majestic building both directly and indirectly through brokers to secure a complementary mixed-use tenant base. Due to the diligence of the WRA, Union Station is now home to the Central Massachusetts Regional Planning Commission (CMRPC), Vanasse Hangen Brustlin (VHB), Maxwell Silverman's Banquet & Conference Center, Luciano's Café, Goodies by the Tracks, Byblos Lounge, Amtrak, the Massachusetts Bay Transportation Authority (MBTA) and Greyhound and Peter Pan Bus Lines.

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

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

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>	<b>Account</b>	<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Number</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>		<b>Fiscal 2014</b>
<b>EXPENDITURES</b>				
ORDINARY MAINTENANCE	\$ 876,740.00	\$ 1,018,707.00	92000	\$ 866,048.00
DOWNTOWN URBAN RENEWAL	-	-		500,000.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 876,740.00</b>	<b>\$ 1,018,707.00</b>		<b>\$ 1,366,048.00</b>
<b>FUNDING SOURCES</b>				
OPERATING REVENUE	\$ 456,612.00	\$ 465,987.00		\$ 480,381.00
URBAN RENEWAL BONDS	-	-		500,000.00
GENERAL REVENUE FUNDS	420,128.00	552,720.00		385,667.00
<b>TOTAL FUNDING SOURCE</b>	<b>\$ 876,740.00</b>	<b>\$ 1,018,707.00</b>		<b>\$ 1,366,048.00</b>

**FISCAL 2014 BUDGET OVERVIEW**

The total Fiscal 2014 tax levy appropriation is \$385,667, which is a decrease of \$167,053 from the Fiscal 2013 City Council approved tax levy budget of \$552,720.

**Ordinary Maintenance: Union Station**

The recommended Fiscal 2014 Ordinary Maintenance Budget for Union Station totals \$866,048, which is a decrease of \$152,659 from the Fiscal 2013 City Council approved budget of \$1,018,707. The decrease is due to the Worcester Redevelopment Authority not outsourcing the property management of Union Station.

**Revenues: Union Station**

The projected operating revenue to fund Union Station operations during Fiscal 2014 is \$480,381. This amount is derived from the following existing retail leases and special event revenues:

Tenant Leases:	<u>Annual Revenue</u>
CMRPC	\$136,272
VHB	\$145,479
Maxwell Silverman's Banquet Center	\$ 87,670
Byblos Lounge	\$ 37,964
Amtrak	\$ 12,360
Healthy Foods	\$ 3,000
Greyhound	\$ 56,276
Misc.	<u>\$ 1,360</u>
<b>Total Tenant Lease and Special Event Revenue:</b>	<b>\$480,381</b>

**Downtown Urban Renewal Initiative: Worcester Redevelopment Authority**

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

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



**TIMOTHY J. MCGOURTHY, CHIEF DEVELOPMENT OFFICER**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2014  
DEPARTMENT OF ECONOMIC DEVELOPMENT #043  
DIVISION OF UNION STATION- DIVISION #480**

APPROVED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
<b><u>UNION STATION AND BUSPORT OPERATIONS</u></b>		
\$ 108,410.00	JANITORIAL SERVICES	\$ 117,768.00
81,824.00	MAINTENANCE & REPAIR	84,080.00
154,150.00	SECURITY	160,880.00
115,833.00	SNOW REMOVAL & GROUNDS	110,000.00
200,000.00	UNION STATION PROPERTY MANAGEMENT	50,000.00
80,400.00	TENANT PARKING	75,600.00
1,500.00	OTHER ORDINARY MAINTENANCE	1,500.00
15,800.00	INSURANCE	15,800.00
16,500.00	GENERAL & ADMINISTRATIVE	15,420.00
244,290.00	UTILITIES	235,000.00
<u>\$ 1,018,707.00</u>	ORDINARY MAINTENANCE UNION STATION	<u>\$ 866,048.00</u>
<u>-</u>	DOWNTOWN URBAN RENEWAL INITIATIVE	<u>500,000.00</u>
<u>\$ 1,018,707.00</u>	TOTAL WORCESTER REDEVELOPMENT AUTHORITY	<u>\$ 1,366,048.00</u>
<b>FUNDING SOURCES:</b>		
(465,987.00)	TENANT REVENUE	(480,381.00)
<u>-</u>	URBAN RENEWAL INITIATIVE BONDS	<u>(500,000.00)</u>
<u>\$ (465,987.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (980,381.00)</u>
<b>TOTAL RECOMMENDED ORDINARY</b>		
<u>\$ 552,720.00</u>	MAINTENANCE- UNION STATION AND BUSPORTS	<u>\$ 385,667.00</u>
<u>\$ 552,720.00</u>	<b>480-92000</b> TOTAL RECOMMENDED TAX LEVY	<u>\$ 385,667.00</u>

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## **WORKFORCE INVESTMENT BOARD**

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**Jeffrey Turgeon, Director**

44 Front Street

Worcester, Massachusetts 01608

(508)799-1590

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**Workforce Investment Board Mission Statement:**

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

Central Massachusetts Workforce Investment Board assists the City Manager to:

- Create a coherent and integrated workforce development system to effectively serve the employment, education and training needs of employers and the labor force within the thirty-eight communities in its workforce development area. In order to accomplish its mission, the Workforce Investment Board will establish policy and oversee the operations of the workforce development system.
- The Board will strive to:
  - Provide an employment, education and training system which is efficient, effective, and adaptable to the needs of the changing environment.
  - Service the employment needs of private industry and the economically disadvantaged by providing the private sector with pertinent information and qualified personnel to meet global competition, and individual customers with increased access to useful training leading to self-sufficiency and meaningful jobs.
  - Develop a genuine partnership between public and private sectors based upon common goals, trust and determination to succeed.

**Workforce Investment Board Overview:**

The Workforce Investment Board shall further exercise leadership throughout the region by developing appropriate policies and responsive programs. Specifically, they will function as:

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

**BUDGET SUMMARY INFORMATION**

	Actuals Fiscal 2012	Approved Budget for Fiscal 2013	Account Number	Recommended Appropriation Fiscal 2014
<b>EXPENDITURES</b>				
SALARIES	\$ 393,673.61	\$ 546,066.00	91000	\$ 531,859.00
ORDINARY MAINTENANCE	71,069.36	186,800.00	92000	186,800.00
CAPITAL OUTLAY	-	3,600.00	93000	3,600.00
FRINGE BENEFITS	74,196.00	142,503.00	96000	149,537.00
<b>TOTAL</b>	<b>\$ 538,938.97</b>	<b>\$ 878,969.00</b>		<b>\$ 871,796.00</b>
<b>TOTAL TAX LEVY</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>TOTAL POSITIONS</b>	<b>8</b>	<b>9</b>		<b>9</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The departmental budget for Fiscal 2014 is \$871,796, which is a decrease of \$7,173 from the Fiscal 2013 amount of \$878,969.

The recommended personal services budget for Fiscal 2014 is \$531,859, which is a decrease of \$14,207 from the Fiscal 2013 amount of \$546,066. This decrease is reflective positions being vacated during Fiscal 2013 and remaining vacant or being hired at lower step in Fiscal 2014. Also contributing to this decrease is a reduction in the Interdepartmental Credit line item. This decrease is offset by step increases for employees that have not reached the maximum salary step per the salary ordinance.

The total ordinary maintenance budget for Fiscal 2014 is recommended to be level funded at \$186,800.

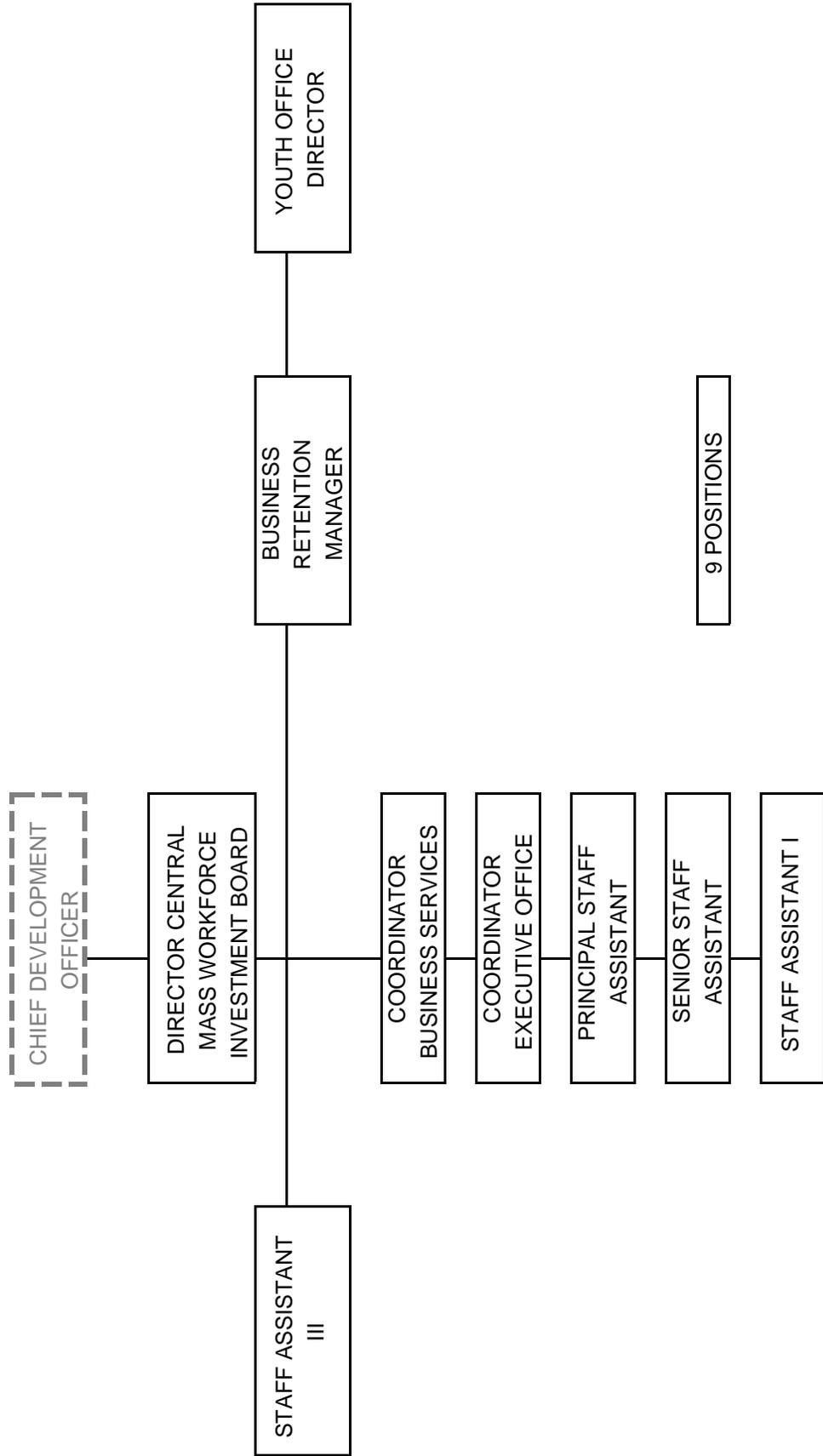
The recommended fringe benefits budget for Fiscal 2014 is \$149,537 which is an increase of \$7,034 from the Fiscal 2013 amount of \$142,503.

The recommended capital outlay budget for Fiscal 2014 is level funded at \$3,600.

# CITY OF WORCESTER

## DEPARTMENT OF ECONOMIC DEVELOPMENT

### WORKFORCE INVESTMENT BOARD DIVISION





**TURGEON, JEFFREY - DIRECTOR**

**CITY OF WORCESTER - NET COST FISCAL 2014**

**DEPARTMENT OF ECONOMIC DEVELOPMENT**

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

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
<b>CENTRAL MASSACHUSETTS WORKFORCE INVESTMENT BOARD (CMWIB):</b>					
1	\$ 88,889.00	48EM	DIRECTOR CENTRAL MASS WORKFORCE INVESTMENT BOARD	1	\$ 89,678.00
1	73,964.00	43EM	COORDINATOR OF BUSINESS SERVICES	1	58,821.00
1	63,858.00	42EM	COORDINATOR, EXECUTIVE OFFICE	1	64,425.00
1	45,724.00	46EM	BUSINESS RETENTION MANAGER	1	46,135.00
1	67,348.00	40M	YOUTH OFFICE DIRECTOR	1	67,944.00
1	52,404.00	40M	PRINCIPAL STAFF ASSISTANT	1	52,869.00
1	50,667.00	39M	SENIOR STAFF ASSISTANT	1	51,115.00
1	49,809.00	37	STAFF ASSISTANT 3	1	51,334.00
1	38,822.00	32	STAFF ASSISTANT 1	1	39,171.00
9	\$ 531,485.00		REGULAR SALARIES	9	\$ 521,492.00
9	\$ 531,485.00		TOTAL REGULAR SALARIES	9	\$ 521,492.00
	16,770.00		INTERDEPARTMENTAL CHARGE		11,607.00
	(8,000.00)		VACANCY FACTOR		(8,000.00)
9	\$ 546,066.00	<b>31S-91000</b>	TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 531,859.00
	\$ 161,800.00		ORDINARY MAINTENANCE		\$ 161,800.00
	25,000.00		YOUTH PARKS STEWARD PROGRAM		25,000.00
	\$ 186,800.00	<b>31S-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 186,800.00
	\$ 3,600.00		CAPITAL PURCHASE		\$ 3,600.00
	\$ 3,600.00	<b>31S-93000</b>	TOTAL RECOMMENDED CAPITAL		\$ 3,600.00
	\$ 92,755.00		HEALTH INSURANCE		\$ 100,644.00
	49,748.00		RETIREMENT		48,893.00
	\$ 142,503.00	<b>31S-96000</b>	TOTAL RECOMMENDED FRINGE BENEFITS		\$ 149,537.00
	\$ 878,969.00		TOTAL CENTRAL MASS. WORKFORCE INVESTMENT BOARD BUDGET		\$ 871,796.00
	\$ (779,583.00)		FUNDING SOURCES:		\$ (771,751.00)
	(99,386.00)		FEDERAL GRANTS		(100,045.00)
	\$ (878,969.00)		UMASS MEMORIAL HEALTHCARE		\$ (871,796.00)
	\$ -	<b>031-91000</b>	TOTAL RECOMMENDED TAX LEVY		\$ -

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## **WORKFORCE CENTRAL CAREER CENTER**

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**Donald H. Anderson, Director**

44 Front Street

Worcester, Massachusetts 01608

(508)799-8000

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### **Workforce Development Mission Statement:**

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

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

### **Workforce Development Overview:**

Workforce Central Career Center assists the City Manager to:

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

**BUDGET SUMMARY INFORMATION**

	<b>Actuals Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 1,924,386.10	\$ 2,175,567.00	91000	\$ 2,235,342.00
ORDINARY MAINTENANCE	335,930.95	774,517.00	92000	774,517.00
CAPITAL OUTLAY	-	15,000.00	93000	15,000.00
FRINGE BENEFITS	418,953.00	489,750.00	96000	540,009.00
<b>TOTAL</b>	<b>\$ 2,679,270.05</b>	<b>\$ 3,454,834.00</b>		<b>\$ 3,564,868.00</b>
<b>TOTAL POSITIONS</b>	37	37		37

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The departmental budget for Fiscal 2014 is \$3,564,868, which is an increase of \$110,034 from the Fiscal 2013 amount of \$3,454,834.

The recommended personal services budget for Fiscal 2014 is \$2,235,342, which is an increase of \$59,775 from the Fiscal 2013 amount of \$2,175,567. This increase is reflective of step increases for employees that have not reached the maximum salary step per the salary ordinance as well as an increase in the interdepartmental credits line item. This increase is offset by positions being vacated during Fiscal 2013 and remaining vacant or being rehired at lower steps in Fiscal 2014.

The total ordinary maintenance budget for Fiscal 2014 is recommended to be level funded at \$774,517.

The recommended fringe benefits budget for Fiscal 2014 is \$540,009 which is an increase of \$50,259 from the Fiscal 2013 amount of \$489,750.

The recommended capital outlay budget for Fiscal 2014 is recommended to be level funded at \$15,000.





**DONALD H. ANDERSON, DIRECTOR**

**CITY OF WORCESTER - NET COST FISCAL 2014**

**DEPARTMENT OF ECONOMIC DEVELOPMENT**

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

FY13 TOTAL POSITIONS	APPROVED FY13	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14
<b>WORKFORCE CENTRAL CAREER CENTER (WFCCC):</b>					
1	\$ 93,729.00	48EM	DIRECTOR WORKFORCE CENTRAL CAREER CENTER	1	\$ 94,566.00
1	86,309.00	45EM	COORDINATOR CAREER SERVICE	1	87,070.00
1	82,535.00	43EM	FINANCIAL COORDINATOR	1	83,249.00
4	327,091.00	42EM	COORDINATOR, EXECUTIVE OFFICE	4	305,557.00
7	433,580.00	40M	PRINCIPAL STAFF ASSISTANT	7	442,029.00
2	129,934.00	39M	SENIOR STAFF ASSISTANT	2	131,086.00
1	63,023.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	63,267.00
1	57,334.00	37	ASSESSMENT SUPERVISOR	1	57,838.00
5	274,160.00	37	STAFF ASSISTANT 3	5	256,791.00
8	379,960.00	35	STAFF ASSISTANT 2	8	390,227.00
1	38,822.00	32	STAFF ASSISTANT 1	1	47,714.00
2	81,076.00	30	HEAD CLERK	2	73,302.00
1	46,504.00	37	ASSESSMENT SUPERVISOR	1	48,479.00
1	40,551.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	42,459.00
1	44,578.00	32	STAFF ASSISTANT 1	1	47,714.00
<u>37</u>	<u>\$ 2,179,186.00</u>		REGULAR SALARIES	<u>37</u>	<u>\$ 2,171,348.00</u>
<u>37</u>	<u>\$ 2,179,186.00</u>		TOTAL REGULAR SALARIES	<u>37</u>	<u>\$ 2,171,348.00</u>
	11,611.00		EM INCENTIVE PAY		8,676.00
	16,770.00		INTERDEPARTMENTAL CHARGE		87,318.00
	(32,000.00)		VACANCY FACTOR		(32,000.00)
<u>37</u>	<u>\$ 2,175,567.00</u>	<b>31S-91000</b>	TOTAL RECOMMENDED PERSONAL SERVICES	<u>37</u>	<u>\$ 2,235,342.00</u>
	\$ 774,517.00		ORDINARY MAINTENANCE		\$ 774,517.00
	<u>\$ 774,517.00</u>	<b>31S-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 774,517.00</u>
	\$ 15,000.00		CAPITAL PURCHASE		\$ 15,000.00
	<u>\$ 15,000.00</u>	<b>31S-93000</b>	TOTAL RECOMMENDED CAPITAL		<u>\$ 15,000.00</u>
	\$ 276,004.00		HEALTH INSURANCE		\$ 317,823.00
	213,746.00		RETIREMENT		222,186.00
	<u>\$ 489,750.00</u>	<b>31S-96000</b>	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ 540,009.00</u>
	<u>\$ 3,454,834.00</u>		TOTAL CENTRAL CAREER CENTER BUDGET		<u>\$ 3,564,868.00</u>
	\$ (3,454,834.00)		FUNDING SOURCES:		\$ (3,564,868.00)
	<u>\$ (3,454,834.00)</u>		FEDERAL GRANTS		<u>\$ (3,564,868.00)</u>
			TOTAL FUNDING SOURCES		<u>\$ (3,564,868.00)</u>
	<u>\$ -</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ -</u>

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WORCESTER'S MARKETING CAMPAIGN

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**BUDGET SUMMARY INFORMATION**

	Actual Fiscal 2012	Approved Budget for Fiscal 2013	Account Number	Recommended Appropriation Fiscal 2014
<b>EXPENDITURES</b>				
ORDINARY MAINTENANCE	\$ 216,000.00	\$ 350,000.00	92000	\$ 500,000.00
FUNDING SOURCE	(216,000.00)	(350,000.00)		(500,000.00)
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The Fiscal 2014 budget recommends no tax levy funding for the Marketing Campaign. DCU Special District Financing will fund \$500,000 in anticipated Fiscal 2014 expenditures.



**TIMOTHY J. MCGOURTHY, CHIEF DEVELOPMENT OFFICER**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF ECONOMIC DEVELOPMENT**  
**WORCESTER'S MARKETING CAMPAIGN- DIVISION #041**

APPROVED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 350,000.00	DESTINATION WORCESTER FY14	\$ 500,000.00
<u>\$ 350,000.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 500,000.00</u>
<b>FUNDING SOURCES:</b>		
\$ (350,000.00)	DCU SPECIAL DISTRICT FINANCING ZONE	\$ (500,000.00)
<u>\$ (350,000.00)</u>	<b>041-92000</b> TOTAL FUNDING SOURCES	<u>\$ (500,000.00)</u>
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<u>\$ -</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ -</u>

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## **CABLE SERVICES**

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**Judith A. Warren**

**Director**

City Hall

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

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**Divisional Mission Statement:**

The mission of the Cable Services Division is to:

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

**Divisional Overview:**

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

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

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

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

**BUDGET SUMMARY INFORMATION**

	<b>Actual Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 130,737.30	\$ 119,981.00	91000	\$ 131,483.00
OVERTIME	4,897.31	5,000.00	97000	-
ORDINARY MAINTENANCE	143,903.14	166,979.00	92000	148,503.00
FRINGE BENEFITS	35,687.74	47,582.00	96000	48,907.00
<b>TOTAL</b>	<b>\$ 315,225.49</b>	<b>\$ 339,542.00</b>		<b>\$ 328,893.00</b>
<b>CABLE REVUES</b>	<b>\$ (315,225.49)</b>	<b>\$ (339,542.00)</b>		<b>\$ (328,893.00)</b>
<b>NET TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>TOTAL POSITIONS</b>	2	2		2

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

Cable Service’s recommended Fiscal 2013 budget is \$328,893, a \$10,649 decrease from the approved budget for Fiscal 2013 of \$339,542. The recommended budget for Personal Services for Fiscal 2014 is \$131,483, which is an increase of \$11,502 from the Fiscal 2013 amount of \$119,891. The personal services increase reflects the addition of one Principal Staff Assistant and the elimination of the Operations Specialist position.

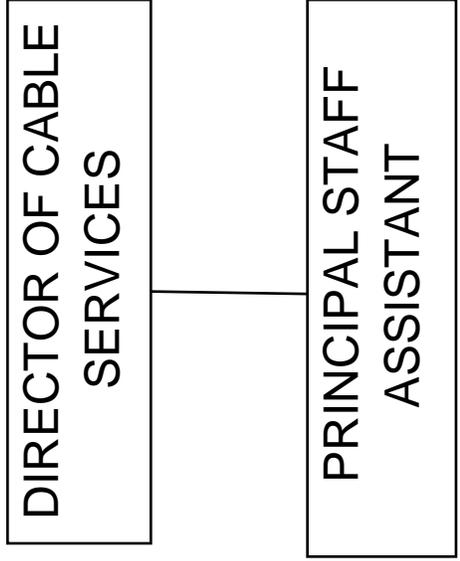
The recommended budget for Overtime for Fiscal 2014 has been eliminated.

The recommended budget for Ordinary Maintenance for Fiscal 2014 is \$148,503, which is a decrease of \$18,476 from the Fiscal 2013 amount of \$166,979.

The recommended budget for fringe benefits for Fiscal 2014 is \$48,907, which is an increase of \$1,325 from the Fiscal 2013 amount of \$47,582.

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

**CITY OF WORCESTER**  
**DEPARTMENT OF ECONOMIC DEVELOPMENT**  
**CABLE SERVICES DIVISION**



2 POSITIONS



**JUDITH A. WARREN, DIRECTOR OF CABLE SERVICES**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF ECONOMIC DEVELOPMENT**

**DIVISION OF CABLE SERVICES- DIVISION #04S616**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 77,925.00	45M	DIRECTOR OF CABLE SERVICES	1	\$ 78,614.00
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	52,869.00
1	42,056.00	28	OPERATIONS SPECIALIST	0	-
2	\$ 119,981.00		TOTAL RECOMMENDED SALARIES	2	\$ 131,483.00
	-		BUDGET SUPPLEMENT		-
2	\$ 119,981.00		<b>TOTAL RECOMMENDED SALARIES</b>	2	\$ 131,483.00
	(119,981.00)		FUNDING SOURCES:		(131,483.00)
	\$ (119,981.00)		CABLE LICENSE REVENUES		\$ (131,483.00)
			TOTAL FUNDING SOURCES		\$ (131,483.00)
2	\$ -	<b>04S-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	2	\$ -
	\$ 5,000.00		REGULAR OVERTIME		\$ -
	\$ 5,000.00		TOTAL RECOMMENDED OVERTIME		\$ -
	(5,000.00)		FUNDING SOURCES:		-
	\$ (5,000.00)		CABLE LICENSES REVENUES		\$ -
			TOTAL FUNDING SOURCES		\$ -
	\$ -	<b>04S-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ -
	\$ 166,979.00		ORDINARY MAINTENANCE		\$ 148,503.00
	\$ 166,979.00		TOTAL ORDINARY MAINTENANCE		\$ 148,503.00
	(166,979.00)		FUNDING SOURCES:		(148,503.00)
	\$ (166,979.00)		CABLE LICENSE REVENUES		\$ (148,503.00)
			TOTAL FUNDING SOURCES		\$ (148,503.00)
	\$ -	<b>04S-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ -
	\$ 9,898.00		FRINGE BENEFITS:		
	12,538.00		HEALTH INSURANCE		\$ 10,789.00
	12,092.00		RETIREMENT		13,740.00
	13,054.00		CONTRIBUTORY PENSIONS		10,894.00
	\$ 47,582.00		PENSION OBLIGATION BONDS		13,484.00
			TOTAL FRINGE BENEFITS		\$ 48,907.00
	(47,582.00)		FUNDING SOURCES:		(48,907.00)
	\$ (47,582.00)		CABLE LICENSE REVENUES		\$ (48,907.00)
			TOTAL FUNDING SOURCES		\$ (48,907.00)
	\$ -	<b>04S-94000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ -
	\$ -		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ -

# LICENSE COMMISSION

**Karon Shea**

**Chairman**

City Hall - Room 404  
 455 Main Street  
 Worcester, Massachusetts 01608  
 (508) 799-1283

**Departmental Mission Statement:**

The mission of the License Commission is to:

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

**Departmental Overview:**

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

During Fiscal 2012 the Commission processed the following liquor applications: seventeen new licenses, nine change of managers, three alteration of premises, six transfer of licenses, one transfer of stock, one change of license type, five change of officers/directors, one change of location, one change of DBA and one hundred and twenty-one special one day liquor permit.

**BUDGET SUMMARY**

TAX LEVY BUDGET				
	Actual Fiscal 2012	Approved Budget for Fiscal 2013	Account Number	Recommended Appropriation Fiscal 2014
<b>EXPENDITURES</b>				
ORDINARY MAINTENANCE	\$ 800.00	\$ 1,200.00	92000	\$ 1,200.00
<b>TOTAL</b>	<b>\$ 800.00</b>	<b>\$ 1,200.00</b>		<b>\$ 1,200.00</b>
<b>TOTAL POSITIONS</b>	3	3		3

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The Fiscal 2014 budget for the License Commission is level funded at \$1,200.



**KARON SHEA, CHAIRMAN**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**LICENSE COMMISSION- DEPARTMENT #190**

APPROVED FY13 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY14 AMOUNT
<u>\$ 1,200.00</u>		LICENSE COMMISSION ORDINARY MAINTENANCE	<u>\$ 1,200.00</u>
<u>\$ 1,200.00</u>	<b>190-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,200.00</u>
<hr/>			
<u>\$ 1,200.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,200.00</u>

**DEREK S. BRINDISI**  
**DIRECTOR OF PUBLIC HEALTH**

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

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**Division Mission Statement:**

The mission of the Division of Public Health is to, in collaboration with community and government partners, improve and protect the health and safety of those who live, work, visit and study in Worcester.

**Division Overview:**

The Division is heading into its fourth year post City Manager’s “*Task Force on Public Health Report,*” and continues to use the four strategic goals as a framework in order to develop an effective urban Public Health Division for the 21<sup>st</sup> century. As the Task Force recommended in 2010, the Division needed to retool its work in order to be data driven and utilize this information to establish health priorities, organize a coordinated community approach to addressing some of Worcester’s most pressing public health needs, and develop a regional public health district that has the strength and capacity to maximize area municipal resources in order to deliver efficient and effective public health services. The National Public Health Accreditation Board (PHAB) has developed standards for local and county health divisions to become nationally accredited, much like their hospital counterparts. The City Manager’s Public Health Task Force has set a goal for the City of Worcester Division of Public Health to achieve such accreditation by 2015. As a way to build this phased approach, and in order to increase the capacity and capability of the Division, we offer the following four overarching strategic goals:

**1. ORGANIZATIONAL EFFECTIVENESS**

In order to seek, acquire and maintain national accreditation, the City of Worcester Division of Public Health will develop a Strategic Plan which sets the direction for the Division through a common understanding of its mission, vision, values, goals and objectives. This plan defines where the Division is going and provides a template for all employees and stakeholders to make decisions that move the Division forward. An integral part of the Strategic Plan will address the value and need of engaging new community partners while sustaining and enhancing existing partnerships with stakeholders and academic institutions. The creation of a Center of Public Health Practice (CPHP) will greatly assist with this work by providing an opportunity for the community, academic partners and the City of Worcester Division of Public Health to collaborate in a seamless and synergistic manner. This will ensure the mission of the Division is

realized while, at the same time, providing an enhanced environment for research, collaboration, internships and workforce development for Division staff.

A highly trained, competent and qualified staff is essential for the current and future success of our Division's workforce. Staff will acquire relevant public health credentials via CPHP as well as state and professional association sponsored seminars and conferences.

## **2. MOBILIZE A COORDINATED COMMUNITY APPROACH**

Advancing the health of a community is vital to increasing residents' quality of life and ensuring its overall success. Health is a product of multiple factors, including education, housing, employment, transportation and numerous other underlying issues. Understanding these factors and how they influence health are critical steps towards community health improvement. To accomplish these goals, the City of Worcester Division of Public Health, UMass Memorial Medical Center and Common Pathways (CHNA 8) led a comprehensive community health planning initiative to measurably improve the health of the Greater Worcester Area by conducting:

1. A multi-component Community Health Assessment (CHA) to provide a comprehensive portrait of the community's health status as well as its strengths and needs.
2. A Community Health Improvement Plan (CHIP) to provide an action-oriented strategic plan outlining the priority health issues and how these issues will be addressed over the next three years.

Today, the many risks to our population's health remains a concern. It has been suggested that this generation could be the first in history to live shorter lives than the previous generation. Heart disease, cancer, cardiovascular disease, chronic obstructive lung disease, and unintentional injuries (accidents) are now the leading causes of death in the United States (See *Health of Worcester Report 2011*). The list of current public health concerns includes new responsibilities, such as bioterrorism, and broad social problems such as substance abuse. Tobacco and alcohol use, diet, decreased physical activity and violence have been shown to be at the root cause of most preventable morbidity and mortality. Multiple social and economic factors such as education, employment and public safety (40%) carry four times as much weight on the health of individuals and populations than with clinical care (10%) such as access and quality. As we continue to maintain programs that prevent the spread of disease-causing microorganisms, we must direct our attention to morbidity and mortality caused by behaviors that increase our risk to chronic disease. These findings informed discussions and priority areas for the CHIP, which are outlined below through five domain areas:

- ***Healthy Eating and Active Living***

Concerns regarding obesity and associated behaviors, such as nutrition and physical activity, are important health concerns cited in the CHIP. Data compiled supports that these are considered critical given that heart disease and cancer are among the leading causes of mortality and diabetes rates in Worcester and are disproportionately higher than what is seen statewide. Of particular concern is limited access to healthy

foods and environments supporting active living for vulnerable populations and immigrant communities. Concerns in relation to access and high cost of healthy foods, access to public transportation, fees for recreational facilities and activities, neighborhood safety in parks and outdoor spaces, accessible, walkable spaces, time constraints, and the stress of “living on the edge” were raised as related challenges.

- ***Behavioral Health***

During the CHA and CHIP process, substance abuse and mental health were considered interrelated with a growing concern relative to current prevention and treatment services not adequately addressing community needs. While current treatment does exist, participants explained that demand exceeds the number of providers and beds currently available. Holistic and wrap around care are particular needs especially when addressing the issue of stigma. Substance abuse was noted as a concern, in particular among our youth. This concern is supported by 2011 Regional Youth Health Survey results, included in the Health of Worcester Report.

- ***Primary Care and Wellness***

While the greater Worcester region has several strong health care services, vulnerable populations – such as the elderly, low-income residents, non-English speaking residents, and those with disabilities – despite expanded health insurance coverage in the State – continue to experience difficulties in accessing primary care and oral health services. Respondents described barriers to accessing primary care and oral health for low-income residents. Challenges included long waiting lists to schedule an appointment, long wait times, limited transportation to and from health care, linguistic and cultural barriers and the complexity of navigating the health care system. Reducing the prevalence of chronic diseases, improving oral health, improving sexual health, decreasing emergency room utilization, and reducing preventable hospitalizations and readmissions emerged as key factors to address in an effort to promote wellness and improve access to quality care in the greater Worcester area.

- ***Violence and Injury Prevention***

Although the crime rates for Worcester are low for a community of its size, CHA and CHIP participants, particularly those from the City, expressed concern regarding safety in their neighborhoods. Several respondents cited gang violence and drug dealing as major issues. Participants expressed that violence can affect health by causing stress and by preventing residents from accessing and utilizing health-promoting resources such as healthy food outlets or public parks or green spaces due to concerns about violence.

- ***Health Equity and Health Disparities***

An important cross cutting theme for each of the above mentioned programs and services is the elimination of health disparities. As the Division relies more on data to drive its priorities, it is clear that focusing additional resources to close the

inequities along racial, economic, elder and disabled lines will improve the overall quality of health and life for a large majority of Worcester's population.

### **3. MAKE DATA DRIVEN EVIDENCED BASED DECISIONS**

#### ***Epidemiology***

The Division is incorporating epidemiological methods into the daily activities as evidenced by the recently completed CHA and CHIP, as well as the new online disease reporting system. Epidemiology is a scientific, data-driven discipline that relies on a systematic and unbiased approach to the collection, analysis, and interpretation of data. Moreover, it is the study of the distribution and determinants of health-related states or events in a population, and the application of this study to control health problems. For instance, epidemiology is used to identify the source of infection and contain the spread of illness during a communicable disease outbreak; to determine the root cause and to implement primary, secondary, and tertiary prevention strategies of health conditions such as pediatric obesity; as well as to determine the incidence, prevalence, and trend of chronic disease in a population.

#### ***Communicable Disease***

The public health nursing program is responsible for infectious disease surveillance, enabling the Division to interrupt the transmission of communicable diseases to susceptible persons, thereby preventing outbreaks and reducing morbidity and mortality. In addition to these services, the program offers influenza immunization clinics to those who are uninsured and under-insured. Public health nursing is a resource to the community that provides valuable health information, referral and education.

### **4. REGIONALIZE PUBLIC HEALTH SERVICES**

#### ***Central Massachusetts Regional Public Health Alliance***

The Division is in year two of a four year \$325,000 implementation grant from the Massachusetts Department of Public Health (MDPH) for the purposes of regionalizing local public health services. This six community partnership, including Worcester, Holden, Leicester, West Boylston, Millbury and Shrewsbury, are collectively known as the *Central Massachusetts Regional Public Health Alliance (CMRPHA)*, with the City's Division of Public Health acting as the Host Agent. Collaborations with the medical school, local colleges and local health systems will allow the Division to bring a level of service to the region that the smaller towns would not otherwise have access to. Further, by pooling resources and accessing grants and incentives, we hope to greatly offset the tax burden of these programs in the future. Regulatory public health services, including inspections, permits and complaint management for housing, pools, beaches, recreational camps, food protection, septic, tobacco control, body art, tanning and lead poisoning prevention are also delivered through the Division as part of these inter-municipal agreements.

The aforementioned regulatory public health service programs are inspectional in nature and are mandated by the MDPH and the Massachusetts Department of Environmental Protection (MDEP). These mandates result in hundreds of inspections and re-inspections that must be conducted in order to ensure compliance with MDPH State Sanitary Codes and MDEP regulations. In addition to their environmental health inspection work, Regional Public Health Specialists (PHS) are required to provide ongoing educational training for the regulated community, assist permit holders with plan review requirements, draft enforcement order letters when needed, prepare cases for court and attend necessary public health training conferences and seminars in order to stay current with evolving science and regulatory requirements of these programs. This work is completed by trained PHS, with assistance from consultants and Board of Health interns and agents.

***Health and Medical Preparedness***

The Division also coordinates the central Massachusetts public health and medical emergency preparedness programs including the Region 2 Public Health Emergency Preparedness (PHEP) program, the Hospital Preparedness Program (HPP), the Partnership for the Enhancement of Regional Preparedness (PERP), and the Worcester Regional Medical Reserves Corps (WRMRC). These programs address components of health and medical preparedness for 74 cities and towns within Central Massachusetts with a population of over 975,000 residents. Each component is necessary for health and medical preparedness planning throughout the City of Worcester and Central Massachusetts. Regular, ongoing collaboration and planning enhances interoperability between local Boards of Health, hospitals, long-term care facilities and other healthcare disciplines. The subsequent plans and exercises lead to a well coordinated health and medical response with orchestrated movement of patients, staff, and resources during an emergency; such as what was recently witnessed at the Boston Marathon bombings.

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 121,462.00	\$ 332,957.00	91000	\$ 322,394.00
ORDINARY MAINTENANCE	35,016.00	40,000.00	92000	40,000.00
<b>TOTAL</b>	<b>\$ 156,478.00</b>	<b>\$ 372,957.00</b>		<b>\$ 362,394.00</b>
TOTAL POSITIONS	13	14		18
ADDED POSITIONS	0	3		0
UNFUNDED POSITIONS	1	1		2
<b>TOTAL POSITIONS</b>	<b>14</b>	<b>18</b>		<b>20</b>

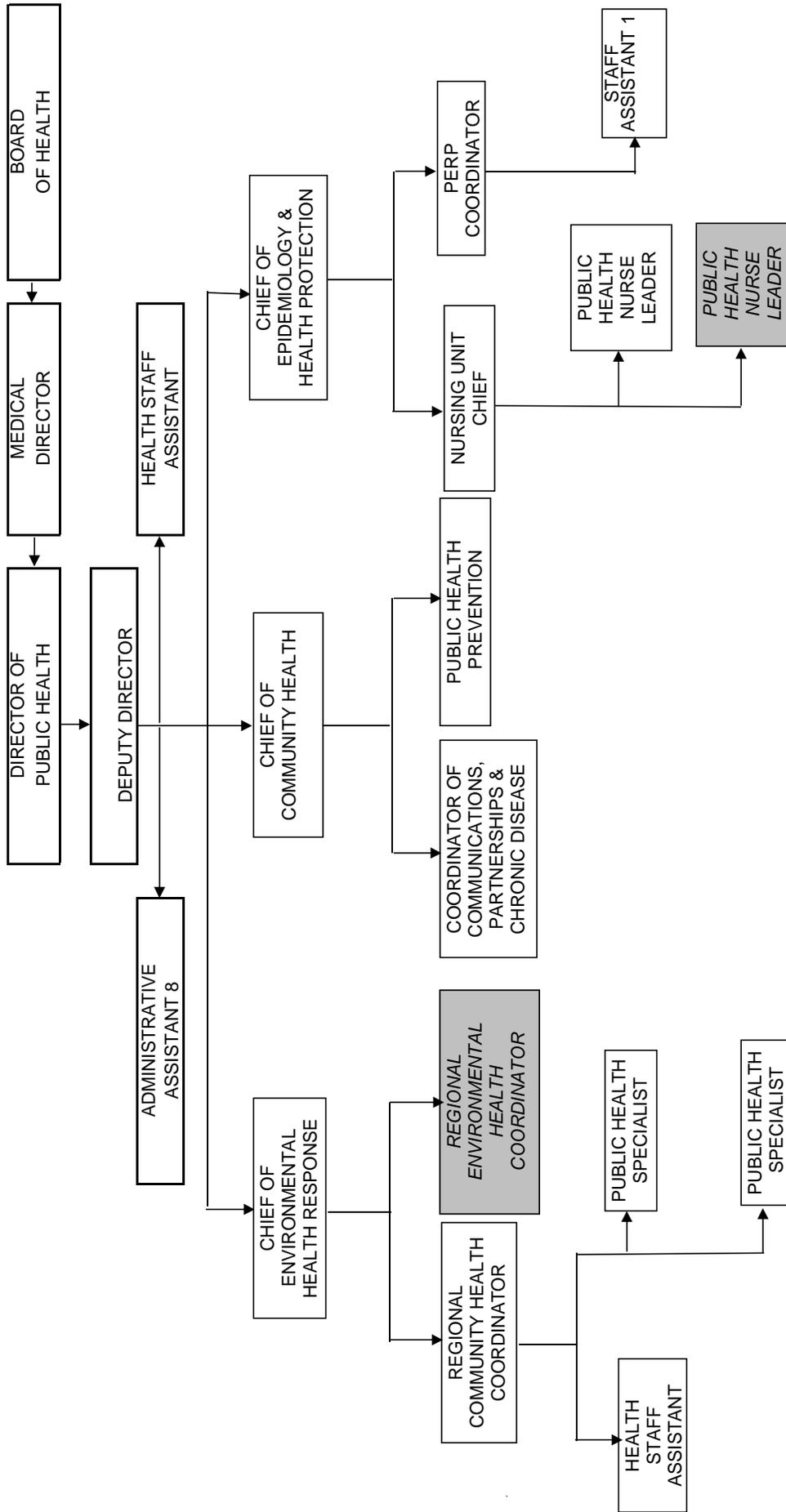
**FISCAL 2014 BUDGET OVERVIEW****Expenditures:**

The total recommended Fiscal 2014 tax levy budget for the Division of Public Health is \$362,394, which represents a decrease of \$10,563 from the Fiscal 2013 amount of \$372,957.

The Division's recommended tax levy budget for Personnel Services in Fiscal 2014 is \$322,394, a decrease of \$10,563 from the Fiscal 2013 amount of \$332,957. This decrease is due to an increase to overall grant funding of \$37,749. The offset stems from a restructuring within the division in order to better provide efficiencies and supervision to the department and a regional stipend increase of \$4,478. Within the reorganization two new positions were an addition to the department offset by the elimination of funding for the Regional Environmental Health Coordinator and the Principal Staff Assistant position. The two new positions established in Fiscal 2014 are a Health Staff Assistant, and Public Health Prevention Specialist. Other contributing factors are hiring the Commissioner of Public Health part-time oppose to a full-time position along with step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on January 1, 2013 resulting in an overall salaries increase is \$22,708.

The Division's total tax levy Ordinary Maintenance budget for Fiscal 2014 is recommended to be level funded at \$40,000.

# CITY OF WORCESTER DIVISION OF PUBLIC HEALTH



18 FUNDED POSITIONS
2 VACANT UNFUNDED
20 TOTAL POSITIONS



**DEREK S. BRINDISI, DIRECTOR OF PUBLIC HEALTH**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DIVISION OF PUBLIC HEALTH -#330**

FY13		PAY		FY14	
TOTAL	APPROVED	GRADE	TITLE	TOTAL	RECOMMENDED
POSITIONS	FY13 AMOUNT			POSITIONS	FY14 AMOUNT
<b><u>PUBLIC HEALTH DIVISION:</u></b>					
1	\$ 88,384.00	52EM	DIRECTOR OF PUBLIC HEALTH	1	\$ 94,162.00
1	82,664.00	57EM	COMMISSIONER OF PUBLIC HEALTH	1	40,892.00
0	-	45M	DEPUTY DIRECTOR	1	75,711.00
0	-	43M	CHIEF OF COMMUNITY HEALTH	1	75,711.00
1	72,273.00	42M	PROJECT ADMINISTRATOR FOR SUBSTANCE ABUSE	0	-
1	64,664.00	42M	COORD. OF COMMUNICATIONS, PARTNERSHIPS & CHRONIC DISEASE	1	48,049.00
1	52,408.00	40M	PRINCIPAL STAFF ASSISTANT	0	-
1	62,715.00	38M	ADMINISTRATIVE ASSISTANT 8	1	63,267.00
0	-	34	HEALTH STAFF ASSISTANT	1	41,886.00
0	-	33P	PUBLIC HEALTH PREVENTION SPECIALIST	1	48,321.00
<b>6</b>	<b>\$ 423,108.00</b>		<b>TOTAL PUBLIC HEALTH SALARIES</b>	<b>8</b>	<b>\$ 487,999.00</b>
<b><u>EPIDMIOLOG &amp; HEALTH/MEDICAL PROTECTION DIVISION:</u></b>					
1	\$ 67,353.00	43M	CHIEF OF EPIDEMIOLOGY & HEALTH PROTECTION SERVICES	1	\$ 70,533.00
1	75,050.00	43M	NURSING UNIT CHIEF	1	75,711.00
1	52,408.00	38M	PERP COORDINATOR	1	54,936.00
1	38,825.00	32	STAFF ASSISTANT 1	0	-
		34	HEALTH STAFF ASSISTANT	1	41,886.00
1	53,956.00	80B	PUBLIC HEALTH NURSE LEADER	1	54,431.00
<b>5</b>	<b>\$ 287,592.00</b>		<b>TOTAL PUBLIC HEALTH NURSING SALARIES</b>	<b>5</b>	<b>\$ 297,497.00</b>
<b><u>REGIONAL PUBLIC HEALTH DIVISION:</u></b>					
0	\$ -	43M	CHIEF OF ENVIRONMENTAL HEALTH AND RESPONSE	1	\$ 72,913.00
1	54,457.00	40M	REGIONAL COMMUNITY HEALTH COORDINATOR	1	59,082.00
1	69,922.00	43M	REGIONAL ENVIRONMENTAL HEALTH COORDINATOR	0	-
1	28,184.00	32	STAFF ASSISTANT 1	1	28,434.00
1	60,288.00	43M	REGIONAL ENVIRONMENTAL HEALTH COORDINATOR	0	-
2	90,349.00	33P	PUBLIC HEALTH SPECIALIST	2	90,683.00
<b>6</b>	<b>\$ 303,200.00</b>		<b>TOTAL REGIONAL PUBLIC HEALTH SALARIES</b>	<b>5</b>	<b>\$ 251,112.00</b>
<b><u>AUTHORIZED POSITIONS WITHOUT FUNDING:</u></b>					
1	\$ -	80B	PUBLIC HEALTH NURSE LEADER	1	\$ -
0	-	43M	REGIONAL ENVIRONMENTAL HEALTH COORDINATOR	1	-
1	\$ -			2	\$ -
<b>18</b>	<b>\$ 1,013,900.00</b>		<b>TOTAL SALARIES</b>	<b>20</b>	<b>\$ 1,036,608.00</b>
	1,566.00		PUBLIC HEALTH NURSE STIPENDS		1,044.00
	12,000.00		REGIONAL HEALTH STIPEND		17,000.00
	<b>13,566.00</b>		<b>TOTAL CONTRACTUAL STIPENDS AND EXTRAS</b>		<b>18,044.00</b>
	(41,250.00)		VACANCY FACTOR		(41,250.00)
	2,430.00		EM INCENTIVE PAY		2,430.00
	<b>\$ 988,646.00</b>		<b>TOTAL SALARIES</b>		<b>\$ 1,015,832.00</b>



DEREK S. BRINDISI, DIRECTOR OF PUBLIC HEALTH

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014

DIVISION OF PUBLIC HEALTH -#330

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
<b>FUNDING SOURCES:</b>					
	\$ (72,458.00)		REGIONAL PARTNERSHIP - SHREWSBURY	\$	(85,131.00)
	(24,718.00)		REGIONAL PARTNERSHIP - MILLBURY		(28,492.00)
	(32,556.00)		REGIONAL PARTNERSHIP - LEICESTER		(41,522.00)
	(49,011.00)		REGIONAL PARTNERSHIP - HOLDEN		(54,799.00)
	(26,775.00)		REGIONAL PARTNERSHIP - WEST BOYLSTON		(21,326.00)
	(44,972.00)		DIG GRANT		(23,943.00)
	(49,164.00)		HEALTH FOUNDATION		-
	-		ROBERT WOOD JOHN GRANT		(36,474.00)
	-		PRESCRIPTION DRUG		(50,370.00)
	(52,408.00)		PERP GRANT		(51,489.00)
	(109,944.00)		HEALTH/MEDICAL PRED GRANT		(114,956.00)
	(76,870.00)		TOBACCO CONTROL GRANT		(55,745.00)
	(22,801.00)		UNDER AGE DRINKING GRANT		(25,404.00)
	(19,433.00)		OPIOID GRANT		(30,205.00)
	(45,577.00)		UMASS MEMORIAL GRANT		(49,775.00)
	(25,866.00)		MASS IN MOTION GRANT		(23,807.00)
	(3,136.00)		TRUST FUNDS		-
	<u>\$ (655,689.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (693,438.00)</u>
	<u>\$ 332,957.00</u>	<b>330-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>		<u>\$ 322,394.00</u>
	\$ 15,000.00		CITYWIDE GEESE PROGRAMS	\$	15,000.00
	3,964.00		TOBACCO ORDINARY MAINTENANCE		3,964.00
	54,820.00		REGIONAL HEALTH ORDINARY MAINTENANCE		54,820.00
	1,000.00		AUTOMOTIVE SUPPLIES		1,000.00
	1,000.00		OFFICE SUPPLIES		1,000.00
	1,000.00		OTHER SUPPLIES		1,000.00
	1,000.00		AUTO FUEL		1,000.00
	1,000.00		OTHER CHARGES & EXPENDITURES		1,000.00
	<u>\$ 78,784.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 78,784.00</u>
	\$ (3,964.00)		TOBACCO GRANT	\$	(3,964.00)
	(34,820.00)		DIG GRANT		(34,820.00)
	<u>\$ (38,784.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (38,784.00)</u>
	<u>\$ 40,000.00</u>	<b>330-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 40,000.00</u>



**DEREK S. BRINDISI, DIRECTOR OF PUBLIC HEALTH**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DIVISION OF PUBLIC HEALTH -#330**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
<b>FRINGE BENEFITS:</b>					
	\$ 100,567.00		HEALTH INSURANCE	\$	57,008.00
	63,235.00		RETIREMENT		72,465.00
	<u>\$ 163,802.00</u>		TOTAL FRINGE BENEFITS	<u>\$</u>	<u>129,473.00</u>
<b>FUNDING SOURCES:</b>					
	\$ (24,284.00)		REGIONAL PARTNERSHIP-SHREWSBURY	\$	(12,408.00)
	(5,127.00)		REGIONAL PARTNERSHIP - MILLBURY		(3,773.00)
	(6,753.00)		REGIONAL PARTNERSHIP - LEICESTER		(8,499.00)
	(16,620.00)		REGIONAL PARTNERSHIP - HOLDEN		(10,464.00)
	(2,798.00)		REGIONAL PARTNERSHIP - WEST BOYLSTON		(11,828.00)
	(18,041.00)		DIG GRANT		(3,836.00)
	(5,523.00)		PERP GRANT		(9,960.00)
	(28,674.00)		HEALTH/MEDICAL PRED GRANT		(19,691.00)
	(19,890.00)		TOBACCO CONTROL GRANT		(11,384.00)
	(5,954.00)		UNDER AGE DRINKING GRANT		(5,275.00)
	-		PRESCRIPTION DRUG		(7,938.00)
	(4,963.00)		OPIOID GRANT		(5,267.00)
	-		ROBERT WOOD JOHN GRANT		(6,332.00)
	(12,058.00)		UMASS MEMORIAL GRANT		(9,138.00)
	(2,726.00)		MASS IN MOTION GRANT		(3,680.00)
	<u>(10,391.00)</u>		TRUST FUNDS		-
	<u>\$ (163,802.00)</u>		TOTAL FUNDING SOURCES	<u>\$</u>	<u>(129,473.00)</u>
	<u>\$ -</u>	<b>330-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$</u>	<u>-</u>
	<u>\$ 372,957.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$</u>	<u>362,394.00</u>

## DEPARTMENT OF HUMAN RESOURCES

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**Kathleen G. Johnson**

**Director**

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1031

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### **Departmental Mission Statement:**

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

### **Departmental Overview:**

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

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

### **EMPLOYMENT**

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

### **BENEFITS**

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

**DEPARTMENT OF HUMAN RESOURCES**

**LABOR RELATIONS**

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

**TRAINING AND DEVELOPMENT**

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

**BUDGET SUMMARY INFORMATION**

	<b>Actual Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 677,970.65	\$ 839,104.00	91000	\$ 840,889.00
OVERTIME	2,995.91	3,000.00	97000	3,000.00
ORDINARY MAINTENANCE	235,581.89	237,701.00	92000	247,458.00
<b>TOTAL</b>	<b>\$ 916,548.45</b>	<b>\$ 1,079,805.00</b>		<b>\$ 1,091,347.00</b>

<b>TOTAL POSITIONS</b>	15	15		16
<b>NEW POSITIONS</b>	0	1		0
<b>TOTAL FUNDED POSITIONS</b>	<b>15</b>	<b>16</b>		<b>16</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The total Fiscal 2014 recommended tax levy budget for the Office of Human Resources Department is \$1,091,347 which is an increase of \$11,542 from the Fiscal 2013 budget of \$1,079,805.

The recommended personal services tax levy budget for Fiscal 2014 is \$840,889 which is an increase of \$1,785 from the Fiscal 2013 amount of \$839,104. This increase is a result of step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on of January 1, 2013 which is offset by positions being filled at a lower step for a net increase of \$2,617 and the addition of the internship program in the amount of \$50,000. This increase is offset a decrease in the EM incentive pay of \$472; the enterprise credits have decreased by \$360 and the vacancy factor has increased by \$50,000.

The recommended Overtime tax levy budget for Fiscal 2014 is recommended to be level funded at \$3,000.00.

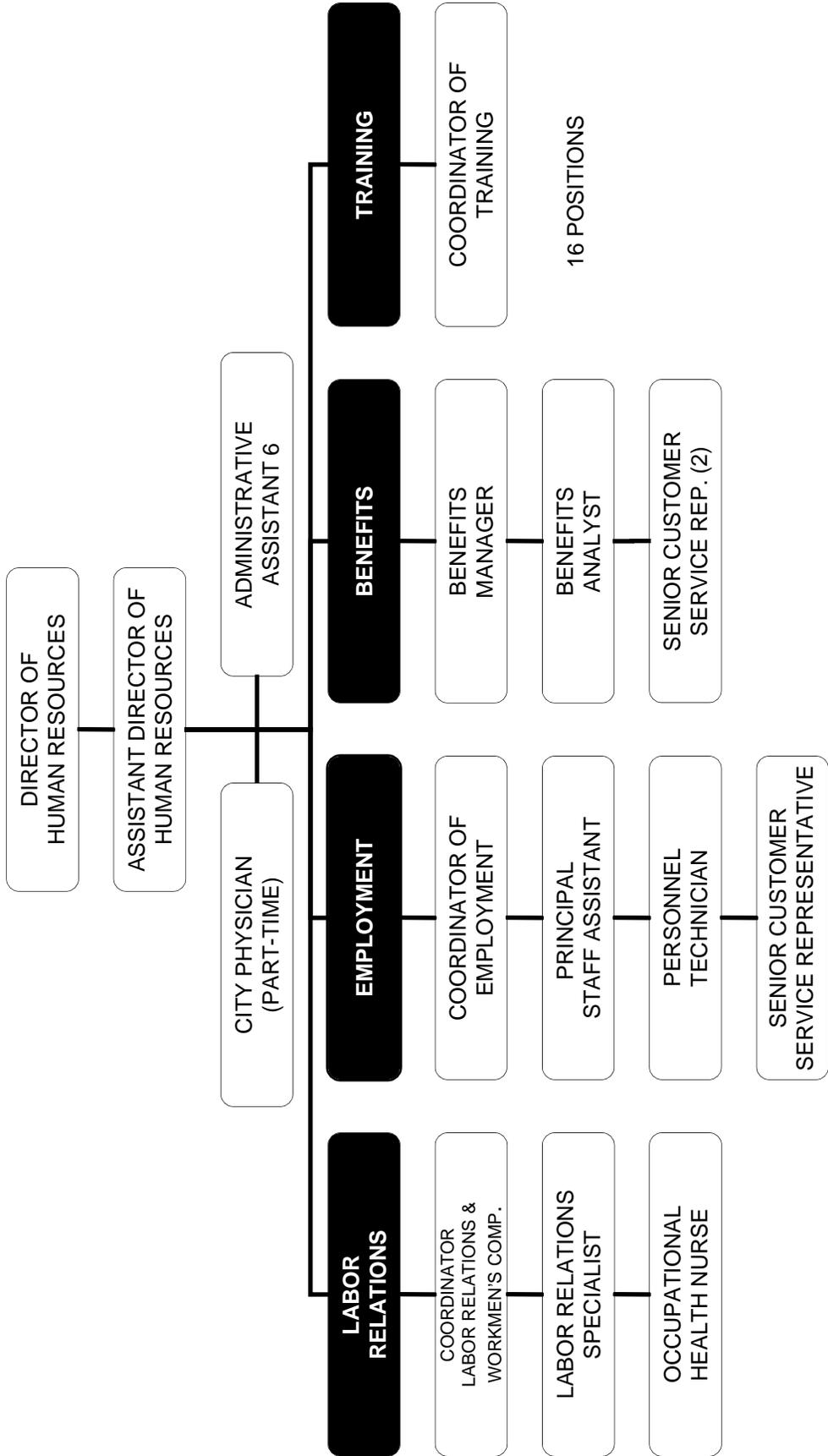
## DEPARTMENT OF HUMAN RESOURCES

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The tax levy Ordinary Maintenance budget for Fiscal 2014 is recommended to be \$247,458 which is an increase of \$9,757 from the Fiscal 2013 amount of \$237,701. This increase is a result of \$10,000 being added for drug testing which is offset by enterprise credits of \$243.

# CITY OF WORCESTER

## DEPARTMENT OF HUMAN RESOURCES





**KATHLEEN G. JOHNSON, DIRECTOR**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170**

FY13					FY14	
TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT	
<b>ADMINISTRATION:</b>						
1	\$ 109,720.00	58CM	DIRECTOR HUMAN RESOURCES	1	\$ 110,694.00	
1	90,232.00	46EM	ASSISTANT DIRECTOR HUMAN RESOURCES	1	91,037.00	
1	22,464.00	FL	CITY PHYSICIAN	1	22,464.00	
1	47,974.00	33	ADMINISTRATIVE ASSISTANT 6	1	36,055.00	
<u>4</u>	<u>\$ 270,390.00</u>			<u>4</u>	<u>\$ 260,250.00</u>	
<b>EMPLOYMENT:</b>						
1	\$ 83,800.00	46M	COORDINATOR OF EMPLOYMENT	1	\$ 84,544.00	
1	67,348.00	40M	PRINCIPAL STAFF ASSISTANT	1	67,944.00	
1	53,309.00	38M	PERSONNEL TECHNICIAN	1	50,889.00	
1	32,628.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	1	33,670.00	
<u>4</u>	<u>\$ 237,085.00</u>			<u>4</u>	<u>\$ 237,047.00</u>	
<b>LABOR RELATIONS:</b>						
1	\$ 90,238.00	48M	COORD. LABOR RELATIONS & WORKER'S COMP.	1	\$ 91,037.00	
0	-	45M	LABOR RELATIONS SPECIALIST	1	81,558.00	
1	77,925.00	44M	LABOR RELATIONS SPECIALIST	0	-	
1	56,398.00	42M	OCCUPATIONAL NURSE	1	59,851.00	
<u>3</u>	<u>\$ 224,561.00</u>			<u>3</u>	<u>\$ 232,446.00</u>	
<b>BENEFITS:</b>						
1	\$ 77,925.00	44M	BENEFITS MANAGER	1	\$ 78,614.00	
1	46,248.00	35	BENEFIT ANALYST	1	49,077.00	
2	84,112.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	2	84,858.00	
<u>4</u>	<u>\$ 208,285.00</u>			<u>4</u>	<u>\$ 212,549.00</u>	
<b>TRAINING &amp; DEVELOPMENT:</b>						
1	\$ 72,267.00	42M	COORDINATOR OF TRAINING	1	\$ 72,913.00	
1	72,267.00			1	72,913.00	
<u>16</u>	<u>\$ 1,012,588.00</u>		REGULAR SALARIES	<u>16</u>	<u>\$ 1,015,205.00</u>	
	-		INTERNSHIP PROGRAM		50,000.00	
	3,088.00		EM INCENTIVE PAY		2,616.00	
	(6,200.00)		VACANCY FACTOR		(56,200.00)	
	<u>\$ 1,009,476.00</u>		TOTAL RECOMMENDED SALARIES		<u>\$ 1,011,621.00</u>	
	(73,550.00)		FUNDING SOURCES:		(73,705.00)	
	(96,008.00)		CREDIT FROM SEWER		(96,211.00)	
	(814.00)		CREDIT FROM WATER		(816.00)	
	<u>\$ (170,372.00)</u>		CREDIT FROM GOLF COURSE		<u>\$ (170,732.00)</u>	
			TOTAL FUNDING SOURCES			
<u>16</u>	<u>\$ 839,104.00</u>	<b>170-91000</b>	TOTAL RECOMMENDED PERSONNEL SERVICES	<u>16</u>	<u>\$ 840,889.00</u>	
	\$ 3,000.00		OVERTIME		\$ 3,000.00	
	<u>\$ 3,000.00</u>	<b>170-97000</b>	TOTAL RECOMMENDED OVERTIME		<u>\$ 3,000.00</u>	

**KATHLEEN G. JOHNSON, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	PROPOSED FY14 AMOUNT
	\$ 201,700.00		LEGAL CONSULTANTS		\$ 201,700.00
	21,095.00		OTHER PERSONAL SERVICES		31,095.00
	24,000.00		NEWSPAPER ADVERTISING		24,000.00
	3,800.00		BOOKS		3,800.00
	8,305.00		OFFICE SUPPLIES		8,305.00
	9,300.00		OTHER ORDINARY MAINTENANCE		9,300.00
	<u>\$ 268,200.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 278,200.00</u>
			FUNDING SOURCES:		
	(2,945.00)		CREDIT FROM SEWER		(3,055.00)
	(3,554.00)		CREDIT FROM WATER		(3,687.00)
	(24,000.00)		INTERDEPARTMENTAL CREDIT		(24,000.00)
	<u>(30,499.00)</u>		TOTAL FUNDING SOURCES		<u>(30,742.00)</u>
	<u>\$ 237,701.00</u>	<b>170-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 247,458.00</u>
	<u>\$ 1,079,805.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,091,347.00</u>

## **WORKERS' COMPENSATION**

**Kathleen G. Johnson**

**Director**

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1031

**Divisional Overview:**

The State Workers' Compensation statute is designed to be a wage replacement system for the benefit of those who sustain injuries arising out of, and in the course of, their employment with the City. The workers' compensation statute, M.G.L. Chapter 152, as most recently amended, provides for payment of 60% of an employee's pre-injury average weekly wage for the period during which the employee remains temporarily, or totally disabled, as a result of the injury. These benefits are available for a maximum of three years with an additional potential entitlement to temporary partial disability benefits where the maximum period of entitlement varies, based on the severity of the injury. The most severely injured claimants may seek permanent and total disability benefits that are potentially available for the life of the employee.

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual Budget for Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
FRINGE BENEFITS	\$ 1,233,582.86	\$ 1,230,257.00	96000	\$ 1,210,657.00
<b>TOTAL</b>	<b>\$ 1,233,582.86</b>	<b>\$ 1,230,257.00</b>		<b>\$ 1,210,657.00</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The total Worker's Compensation budget for Fiscal 2014 is recommended to be \$1,210,657 which is a decrease of \$19,600 from the Fiscal 2013 budget of \$1,230,257. The reduction is due to a decreasing trend in claims over the past fiscal year.



**KATHLEEN G. JOHNSON, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF HUMAN RESOURCES**

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

APPROVED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 1,274,635.00	BASIC WORKERS' COMPENSATION	\$ 1,256,767.00
<u>104,700.00</u>	ADMINISTRATIVE SERVICES	<u>104,700.00</u>
<u>\$ 1,379,335.00</u>	<b>TOTAL WORKERS' COMPENSATION</b>	<u>\$ 1,361,467.00</u>
	FUNDING SOURCES:	
(96,728.00)	CREDIT FROM WATER	(98,460.00)
<u>(52,350.00)</u>	CREDIT FROM SCHOOLS	<u>(52,350.00)</u>
(149,078.00)	<b>TOTAL FUNDING SOURCES</b>	(150,810.00)
<u>\$ 1,230,257.00</u>	<b>171-96000 TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ 1,210,657.00</u>

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## INJURED ON DUTY CLAIMS

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**Kathleen G. Johnson**

**Director**

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1031

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**Divisional Overview:**

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual Budget for Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
FRINGE BENEFITS	\$ 389,074.02	\$ 348,135.00	96000	\$ 406,681.00
<b>TOTAL</b>	<b>\$ 389,074.02</b>	<b>\$ 348,135.00</b>		<b>\$ 406,681.00</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

This account pays for all non-salary costs of uniformed police and fire personnel who are injured in the line of duty. The total recommended tax levy appropriation for Fiscal 2014 is recommended to be \$406,681 which is an increase of \$58,546 from the Fiscal 2013 amount of \$348,135. This amount is calculated by taking a three year average with a medical inflation rate of 8%.

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## INJURED ON DUTY CLAIMS

Please note that the City incurs salary expenses for uniformed police officers and firefighters when they have been injured in the line of duty. The salary accounts for both the Police and Fire Departments pay the applicable salary amounts for the respective uniformed police and fire personnel who are injured while working. The following table depicts the actual obligations for medical costs incurred from Fiscal 2008 through Fiscal 2012, as well as the projected expenses for Fiscal 2013.

### IOD Medical Claims History

	<b>Actual FY08</b>	<b>Actual FY09</b>	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Actual FY12</b>	<b>Projected FY13</b>
Police	160,553	175,979	178,240	152,764	230,821	245,683
Fire	258,073	402,913	138,636	149,564	158,253	192,587
<b>Total</b>	<b>418,626</b>	<b>578,892</b>	<b>316,875</b>	<b>302,328</b>	<b>389,074</b>	<b>438,270</b>



**KATHLEEN G. JOHNSON, DIRECTOR**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DIVISION OF PUBLIC SAFETY INJURED ON DUTY (IOD) CLAIMS- DIVISION #174**

APPROVED FY13 AMOUNT		TITLE	RECOMMENDED FY14 AMOUNT
\$ 188,752.00	1741	POLICE DEPARTMENT IOD CLAIMS	\$ 226,536.00
159,383.00	17412	FIRE DEPARTMENT IOD CLAIMS	180,145.00
<u>\$ 348,135.00</u>	<b>174-96000</b>	TOTAL INJURED ON DUTY	<u>\$ 406,681.00</u>



**KATHLEEN G. JOHNSON, DIRECTOR**

**CITY OF WORCESTER**

**PUBLIC SAFETY INJURED ON DUTY (IOD) CLAIMS**

Month	FY08 Police IOD	FY09 Police IOD	FY10 Police IOD	FY11 Police IOD	FY12 Police IOD	Projected FY13 Police IOD
July	14,666.44	15,778.32	16,458.90	6,084.16	9,808.94	39,584.66
August	47,384.37	24,111.51	14,907.45	10,978.48	18,694.50	20,146.07
September	28,630.36	45,937.53	8,308.42	9,087.87	8,933.69	10,305.94
October	8,000.85	9,542.17	13,578.25	12,040.75	12,565.26	10,165.17
November	20,059.80	14,146.07	6,167.48	6,669.02	16,221.29	17,271.77
December	13,024.93	2,953.78	17,496.53	10,535.37	25,246.48	19,174.81
January	(25,261.99)	6,077.95	31,468.88	14,316.98	11,818.73	18,997.17
February	16,308.26	6,585.74	11,689.37	27,224.70	16,700.30	20,828.39
March	20,905.03	(3,691.50)	20,851.72	9,317.76	24,892.94	27,788.55
April	2,675.28	6,088.47	8,020.36	16,473.17	31,570.76	20,473.61 *
May	-	30,884.79	14,391.17	9,981.27	39,250.87	20,473.61 *
June	15,996.92	17,201.86	14,901.08	20,054.04	15,117.31	20,473.61 *
<b>Total</b>	<b>162,390.25</b>	<b>175,616.69</b>	<b>178,239.61</b>	<b>152,763.58</b>	<b>230,821.05</b>	<b>245,683.35</b>

Month	FY08 Fire IOD	FY09 Fire IOD	FY10 Fire IOD	FY11 Fire IOD	FY12 Fire IOD	Projected FY13 Fire IOD
July	6,639.63	-	11,980.05	2,264.35	3,926.18	12,485.92
August	66,023.74	73,674.48	29,427.37	11,542.79	15,000.26	12,859.73
September	20,248.80	53,278.75	7,092.85	10,891.75	6,737.06	18,200.88
October	7,560.14	22,708.83	13,971.25	24,265.10	15,627.59	17,745.87
November	18,092.96	23,894.20	10,669.98	10,929.94	12,759.22	24,487.20
December	7,215.63	37,622.75	5,329.37	8,425.20	5,460.59	16,400.19
January	25,567.70	14,173.65	10,152.44	10,728.31	6,412.29	17,148.61
February	22,405.82	4,032.57	11,211.47	5,916.73	15,634.27	9,880.84
March	20,017.62	8,557.47	7,001.60	4,397.25	34,438.20	15,230.76
April	11,762.77	6,865.02	15,086.01	28,340.59	7,003.74	16,048.89 *
May	15,482.69	138,754.18	3,296.08	13,614.13	18,391.55	16,048.89 *
June	40,009.83	18,522.30	13,417.35	18,247.81	16,862.00	16,048.89 *
<b>Total</b>	<b>261,027.33</b>	<b>402,084.20</b>	<b>138,635.82</b>	<b>149,563.94</b>	<b>158,252.97</b>	<b>192,586.69</b>

<b>Refunds</b>	<b>(4,791.72)</b>	<b>1,191.21</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
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<b>TOTAL</b>	<b>418,625.86</b>	<b>578,892.10</b>	<b>316,875.43</b>	<b>302,327.52</b>	<b>389,074.02</b>	<b>438,270.04</b>
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**THREE YEAR IOD AVERAGE**

	FY11	FY12	FY13	Average Total	Medical Inflation	FY14 Projection
<b>Police</b>	152,763.58	230,821.05	245,683.35	<b>209,755.99</b>	16,780.48	<b>226,536.00</b>
<b>Fire</b>	149,563.94	158,252.97	192,586.69	<b>166,801.20</b>	13,344.10	<b>180,145.00</b>
<b>Total</b>	<b>302,327.52</b>	<b>389,074.02</b>	<b>438,270.04</b>	<b>376,557.19</b>	<b>30,124.58</b>	<b>406,681.00</b>

\* Projected using an average for the year

## UNEMPLOYMENT COMPENSATION

**Kathleen G. Johnson**

**Director**

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1031

**Departmental Overview:**

Chapter 720 of the Acts of 1977, extended unemployment compensation benefits to eligible state and local government employees. The City of Worcester is self-insured for the payment of benefits awarded by the Massachusetts Department of Employment and Training.

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>	<b>Account</b>	<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Number</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>		<b>Fiscal 2014</b>
<b>EXPENDITURES</b>				
FRINGE BENEFITS	\$ 104,667.22	\$ 300,000.00	96000	\$ 100,000.00
<b>TOTAL</b>	<b>\$ 104,667.22</b>	<b>\$ 300,000.00</b>		<b>\$ 100,000.00</b>

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

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The total tax levy budget for Fiscal 2014 is recommended to be \$100,000 which is a decrease of \$200,000 from the Fiscal 2013 amount of \$300,000. This reduction is based on actual claims in Fiscal 2013.



**KATHLEEN G. JOHNSON, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
DEPARTMENT OF HUMAN RESOURCES  
DIVISION OF UNEMPLOYMENT COMPENSATION - DIVISION #172**

APPROVED FY13 AMOUNT	ACCOUNT NUMBER	TITLE	RECOMMENDED FY14 AMOUNT
\$ 330,000.00		REGULAR UNEMPLOYMENT COMPENSATION	\$ 130,000.00
<u>330,000.00</u>		TOTAL UNEMPLOYMENT COMPENSATION	<u>130,000.00</u>
		FUNDING SOURCES:	
(10,000.00)		CREDIT FROM SEWER	(10,000.00)
(10,000.00)		CREDIT FROM WATER	(10,000.00)
<u>(10,000.00)</u>		CREDIT FROM GOLF	<u>(10,000.00)</u>
(30,000.00)		TOTAL FUNDING CREDITS	(30,000.00)
<u>\$ 300,000.00</u>	<b>172-96000</b>	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 100,000.00</u>

## HEALTH INSURANCE

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### **Kathleen G. Johnson**

#### **Director**

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1031

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#### **Divisional Overview:**

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

#### **Medicare Payroll Tax:**

Medicare is a federally administered health insurance trust fund that pays for health services for individuals 65 years or older and the disabled receiving social security cash benefits. The Medicare Hospital Insurance Trust Fund is financed primarily through a tax on current earnings from employment covered by the Social Security Act. The Medicare supplement insurance is financed through premiums paid by persons enrolled in the program and from general fund revenues of the federal government. Pursuant to Federal law, all employees hired after April 1, 1986 are subject to a 1.45% Medicare payroll tax. The City of Worcester is obligated to match this payment. Earnings subject to this tax have increased from \$51,300 to over \$125,000 per year per individual, effective January 1, 1991.

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

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

#### **Employee Assistance Program:**

The City has contracted with the Wellness Corporation for the provision of an Employee Assistance Program. The program supplies counseling to employees, their spouses and dependents in the areas of substance abuse, family relations, consumer debts as well as employee work

performance issues. They provide federal mandatory counseling to employees who test positive for drug and/or alcohol abuse through the City’s DOT testing program.

**Health Insurance Consultant:**

Since Fiscal 2000, the City has contracted with Group Benefits Strategies (GBS) for consulting services. This company, located in Auburn, specializes in both municipal and corporate health insurance management. GBS monitors the City’s health insurance expenses, prepares and reviews health insurance quotes and proposals, analyzes and projects premium rates, and recommends cost-saving enhancements.

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>	<b>Account</b>	<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Number</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>		<b>Fiscal 2014</b>
<b>EXPENDITURES</b>				
FRINGE BENEFITS	\$ 21,331,671.25	\$ 21,441,877.00	96000	\$ 23,021,923.00
<b>TOTAL</b>	<b>\$ 21,331,671.25</b>	<b>\$ 21,441,877.00</b>		<b>\$ 23,021,923.00</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The total recommended tax levy Health Insurance budget and employee’s fringe benefit costs, excluding fringe benefit cost for Worcester Public Schools for Fiscal 2014 is \$23,021,923 which is an increase of \$1,580,046 from the Fiscal 2013 amount of \$21,441,877 for tax levy funded employees.

This increase is due to the increase in Health Insurance premiums from the Fiscal 2013 rates totaling \$1,659,712; Life Insurance premiums increased for an increase of \$45,356 and Medicare premiums increased by \$99,649. This increase was offset by the elimination of the enrollment incentive of \$56,000 and an increase in funding sources of \$168,671.

The recommended Health Insurance tax levy budget will fund employee and retiree health insurance premiums, and other fringe benefit costs for 3,169 of the 3,564 active and retired city employees that carry the Health Insurance benefit. The other 395 employees are funded by grants, projects and enterprise funds. This enrollment figure excludes active and retired employees of the Worcester Public Schools.



**KATHLEEN G. JOHNSON, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**HEALTH INSURANCE - DEPARTMENT #663**

APPROVED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 115,771.00	BC/ BS PREFERRED	\$ 546,819.00
4,387,784.00	NETWORK BLUE NEW ENGLAND	5,196,510.00
1,812,015.00	CITY OF WORCESTER DIRECT	1,956,282.00
12,156,062.00	CITY OF WORCESTER ADVANTAGE	12,828,743.00
3,462,162.00	BC/ BS MEDEX	3,129,650.00
872,726.00	FALLON SENIOR	880,479.00
723,453.00	TUFTS MEDICARE COMPLEMENT	650,975.00
6,515.00	TUFTS MEDICARE PREFERRED	6,742.00
56,000.00	ENROLLMENT INCENTIVE	-
60,000.00	HEALTH INSURANCE CONSULTANT	60,000.00
20,000.00	ACTUARIAL VALUATION	20,000.00
20,000.00	OPEB ACTUARIAL VALUATION	20,000.00
20,000.00	FEDERAL HEALTH LAW IMPACT STUDY	20,000.00
50,000.00	PBM ADMINISTRATIVE COSTS	50,000.00
<u>\$ 23,762,488.00</u>	<b>TOTAL HEALTH INSURANCE</b>	<u>\$ 25,366,200.00</u>
\$ 111,508.00	LIFE INSURANCE	\$ 156,864.00
1,310,089.00	MEDICARE INSURANCE	1,409,738.00
25,200.00	EMPLOYEE ASSISTANCE PROGRAM	25,200.00
<u>\$ 1,446,797.00</u>	<b>TOTAL OTHER COSTS</b>	<u>\$ 1,591,802.00</u>
<u>\$ 25,209,285.00</u>	<b>TOTAL FRINGE BENEFITS</b>	<u>\$ 26,958,002.00</u>
<b>FUNDING SOURCES:</b>		
\$ (981,766.00)	CREDIT FROM INDIRECT	\$ (981,499.00)
(33,943.00)	CREDIT ELDER AFFAIRS	(36,865.00)
(306,180.00)	CREDIT FROM WORKFORCE DEVELOPMENT	(338,041.00)
(89,246.00)	CREDIT DPW- PROJECTS	(85,869.00)
(191,510.00)	CREDIT GRANTS	(150,563.00)
(654,991.00)	CREDIT FROM SEWER	(721,431.00)
(1,409,023.00)	CREDIT FROM WATER	(1,507,245.00)
(14,814.00)	CREDIT FROM GOLF	(32,819.00)
(85,935.00)	CREDIT FROM AIRPORT	(81,747.00)
<u>\$ (3,767,408.00)</u>	<b>TOTAL FUNDING SOURCES</b>	<u>\$ (3,936,079.00)</u>
<u>\$ 21,441,877.00</u>	<b>663-96000 TOTAL FRINGE BENEFITS</b>	<u>\$ 23,021,923.00</u>
<u>\$ 21,441,877.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 23,021,923.00</u>



**KATHLEEN G. JOHNSON, ACTING DIRECTOR**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**HEALTH INSURANCE ENROLLMENT**

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

FISCAL 2013	IND. BLUE CARE		FAM. BLUE CARE		IND. NETWORK		FAM. NETWORK		IND. C. OF W. ADVANTAGE		FAM. C. OF W. ADVANTAGE		MEDEX (NEW)	TUFTS MEDICARE COMPLEMENT		TUFTS MEDICARE FALLOTTOTAL
	IND. PREFERRED	IND. BLUE N.E.	FAM. PREFERRED	FAM. BLUE N.E.	IND. DIRECT	IND. BLUE N.E.	FAM. DIRECT	FAM. BLUE N.E.	IND. ADVANTAGE	FAM. ADVANTAGE	TUFTS PREFERRED	TUFTS COMPLEMENT				
CITY OF WORCESTER	2	173	6	179	92	99	741	998	204	3	315	3157				
CABLE SERVICES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	
REGIONAL LIBRARY	0	1	0	0	3	1	5	0	0	0	0	10	0	0	0	
FINANCE (GRANTS)	0	0	0	0	1	0	0	0	0	0	0	0	0	0	2	
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	1	2	2	3	0	0	0	0	0	0	0	8	
HEALTH (GRANTS)	0	0	0	0	0	1	2	0	0	0	0	0	0	0	4	
HHS ADMINISTRATION (GRANTS)	0	0	0	0	0	0	1	0	0	0	0	0	0	0	3	
CODE (GRANTS)	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	
DPW (PROJECTS)	0	0	0	1	2	0	3	0	0	0	0	0	0	0	10	
ELDER AFFAIRS	0	0	0	1	1	0	1	0	0	0	0	0	0	0	3	
WORKFORCE DEVELOPMENT	0	3	0	2	6	3	11	0	3	3	1	35	0	0	1	
SEWER	0	2	0	5	13	6	21	17	5	0	16	95	0	0	0	
WATER	0	10	0	11	12	11	21	43	11	0	21	191	0	0	0	
GOLF	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	
AIRPORT	0	1	0	0	1	3	0	4	3	0	7	20	0	0	0	
<b>SUB TOTAL</b>	<b>2</b>	<b>190</b>	<b>6</b>	<b>200</b>	<b>133</b>	<b>126</b>	<b>837</b>	<b>1062</b>	<b>226</b>	<b>3</b>	<b>360</b>	<b>3542</b>				
WORC PUBLIC SCHOOL	0	432	9	448	229	252	1202	1226	350	19	427	5423				
COBRA	0	0	0	0	0	0	0	0	0	0	0	0				
<b>SUB TOTAL</b>	<b>0</b>	<b>432</b>	<b>9</b>	<b>448</b>	<b>229</b>	<b>252</b>	<b>1202</b>	<b>1226</b>	<b>350</b>	<b>19</b>	<b>427</b>	<b>5423</b>				
<b>GRAND TOTAL</b>	<b>2</b>	<b>622</b>	<b>15</b>	<b>648</b>	<b>362</b>	<b>378</b>	<b>2039</b>	<b>2288</b>	<b>576</b>	<b>22</b>	<b>787</b>	<b>8965</b>				

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



**KATHLEEN G. JOHNSON, ACTING DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
LIFE INSURANCE & FEDERAL MEDICARE PAYMENTS**

<u>MEDICARE PAYMENTS</u>				
<u>DEPARTMENT</u>	<u>MARCH 13 DEDUCTIONS</u>	<u>AVERAGE WEEKLY</u>	<u>YEARLY AMOUNT</u>	<u>BUDGET FY14</u>
<b>CITY OF WORCESTER</b>	<b>120,135.38</b>	<b>24,027.08</b>	<b>1,249,407.95</b>	<b>1,249,407.95</b>
CABLE SERVICES	164.25	32.85	1,708.20	1,708.20
REGIONAL LIBRARY	537.74	107.55	5,592.50	5,592.50
FINANCE (GRANTS)	254.23	50.85	2,643.99	2,643.99
ECONOMIC DEVELOPMENT (GRANTS)	636.81	127.36	6,622.82	6,622.82
HEALTH (GRANTS)	738.79	147.76	7,683.42	7,683.42
INSPECTIONAL SERVICES (GRANTS)	503.71	100.74	5,238.58	5,238.58
HUMAN SERVICES (GRANTS)	-	-	-	-
DPW (PROJECTS)	716.03	143.21	7,446.71	7,446.71
ELDER AFFAIRS	167.59	33.52	1,742.94	1,742.94
WORKFORCE DEVELOPMENT	2,383.14	476.63	24,784.66	24,784.66
AIRPORT	-	-	-	-
GOLF	201.75	40.35	2,098.20	2,098.20
SEWER	3,549.97	709.99	36,919.69	36,919.69
WATER	5,562.38	1,112.48	57,848.75	57,848.75
<b>SUB TOTAL</b>	<b>15,416.39</b>	<b>3,083.28</b>	<b>160,330.46</b>	<b>160,330.46</b>
<b>TOTAL COST</b>	<b>135,551.77</b>	<b>27,110.35</b>	<b>1,409,738.41</b>	<b>1,409,738.41</b>
PUBLIC SCHOOL	223,988.39	55,997.10	1,455,924.54	1,455,924.54
<b>TOTAL</b>	<b>359,540.16</b>	<b>83,107.45</b>	<b>2,865,662.95</b>	<b>2,865,662.95</b>

**Comments:**

Expenditures are extracted from the City's IFMS system displaying the actual Federal Medicare cost totals for the various citywide departments. FY 2014 projections are based on the total cost for March divided by the # of weeks in that month to get a weekly cost. Take the weekly cost x 52.2 weeks.

<u>LIFE INSURANCE</u>				
<u>DEPARTMENT</u>	<u>ACTIVE MARCH 13 ENROLLMENTS</u>	<u>RETIREES MARCH 13 ENROLLMENTS</u>	<u>TOTAL ENROLLMENTS</u>	<u>ENROLLMENTS X RATE 82.56</u>
<b>CITY OF WORCESTER</b>	<b>700</b>	<b>974</b>	<b>1674</b>	<b>138,205.44</b>
CABLE SERVICES	1	0	1	82.56
REGIONAL LIBRARY	5	0	5	412.80
FINANCE (GRANTS)	2	0	2	165.12
ECONOMIC DEVELOPMENT (GRANTS)	4	0	4	330.24
HEALTH (GRANTS)	3	0	3	247.68
INSPECTIONAL SERVICES (GRANTS)	2	0	2	165.12
DPW (PROJECTS)	5	0	5	412.80
ELDER AFFAIRS (GRANTS)	1	0	1	82.56
WORKFORCE DEVELOPMENT	15	5	20	1,651.20
SEWER	33	31	64	5,283.84
WATER	50	58	108	8,916.48
AIRPORT	0	11	11	908.16
GOLF	0	0	0	-
<b>SUB TOTAL</b>	<b>121</b>	<b>105</b>	<b>226</b>	<b>18,658.56</b>
<b>TOTAL COST</b>	<b>821</b>	<b>1079</b>	<b>1900</b>	<b>156,864.00</b>
PUBLIC SCHOOL	1094	1451	2545	210,115.20
<b>TOTAL</b>	<b>1915</b>	<b>2530</b>	<b>4445</b>	<b>366,979.20</b>

**Comments:**

Expenditures are extracted from the City's IFMS system displaying the actual Life Insurance cost totals for the various citywide departments. FY 2014 projections are based on the total enrollments for March x the yearly insurance rate.

## LAW DEPARTMENT

**David M. Moore**

**City Solicitor**

City Hall - Room 301

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1161

### **DEPARTMENTAL MISSION STATEMENT:**

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

### **DEPARTMENTAL OVERVIEW:**

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

### **BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 708,506.00	\$ 704,404.00	91000	\$ 799,854.00
ORDINARY MAINTENANCE	133,437.00	137,842.00	92000	137,842.00
<b>TOTAL</b>	<b>\$ 841,943.00</b>	<b>\$ 842,246.00</b>		<b>\$ 937,696.00</b>
<b>TOTAL POSITIONS</b>	15	15		15

### **FISCAL 2014 BUDGET OVERVIEW**

#### **Expenditures:**

The Law Department's recommended Fiscal 2014 budget is \$937,696, compared to the approved budget amount of \$842,246 for Fiscal 2013.

The recommended Personal Services budget is \$799,854 which is an increase of \$95,450 from the Fiscal 2013 approved budget amount of \$704,404. This increase is a result of step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on January 1, 2013. Also contributing to this increase is the additional funding allocated to EM

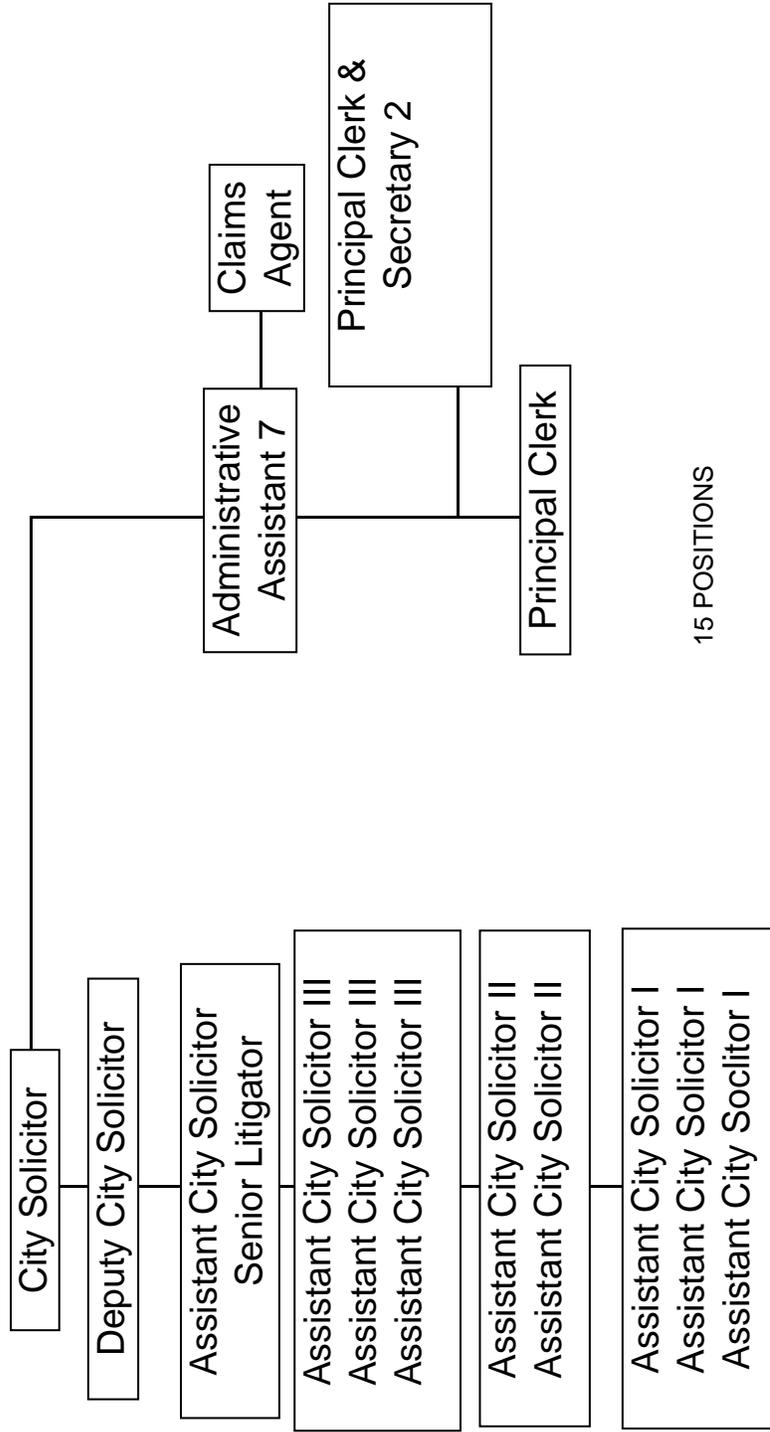
## **LAW DEPARTMENT**

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Incentive Pay. This recommended budget amount is offset by various funding sources that include Cable License Revenues, District Improvement Financing and Enterprise Credits.

The Law Department's recommended Ordinary Maintenance budget is level funded at \$137,842 for Fiscal 2014, compared to the Fiscal 2013 budget of \$137,842.

# LAW DEPARTMENT ORGANIZATIONAL CHART



15 POSITIONS



**DAVID M. MOORE, CITY SOLICITOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
LAW DEPARTMENT- DEPARTMENT #120**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 129,868.00	57EM	CITY SOLICITOR	1	\$ 137,022.00
1	108,227.00	50EM	DEPUTY CITY SOLICITOR	1	109,208.00
1	85,261.00	50M	ASSISTANT CITY SOLICITOR SENIOR LITIGATOR	1	89,288.00
3	73,309.00	46M	ASSISTANT CITY SOLICITOR 3	3	166,420.00
2	151,350.00	44M	ASSISTANT CITY SOLICITOR 2	2	141,881.00
3	176,784.00	42M	ASSISTANT CITY SOLICITOR 1	3	181,764.00
1	58,784.00	38M	CLAIMS AGENT	1	61,318.00
1	52,588.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	53,787.00
1	46,445.00	31	PRINCIPAL CLERK & SECRETARY 2	1	46,855.00
1	34,298.00	27	PRINCIPAL CLERK	1	36,169.00
15	\$ 916,914.00		REGULAR SALARIES	15	\$ 1,023,712.00
	9,615.00		EM INCENTIVE PAY		9,944.00
	(6,375.00)		VACANCY FACTOR		(6,375.00)
15	\$ 920,154.00		TOTAL RECOMMENDED SALARIES	15	\$ 1,027,281.00
	(38,092.00)		<b>FUNDING SOURCES:</b> DISTRICT IMPROVEMENT FINANCING (DIF)		(38,092.00)
	(1,529.00)		GOLF COURSE REVENUES		(1,706.00)
	(46,438.00)		SEWER REVENUES		(51,807.00)
	(53,027.00)		WATER REVENUES		(59,158.00)
	(76,664.00)		CABLE LICENSE REVENUES		(76,664.00)
	\$ (215,750.00)		TOTAL FUNDING SOURCES		\$ (227,427.00)
15	\$ 704,404.00	<b>120-91000</b>	<b>TOTAL PERSONAL SERVICES</b>	15	\$ 799,854.00
	\$ 14,169.00		REGULAR ORDINARY MAINTENANCE		\$ 14,169.00
	11,990.00		CONSTABLES		11,990.00
	42,762.00		LAW BOOKS/DATA BASES		42,762.00
	68,921.00		EXPERTS AND FEES		68,921.00
	\$ 137,842.00	<b>120-92000</b>	<b>TOTAL ORDINARY MAINTENANCE</b>		\$ 137,842.00
	\$ 842,246.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 937,696.00

## LAW DEPARTMENT - PROPERTY AND CASUALTY INSURANCE

**David M. Moore**

**City Solicitor**

City Hall - Room 301

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1161

### DEPARTMENT OVERVIEW:

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

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

### BUDGET SUMMARY INFORMATION PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>	<b>Account</b>	<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Number</b>	<b>Appropriation</b>
<b>EXPENDITURES</b>		<b>Fiscal 2013</b>		<b>Fiscal 2014</b>
ORDINARY MAINTENANCE	\$ 89,128.00	\$ 119,948.00	92000	\$ 119,948.00
<b>TOTAL</b>	<b>\$ 89,128.00</b>	<b>\$ 119,948.00</b>		<b>\$ 119,948.00</b>

### FISCAL 2014 BUDGET OVERVIEW

**Expenditures:** The Fiscal 2014 tax levy budget for property and casualty insurance is recommended to be level funded at \$119,948. In Fiscal 2013, the actual costs associated with property insurance were \$89,128.



**DAVID M. MOORE, CITY SOLICITOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122**

APPROVED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
<u>\$ 119,948.00</u>	REGULAR INSURANCE EXPENSES	<u>\$ 119,948.00</u>
<u>\$ 119,948.00</u>	TOTAL PROPERTY AND CASUALTY INSURANCE	<u>\$ 119,948.00</u>
<u>\$ 119,948.00</u>	<b>122-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 119,948.00</u>
<u>\$ 119,948.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 119,948.00</u>

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## LAW DEPARTMENT - COURT JUDGMENTS

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

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### BUDGET SUMMARY INFORMATION

<b>TAX LEVY BUDGET</b>				
	<b>Actual Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
ORDINARY MAINTENANCE	\$ 347,203.00	\$ 378,100.00	92000	\$ 378,100.00
<b>TOTAL</b>	<b>\$ 347,203.00</b>	<b>\$ 378,100.00</b>		<b>\$ 378,100.00</b>

### FISCAL 2014 BUDGET OVERVIEW

**Expenditures:** The recommended Fiscal 2014 gross budget for Court Judgments is \$421,600. The tax levy amount being recommended is \$378,100. This amount reflects a level funded budget compared to the Fiscal 2013 amount. Included in this budget are funding sources from the Sewer Department (\$31,000), and Water Department (\$12,500) enterprise accounts. In Fiscal 2012, actual net costs with Court Judgments were \$347,203.



**DAVID M. MOORE, CITY SOLICITOR**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**COURT JUDGMENTS - DEPARTMENT #121**

APPROVED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 421,600.00	COURT CLAIMS AND JUDGMENTS	\$ 421,600.00
<u>\$ 421,600.00</u>	TOTAL CLAIMS AND JUDGMENTS	<u>\$ 421,600.00</u>
	FUNDING SOURCES:	
\$ (31,000.00)	SEWER DEPARTMENT REVENUES	\$ (31,000.00)
<u>(12,500.00)</u>	WATER DEPARTMENT REVENUES	<u>(12,500.00)</u>
<u>\$ (43,500.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (43,500.00)</u>
<u>\$ 378,100.00</u>	<b>121-92000</b> RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 378,100.00</u>
<u>\$ 378,100.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 378,100.00</u>

# WORCESTER POLICE DEPARTMENT

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**Gary J. Gemme**

**Chief of Police**

9-11 Lincoln Square

Worcester, Massachusetts 01608

(508) 799-8600

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## **Departmental Mission Statement:**

The mission of the Worcester Police Department is to:

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

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

## **Departmental Overview:**

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

The Police Department is comprised of three hundred thirty (350) budgeted police officers, eighty-nine (88) budgeted officials and fifty-four (48) budgeted civilian personnel. These personnel are assigned to the various units in order to capably provide police services on a twenty-four hour a day basis.

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual Budget for Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$34,705,258.29	\$ 36,950,197.00	91000	\$ 38,006,993.00
OVERTIME	4,325,602.94	2,737,546.00	97000	2,887,546.00
ORDINARY MAINTENANCE	1,931,074.23	2,066,970.00	92000	2,190,045.00
CAPITAL OUTLAY	195,419.26	65,000.00		74,750.00
<b>TOTAL</b>	<b>\$41,157,354.72</b>	<b>\$41,819,713.00</b>		<b>\$ 43,159,334.00</b>
TOTAL POSITIONS	473	464		491
ADDED POSITIONS	0	27		17
ELIMINATED POSITIONS	-9	0		0
<b>TOTAL FUNDED POSITIONS</b>	<b>464</b>	<b>491</b>		<b>508</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The Fiscal 2014 tax levy budget for the Worcester Police Department is recommended to be \$43,159,334 which is an increase of \$1,339,621 from Fiscal 2013 tax levy budget of \$41,819,713.

The recommended tax levy personal services budget for Fiscal 2014 is \$38,006,993 which is an increase of \$1,056,796 from the Fiscal 2013 tax levy budget of \$36,950,197. The increase is the result of an additional 23 new Police recruit positions being added to the table of organization effective Sept 1<sup>st</sup> for a cost of \$1,066,717 (6 of these are filling vacant positions). The budget also recognizes step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on January 1, 2013 for a cost of \$416,403. The cost of Holiday pay has increased by \$46,714, and the elimination of the Coverdell grant increased tax levy by an additional \$74,536. These increases are offset by a decrease in educational stipends of \$3,750; a decrease in EM incentive pay of \$2,199; a decrease in longevity pay of \$1,625 and in increase on the vacancy factor of \$540,000 as a result of the anticipated retirements and the planned delay in the new recruit class.

The tax levy Overtime budget for Fiscal 2014 is recommended to be \$2,887,546 which is an increase of \$150,000 from the Fiscal 2013 amount of \$2,737,546. This increase is based on the increased overtime amounts used for Investigative and other programs in recent years.

The tax levy Ordinary Maintenance budget for Fiscal 2014 is \$2,190,045 which is an increase of \$123,075 from the Fiscal 2013 budget of \$2,066,970. This increase is the result of costs associated with the new recruit class.

The tax levy Capital Outlay budget for Fiscal 2014 is \$74,750 which is an increase of \$9,750 from the Fiscal 2013 budget of \$65,000. This increase is a result of cost associated with the recruit class.

**Chief of Police**

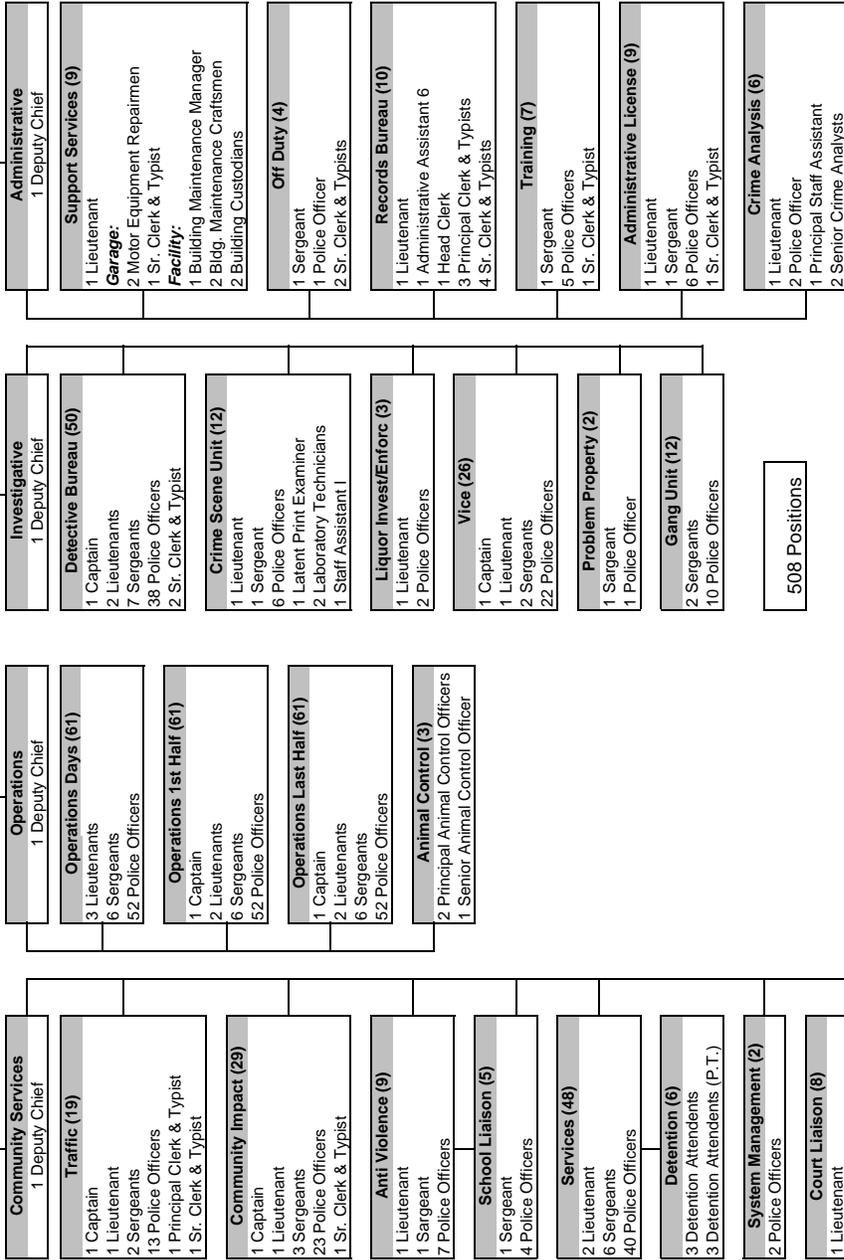
**Internal Affairs (6)**  
 1 Captain  
 1 Lieutenant  
 3 Sergeants  
 1 Sr. Clerk & Typist

**Administration/Finance (9)**  
 1 Supervisor of Admin./Finance  
 2 Principal Staff Assistant  
 2 Administrative Assistant 6  
 1 Head Clerk  
 1 Sr. Storekeeper  
 1 Principal Clerk & Typist  
 1 Sr. Clerk & Typist

**Academy**  
 23 Police Officers

**Admin Support (2)**  
 2 Sergeants

**Stress**  
 1 Stress Coordinator



**Community Services**  
 2 Captain  
 6 Lieutenant  
 14 Sergeant  
 95 Police Officers  
 9 Civilians  
**126 Total**

**Operations**  
 1 Deputy  
 2 Captain  
 7 Lieutenant  
 18 Sergeant  
 139 Police Officers  
 3 Civilians  
**170 Total**

**Investigative**  
 2 Captain  
 5 Lieutenant  
 13 Sergeant  
 79 Police Officers  
 6 Civilians  
**105 Total**

**Administrative**  
 1 Chief  
 3 Deputy  
 1 Captain  
 4 Lieutenant  
 8 Sergeant  
 14 Police Officers  
 27 Civilians  
**58 Total**

**Garage**  
 1 Lieutenant  
 3 Civilians  
**4 Total**

**Building**  
 5 Civilians  
**5 Total**

**Academy**  
 40 Police Officers  
**40 Total**

508 Positions



**GARY J. GEMME, CHIEF OF POLICE**

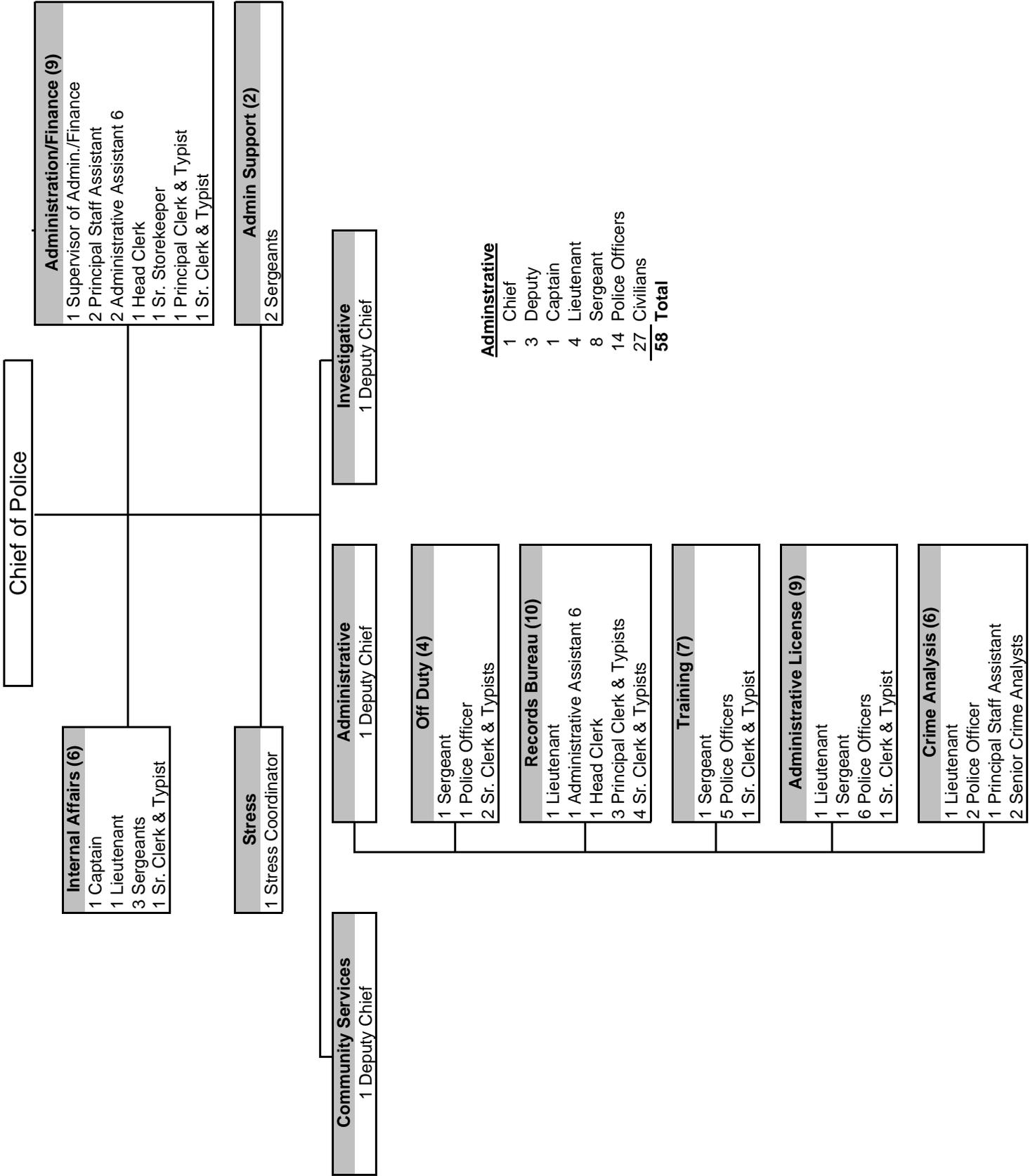
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
 WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY13				FY14	
TOTAL	APPROVED	PAY	TITLE	TOTAL	RECOMMENDEE
POSITIONS	FY13 AMOUNT	GRADE		POSITIONS	FY14 AMOUNT
1	\$ 184,600.00	55CM	CHIEF OF POLICE	1	\$ 186,235.00
4	564,610.00	50EM	DEPUTY POLICE CHIEF	4	569,610.00
7	761,842.00	98	POLICE CAPTAIN	7	764,772.00
23	2,271,234.00	97	POLICE LIEUTENANT	23	2,279,973.00
53	4,674,757.00	96	POLICE SERGEANT	53	4,695,625.00
350	24,553,204.00	95	POLICE OFFICERS	344	24,848,991.00
0	-	95	POLICE OFFICERS (RECRUITS FY14)	23	1,066,717.00
1	83,800.00	46M	SUPERVISOR OF ADMINISTRATION	1	84,544.00
1	77,925.00	44M	STRESS COORDINATOR	1	78,614.00
1	60,537.00	42P	LATENT PRINT EXAMINER	2	119,611.00
3	172,104.00	40M	PRINCIPAL STAFF ASSISTANT	3	179,958.00
1	64,967.00	39M	BUILDING MAINTENANCE MANAGER	1	65,543.00
2	104,489.00	38P	SENIOR CRIME ANALYST	2	107,409.00
2	98,487.00	38P	LABORATORY TECHNICIAN	1	49,382.00
2	121,988.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	127,328.00
1	-	33HC	SENIOR ANIMAL CONTROL OFFICER	1	42,282.00
3	140,713.00	33	ADMINISTRATIVE ASSISTANT 6	3	147,286.00
1	47,974.00	32	STAFF ASSISTANT I	1	48,400.00
2	91,508.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	92,792.00
2	89,666.00	30	HEAD CLERK	2	90,454.00
2	88,834.00	29	MOTOR EQUIPMENT REPAIRMAN	2	89,618.00
1	43,107.00	28	SENIOR STOREKEEPER	1	43,494.00
5	196,235.00	27	PRINCIPAL CLERK & TYPIST	5	196,129.00
2	77,478.00	25	BUILDING CUSTODIAN	2	78,176.00
3	108,606.00	23	DETENTION ATTENDANT	3	109,560.00
3	39,021.00	23	DETENTION ATTENDANT (PART-TIME)	3	39,366.00
15	513,533.00	22	SENIOR CLERK & TYPIST	15	512,470.00
<u>491</u>	<u>\$35,231,219.00</u>		TOTAL REGULAR SALARIES	<u>508</u>	<u>\$36,714,339.00</u>
	1,760,234.00		HOLIDAY PAY - CONTRACTUAL		1,806,948.00
	280,000.00		SICK & VACATION BUYBACK		280,000.00
	57,500.00		EDUCATIONAL STIPEND		53,750.00
	29,518.00		EM INCENTIVE PAY		27,319.00
	<u>2,127,252.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>2,168,017.00</u>
<u>491</u>	<u>\$37,358,471.00</u>		TOTAL SALARIES	<u>508</u>	<u>\$38,882,356.00</u>
	31,625.00		LONGEVITY		30,000.00
	(100,000.00)		VACANCY FACTOR		(640,000.00)
<u>491</u>	<u>\$37,290,096.00</u>		TOTAL RECOMMENDED PERSONAL SERV	<u>508</u>	<u>\$38,272,356.00</u>
	(145,363.00)		<b>FUNDING SOURCES:</b> GBV TASK FORCE		(145,363.00)
	(74,536.00)		COVERDELL GRANT		-
	<u>(120,000.00)</u>		PUBLIC SCHOOL INTERGOV'T'L CHARGE		<u>(120,000.00)</u>
	<u>(339,899.00)</u>		TOTAL FUNDING SOURCES		<u>(265,363.00)</u>
<u>491</u>	<u>\$36,950,197.00</u>	<b>250-91000</b>	TOTAL RECOMMENDED PERSONAL SERV	<u>508</u>	<u>\$38,006,993.00</u>

**GARY J. GEMME, CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY13				FY14
TOTAL	APPROVED	PAY	TITLE	TOTAL RECOMMENDE
POSITIONS	FY13 AMOUNT	GRADE		POSITIONS FY14 AMOUNT
	\$ 582,043.00		REGULAR OVERTIME	\$ 732,043.00
	185,436.00		PROBLEM BARS OVERTIME	185,436.00
	123,624.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME	123,624.00
	30,906.00		VICE PROSTITUTION OVERTIME	30,906.00
	30,906.00		GANG PATROL OVERTIME	30,906.00
	645,935.00		INVESTIGATIVE OVERTIME	645,935.00
	45,963.00		SWAT TRAINING OVERTIME	45,963.00
	412,080.00		SUMMER PATROLS OVERTIME	412,080.00
	669,630.00		COURT ATTENDANCE OVERTIME	669,630.00
	11,023.00		ANIMAL CONTROL OVERTIME	11,023.00
	<u>\$ 2,737,546.00</u>	<b>250-97000</b>	TOTAL RECOMMENDED OVERTIME	<u>\$ 2,887,546.00</u>
	\$ 289,000.00		ELECTRICITY	\$ 289,000.00
	18,200.00		LEASES & RENTALS	18,200.00
	110,000.00		MAINTENANCE & REPAIR	110,000.00
	160,800.00		TELEPHONE	160,800.00
	211,600.00		OTHER PERSONAL SERVICES	334,675.00
	134,770.00		AUTOMOTIVE SUPPLIES	134,770.00
	22,500.00		BOOKS	22,500.00
	25,000.00		FOOD SUPPLIES	25,000.00
	30,000.00		OFFICE SUPPLIES	30,000.00
	7,500.00		NATURAL GAS	7,500.00
	303,100.00		OTHER SUPPLIES	303,100.00
	748,000.00		AUTO FUEL NO LEAD GAS	748,000.00
	6,500.00		OTHER ORDINARY MAINTENANCE	6,500.00
	<u>\$ 2,066,970.00</u>	<b>250-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 2,190,045.00</u>
	<u>\$ 65,000.00</u>	<b>250-93000</b>	CAPITAL OUTLAY	<u>\$ 74,750.00</u>
	<u>\$41,819,713.00</u>	<b>250</b>	TOTAL RECOMMENDED TAX LEVY	<u>\$43,159,334.00</u>



**Administrative**

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



**GARY J. GEMME, CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
WORCESTER POLICE DEPARTMENT- ADMINISTRATION**

FY13				FY14	
TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 184,600.00	55CM	CHIEF OF POLICE	1	\$ 186,235.00
3	422,738.00	50EM	DEPUTY POLICE CHIEF	3	426,480.00
1	109,460.00	98	POLICE CAPTAIN	1	109,881.00
4	403,416.00	97	POLICE LIEUTENANT	4	404,968.00
8	720,516.00	96	POLICE SERGEANT	8	723,286.00
14	1,041,096.00	95	POLICE OFFICERS	14	1,050,271.00
1	83,800.00	46M	SUPERVISOR OF ADMINISTRATION	1	84,544.00
1	77,925.00	44M	STRESS COORDINATOR	1	78,614.00
3	172,104.00	40M	PRINCIPAL STAFF ASSISTANT	3	179,958.00
2	104,489.00	38P	SENIOR CRIME ANALYST	2	107,409.00
3	140,713.00	33	ADMINISTRATIVE ASSISTANT 6	3	147,286.00
2	89,666.00	30	HEAD CLERK	2	90,454.00
1	43,107.00	28	SENIOR STOREKEEPER	1	43,494.00
4	155,707.00	27	PRINCIPAL CLERK & TYPIST	4	155,245.00
10	342,980.00	22	SENIOR CLERK & TYPIST	10	339,475.00
<u>58</u>	<u>\$ 4,092,317.00</u>		TOTAL REGULAR SALARIES	<u>58</u>	<u>\$ 4,127,600.00</u>
	152,366.00		HOLIDAY PAY - CONTRACTUAL		152,836.00
	105,430.00		SICK & VACATION BUYBACK		105,430.00
	23,929.00		EM INCENTIVE PAY		24,649.00
	<u>281,725.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>282,915.00</u>
<u>58</u>	<u>\$ 4,374,042.00</u>		TOTAL SALARIES	<u>58</u>	<u>\$ 4,410,515.00</u>
	1,625.00		LONGEVITY		1,625.00
	(11,615.00)		VACANCY FACTOR		(49,467.00)
<u>58</u>	<u>\$ 4,364,052.00</u>		TOTAL RECOMMENDED PERSONAL SERV	<u>58</u>	<u>\$ 4,362,673.00</u>
	\$ 60,000.00		REGULAR OVERTIME		\$ 60,000.00
	70,052.00		SUMMER PATROLS OVERTIME		70,052.00
	<u>\$ 130,052.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 130,052.00</u>
	\$ 13,200.00		LEASES & RENTALS		\$ 13,200.00
	26,000.00		MAINTENANCE & REPAIR		26,000.00
	3,380.00		TELEPHONE		3,380.00
	29,600.00		OTHER PERSONAL SERVICES		29,600.00
	22,500.00		BOOKS		22,500.00
	30,000.00		OFFICE SUPPLIES		30,000.00
	226,215.00		OTHER SUPPLIES		226,215.00
	3,575.00		OTHER ORDINARY MAINTENANCE		3,575.00
	<u>\$ 354,470.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 354,470.00</u>
<u>58</u>	<u>\$ 4,848,574.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>58</u>	<u>\$ 4,847,195.00</u>

Chief of Police

Administrative  
1 Deputy Chief

**Support Services (4)**  
1 Lieutenant  
**Garage:**  
2 Motor Equipment Repairmen  
1 Sr. Clerk & Typist

**Garage**  
1 Lieutenant  
3 Civilians  
**4 Total**



**GARY J. GEMME, CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
WORCESTER POLICE DEPARTMENT- GARAGE**

FY13				FY14	
TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 100,854.00	97	POLICE LIEUTENANT	1	\$ 101,242.00
2	88,834.00	29	MOTOR EQUIPMENT REPAIRMAN	2	89,618.00
1	34,298.00	22	SENIOR CLERK & TYPIST	1	34,599.00
<u>4</u>	<u>\$ 223,986.00</u>		TOTAL REGULAR SALARIES	<u>4</u>	<u>\$ 225,459.00</u>
	5,334.00		HOLIDAY PAY - CONTRACTUAL		5,334.00
	1,554.00		SICK & VACATION BUYBACK		1,554.00
	<u>6,888.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>6,888.00</u>
<u>4</u>	<u>\$ 230,874.00</u>		TOTAL SALARIES	<u>4</u>	<u>\$ 232,347.00</u>
	(636.00)		VACANCY FACTOR		(2,702.00)
<u>4</u>	<u>\$ 230,238.00</u>		TOTAL RECOMMENDED PERSONAL SERV	<u>4</u>	<u>\$ 229,645.00</u>
	<u>\$ 150,000.00</u>		REGULAR OVERTIME		<u>\$ 150,000.00</u>
	<u>\$ 150,000.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 150,000.00</u>
	\$ 500.00		LEASES & RENTALS		\$ 500.00
	27,000.00		MAINTENANCE & REPAIR		27,000.00
	15,000.00		OTHER PERSONAL SERVICES		15,000.00
	134,770.00		AUTOMOTIVE SUPPLIES		134,770.00
	748,000.00		AUTO FUEL NO LEAD GAS		748,000.00
	<u>\$ 925,270.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 925,270.00</u>
	<u>\$ 1,305,508.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,304,915.00</u>

Chief of Police

Administrative  
1 Deputy Chief

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

**Building**  
5 Civilians  

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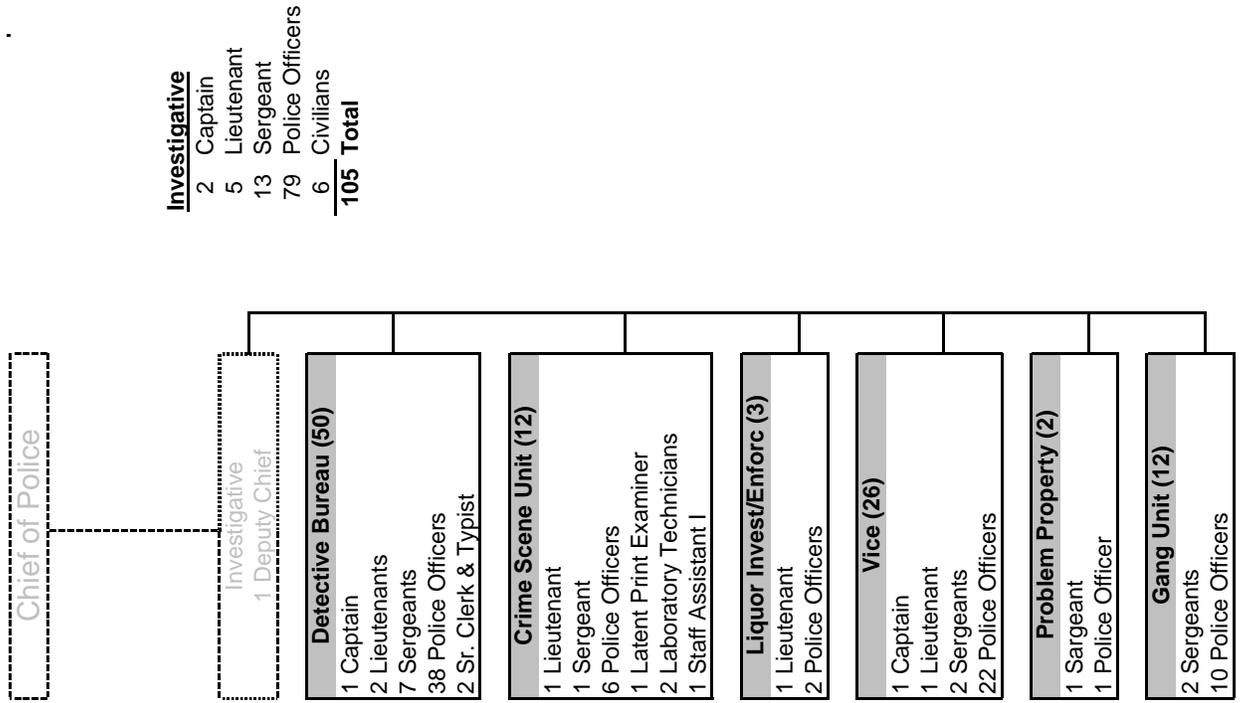
5 Total



**GARY J. GEMME, CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
WORCESTER POLICE DEPARTMENT- BUILDING**

FY13				FY14	
TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 64,967.00	39M	BUILDING MAINTENANCE MANAGER	1	\$ 65,543.00
2	91,508.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	92,792.00
2	77,478.00	25	BUILDING CUSTODIAN	2	78,176.00
<u>5</u>	<u>\$ 233,953.00</u>		TOTAL SALARIES	<u>5</u>	<u>\$ 236,511.00</u>
	(664.00)		VACANCY FACTOR		(2,834.00)
<u>5</u>	<u>\$ 233,289.00</u>		TOTAL RECOMMENDED PERSONAL SERV	<u>5</u>	<u>\$ 233,677.00</u>
	\$ 100,000.00		REGULAR OVERTIME		\$ 100,000.00
	<u>\$ 100,000.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 100,000.00</u>
	\$ 289,000.00		ELECTRICITY		\$ 289,000.00
	53,000.00		MAINTENANCE & REPAIR		53,000.00
	33,100.00		TELEPHONE		33,100.00
	15,000.00		OTHER PERSONAL SERVICES		15,000.00
	7,500.00		NATURAL GAS		7,500.00
	45,000.00		OTHER SUPPLIES		45,000.00
	<u>\$ 442,600.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 442,600.00</u>
	<u>\$ 775,889.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 776,277.00</u>





**GARY J. GEMME, CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
WORCESTER POLICE DEPARTMENT- INVESTIGATIVE**

FY13				FY14	
TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
2	\$ 218,920.00	98	POLICE CAPTAIN	2	\$ 219,762.00
5	500,236.00	97	POLICE LIEUTENANT	5	502,161.00
13	1,168,110.00	96	POLICE SERGEANT	13	1,172,600.00
80	5,959,349.00	95	POLICE OFFICERS	79	5,944,499.00
1	60,537.00	42P	LATENT PRINT EXAMINER	2	119,611.00
2	98,487.00	38P	LABORATORY TECHNICIAN	1	49,382.00
1	47,974.00	32	STAFF ASSISTANT I	1	48,400.00
2	68,596.00	22	SENIOR CLERK & TYPIST	2	69,198.00
<u>106</u>	<u>\$ 8,122,209.00</u>		TOTAL REGULAR SALARIES	<u>105</u>	<u>\$ 8,125,613.00</u>
	414,836.00		HOLIDAY PAY - CONTRACTUAL		415,625.00
	75,733.00		SICK & VACATION BUYBACK		75,733.00
	<u>490,569.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>491,358.00</u>
<u>106</u>	<u>\$ 8,612,778.00</u>		TOTAL SALARIES	<u>105</u>	<u>\$ 8,616,971.00</u>
	8,500.00		LONGEVITY		8,500.00
	(23,054.00)		VACANCY FACTOR		(97,381.00)
<u>106</u>	<u>8,598,224.00</u>		TOTAL RECOMMENDED PERSONAL SERV	<u>105</u>	<u>8,528,090.00</u>
	(74,536.00)		<b>FUNDING SOURCES:</b>		-
	<u>(74,536.00)</u>		COVERDELL GRANT		-
			TOTAL FUNDING SOURCES		-
<u>106</u>	<u>\$ 8,523,688.00</u>		TOTAL RECOMMENDED PERSONAL SERV	<u>105</u>	<u>\$ 8,528,090.00</u>
	\$ 27,000.00		REGULAR OVERTIME		\$ 127,000.00
	30,906.00		VICE PROSTITUTION OVERTIME		30,906.00
	30,906.00		GANG PATROL OVERTIME		30,906.00
	645,935.00		INVESTIGATIVE OVERTIME		645,935.00
	148,350.00		SUMMER PATROLS OVERTIME		148,350.00
	308,030.00		COURT OVERTIME		308,030.00
	<u>\$ 1,191,127.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 1,291,127.00</u>
	\$ 4,500.00		LEASES & RENTALS		\$ 4,500.00
	4,000.00		MAINTENANCE & REPAIR		4,000.00
	78,700.00		TELEPHONE		78,700.00
	17,835.00		OTHER SUPPLIES		17,835.00
	2,275.00		OTHER ORDINARY MAINTENANCE		2,275.00
	<u>\$ 107,310.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 107,310.00</u>
	<u>\$ 9,822,125.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 9,926,527.00</u>

Chief of Police

**Community Services**

- 2 Captain
- 6 Lieutenant
- 14 Sergeant
- 95 Police Officers
- 9 Civilians
- 126 Total**

Community Services  
1 Deputy Chief

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

**Community Impact (29)**  
1 Captain  
1 Lieutenant  
3 Sergeants  
23 Police Officers  
1 Sr. Clerk & Typist

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

**School Liaison (5)**  
1 Sergeant  
4 Police Officers

**Services (48)**  
2 Lieutenant  
6 Sergeants  
40 Police Officers

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

**System Management (2)**  
2 Police Officers

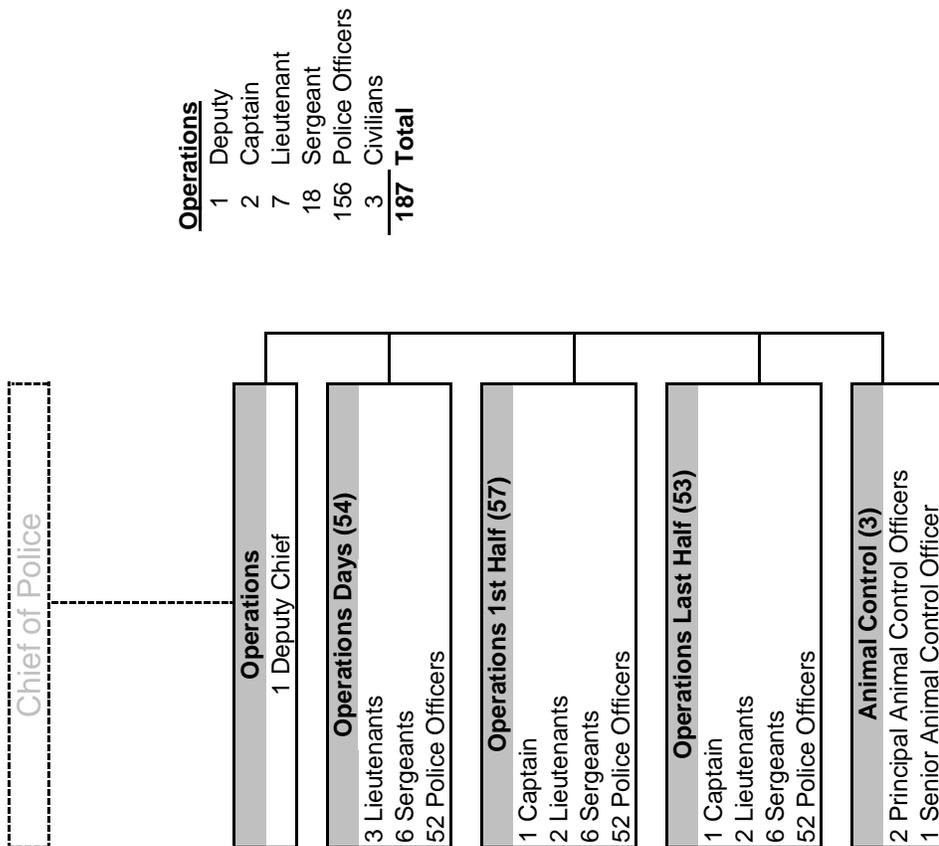
**Court Liaison (8)**  
1 Lieutenant  
1 Sergeant  
6 Police Officers



**GARY J. GEMME, CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
WORCESTER POLICE DEPARTMENT- COMMUNITY SERVICES**

FY13				FY14	
TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
2	\$ 214,542.00	98	POLICE CAPTAIN	2	\$ 215,367.00
6	568,818.00	97	POLICE LIEUTENANT	6	571,006.00
14	1,226,728.00	96	POLICE SERGEANT	14	1,237,327.00
97	6,860,843.00	95	POLICE OFFICERS	95	6,840,397.00
3	108,606.00	23	DETENTION ATTENDANT	3	109,560.00
3	39,021.00	23	DETENTION ATTENDANT (PART-TIME)	3	39,366.00
1	40,528.00	27	PRINCIPAL CLERK & TYPIST	1	40,884.00
2	67,659.00	22	SENIOR CLERK & TYPIST	2	69,198.00
<u>128</u>	<u>\$ 9,126,745.00</u>		TOTAL REGULAR SALARIES	<u>126</u>	<u>\$ 9,123,105.00</u>
	468,960.00		HOLIDAY PAY - CONTRACTUAL		465,952.00
	61,126.00		SICK & VACATION BUYBACK		61,126.00
	<u>530,086.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>527,078.00</u>
<u>128</u>	<u>\$ 9,656,831.00</u>		TOTAL SALARIES	<u>126</u>	<u>\$ 9,650,183.00</u>
	12,125.00		LONGEVITY		10,500.00
	(25,905.00)		VACANCY FACTOR		(109,335.00)
<u>128</u>	<u>9,643,051.00</u>		TOTAL RECOMMENDED PERSONAL SERV	<u>126</u>	<u>9,551,348.00</u>
	(120,000.00)		<b>FUNDING SOURCES:</b>		
	<u>(120,000.00)</u>		PUBLIC SCHOOL INTERGOVT'L CHARGE		<u>(120,000.00)</u>
			TOTAL FUNDING SOURCES		<u>(120,000.00)</u>
<u>128</u>	<u>\$ 9,523,051.00</u>		TOTAL RECOMMENDED PERSONAL SERV	<u>126</u>	<u>\$ 9,431,348.00</u>
	\$ 60,000.00		REGULAR OVERTIME		\$ 110,000.00
	185,436.00		PROBLEM BARS OVERTIME		185,436.00
	123,624.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		123,624.00
	168,953.00		SUMMER PATROLS OVERTIME		168,953.00
	66,963.00		COURT ATTENDANCE OVERTIME		66,963.00
	<u>\$ 604,976.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 654,976.00</u>
	\$ 5,130.00		TELEPHONE		\$ 5,130.00
	12,000.00		OTHER PERSONAL SERVICES		12,000.00
	25,000.00		FOOD SUPPLIES		25,000.00
	2,835.00		OTHER SUPPLIES		2,835.00
	<u>\$ 44,965.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 44,965.00</u>
	<u>\$10,172,992.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$10,131,289.00</u>



**Operations**

1	Deputy
2	Captain
7	Lieutenant
18	Sergeant
156	Police Officers
3	Civilians
<b>187</b>	<b>Total</b>



**GARY J. GEMME, CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
WORCESTER POLICE DEPARTMENT- OPERATIONS**

FY13				FY14	
TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 141,872.00	50EM	DEPUTY POLICE CHIEF	1	\$ 143,130.00
2	218,920.00	98	POLICE CAPTAIN	2	219,762.00
7	697,910.00	97	POLICE LIEUTENANT	7	700,596.00
18	1,559,403.00	96	POLICE SERGEANT	18	1,562,412.00
139	10,087,456.00	95	POLICE OFFICERS	156	11,013,824.00
2	121,988.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	127,328.00
1	-	33HC	SENIOR ANIMAL CONTROL OFFICER	1	42,282.00
<u>170</u>	<u>\$12,827,549.00</u>		TOTAL REGULAR SALARIES	<u>187</u>	<u>\$13,809,334.00</u>
	670,072.00		HOLIDAY PAY - CONTRACTUAL		710,950.00
	36,157.00		SICK & VACATION BUYBACK		36,157.00
	12,500.00		EDUCATIONAL STIPEND		12,500.00
	5,589.00		EM INCENTIVE PAY		2,670.00
	<u>724,318.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>762,277.00</u>
<u>170</u>	<u>\$13,551,867.00</u>		TOTAL SALARIES	<u>187</u>	<u>\$14,571,611.00</u>
	9,375.00		LONGEVITY		9,375.00
	(36,410.00)		VACANCY FACTOR		(165,497.00)
<u>170</u>	<u>13,524,832.00</u>		TOTAL RECOMMENDED PERSONAL SERV	<u>187</u>	<u>14,415,489.00</u>
	(145,363.00)		<b>FUNDING SOURCES:</b>		
	<u>(145,363.00)</u>		GBV TASK FORCE		<u>(145,363.00)</u>
			TOTAL FUNDING SOURCES		<u>(145,363.00)</u>
<u>170</u>	<u>\$13,379,469.00</u>		TOTAL RECOMMENDED PERSONAL SERV	<u>187</u>	<u>\$14,270,126.00</u>
	\$ 180,000.00		REGULAR OVERTIME		\$ 180,000.00
	45,963.00		SWAT TRAINING OVERTIME		45,963.00
	24,725.00		SUMMER PATROLS OVERTIME		24,725.00
	294,637.00		COURT ATTENDANCE OVERTIME		294,637.00
	11,023.00		ANIMAL CONTROL OVERTIME		11,023.00
	<u>\$ 556,348.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 556,348.00</u>
	\$ 40,490.00		TELEPHONE		\$ 40,490.00
	140,000.00		OTHER PERSONAL SERVICES		140,000.00
	11,215.00		OTHER SUPPLIES		11,215.00
	650.00		OTHER ORDINARY MAINTENANCE		650.00
	<u>\$ 192,355.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 192,355.00</u>
	<u>\$14,128,172.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$15,018,829.00</u>

Chief of Police



Academy  
23 Police Officers

Academy  
23 Police Officers  
23 Total



**GARY J. GEMME, CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014  
 WORCESTER POLICE DEPARTMENT- DIVISION #250V ACADEMY**

FY13				FY14	
TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
20	\$ 604,460.00	95	POLICE OFFICERS (RECRUITS FY13)	0	\$ -
0	-	95	POLICE OFFICERS (RECRUITS FY14)	23	1,066,717.00
<u>20</u>	<u>\$ 604,460.00</u>		TOTAL REGULAR SALARIES	<u>23</u>	<u>\$ 1,066,717.00</u>
	\$ 48,666.00		HOLIDAY PAY - CONTRACTUAL		\$ 56,251.00
	45,000.00		EDUCATIONAL STIPEND		41,250.00
	<u>\$ 93,666.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>\$ 97,501.00</u>
<u>20</u>	<u>\$ 698,126.00</u>		TOTAL SALARIES	<u>23</u>	<u>\$ 1,164,218.00</u>
	(1,716.00)		VACANCY FACTOR		(212,784.00)
<u>20</u>	<u>\$ 696,410.00</u>		TOTAL RECOMMENDED PERSONAL SERV	<u>23</u>	<u>\$ 951,434.00</u>
	\$ -		OTHER PERSONAL SERVICES		\$ 123,075.00
	<u>\$ -</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 123,075.00</u>
	\$ 5,043.00		REGULAR OVERTIME		\$ 5,043.00
	<u>\$ 5,043.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 251,193.00</u>
	<u>\$ 65,000.00</u>		CAPITAL OUTLAY		<u>\$ 74,750.00</u>
	<u>\$ 766,453.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,400,452.00</u>

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# WORCESTER FIRE DEPARTMENT

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**Gerard A. Dio**

**Fire Chief**

Fire Department Headquarters

141 Grove Street

Worcester, Massachusetts 01605

(508) 799-1816

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**Departmental Mission Statement:**

The mission of the Worcester Fire Department is to:

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

**Administration and Support Bureau:**

The mission of the Support Services Bureau is to:

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

**Administrative Division:**

The mission of the Fire Administrative Division is to:

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

**Fire Prevention Division:**

The mission of the Fire Prevention Division is to:

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

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

**Facilities/Maintenance Division:**

The mission of the Facilities/Maintenance Division is to be:

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

**Training Division:**

The mission of the Training Division is to:

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

**Operations Bureau:**

The mission of the Operations Bureau is to:

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

**Special Operations:**

The mission of the Special Operations Division is to:

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

**Health & Safety Division:**

The mission of the Health & Safety Division is to:

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

## WORCESTER FIRE DEPARTMENT

### **Departmental Overview:**

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

### **BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>		
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Account</b>	<b>Appropriation</b>
<b>EXPENDITURES</b>		<b>Fiscal 2013</b>	<b>Number</b>	<b>Fiscal 2014</b>
SALARIES	\$ 30,096,505.17	\$ 32,375,642.00	91000	\$ 31,739,223.00
OVERTIME	778,491.78	545,689.00	97000	606,689.00
ORDINARY MAINTENANCE	1,266,540.96	994,541.00	92000	1,053,828.00
CAPITAL OUTLAY	27,995.69	41,877.00	93000	66,200.00
<b>TOTAL</b>	<b>\$ 32,169,533.60</b>	<b>\$ 33,957,749.00</b>		<b>\$ 33,465,940.00</b>

TOTAL POSITIONS	411	411		425
ADDED POSITIONS	0	14		8
<b>TOTAL FUNDED POSITIONS</b>	<b>411</b>	<b>425</b>		<b>433</b>

### **FISCAL 2014 BUDGET OVERVIEW**

#### **Expenditures:**

The tax levy budget for the Fire Department for Fiscal 2014 is \$33,465,940 which is a decrease of \$491,809 from the Fiscal 2013 tax levy budget of \$33,957,749.

The budget includes funding for a recruit class of 20 firefighters to maintain manpower levels as the department faces continued anticipated attrition due to retirements. The tax levy Personal Services budget for Fiscal 2014 is recommended to be \$31,739,223 which is a decrease of \$636,419 from the Fiscal 2013 tax levy budget of \$32,375,642. This decrease is the result of increased grant funding associated with SAFER funding of 17 recruits hired originally in Fiscal 2012. The budget also includes an increased vacancy factor in anticipation of 9 or more retirements during the fiscal year. These decreases are offset by step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on of January 1, 2013 for a net savings of \$337,638; a decrease of EM incentive pay by \$770; an increase in the vacancy factor by \$400,000 and an increase in the SAFER grant funding of \$880,406. This decrease is offset by the addition of 20 new recruits in Fiscal 2014 for a cost of \$871,285 for regular salaries and \$40,216 for Holiday pay. The Out of Grade pay has increased by \$37,487 and the Holiday pay increased by \$33,407. The department has 17 Firefighter positions over normal full complement as a result of 8 vacant officer positions that are anticipating promotions and 9 positions that are anticipating retirements.

## WORCESTER FIRE DEPARTMENT

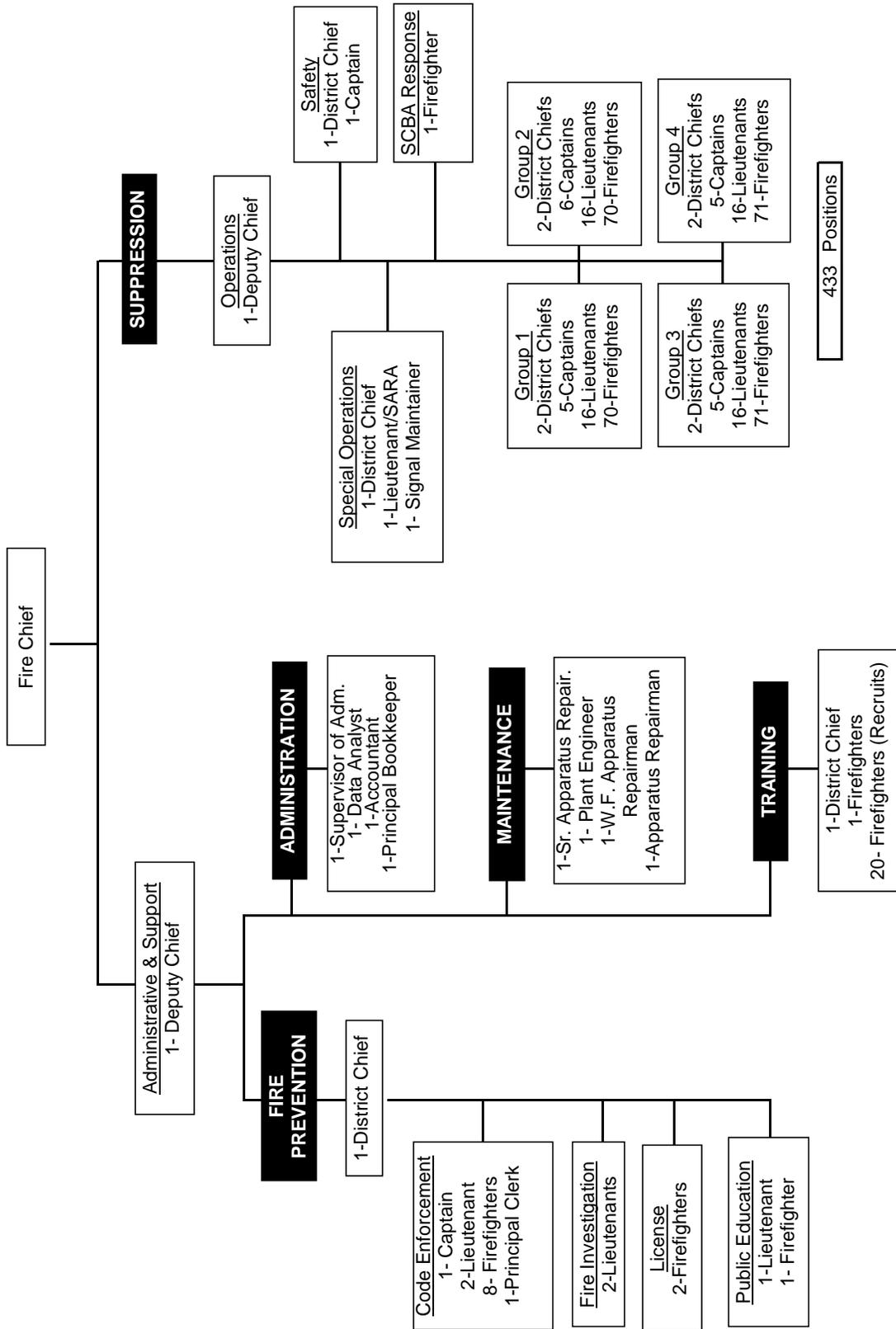
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The tax levy Overtime budget for Fiscal 2014 is recommended to be \$606,689 which is an increase of \$61,000 from the Fiscal 2013 tax levy budget of \$545,689. This increase is the result of costs associated with the training of the new recruit class.

The tax levy Ordinary Maintenance budget for Fiscal 2014 is recommended to be \$1,053,828 which is an increase of \$59,287 from the Fiscal 2013 amount of \$994,541. This increase is the result of costs associated with the new recruit class totaling \$29,287 and an additional \$30,000 for turnout gear.

The capital Outlay budget for Fiscal 2014 is recommended to be \$66,200 which is an increase of \$24,323 from the Fiscal 2013 amount of \$41,877. This increase is a result of costs associated with the Fiscal 2014 recruit class.

# WORCESTER FIRE DEPARTMENT ORGANIZATION CHART





**GERARD A. DIO, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

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

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 154,267.00	58CM	FIRE CHIEF	1	\$ 155,636.00
2	251,777.00	50EM	DEPUTY FIRE CHIEF	2	255,893.00
12	1,214,467.00	93	DISTRICT FIRE CHIEF	12	1,225,142.00
23	2,105,314.00	92	CAPTAIN	23	2,117,722.00
70	5,805,464.00	91	LIEUTENANT	70	5,815,625.00
307	21,327,840.00	90	FIREFIGHTER	295	20,889,012.00
0	-	90	FIREFIGHTER- RECRUITS	20	871,285.00
1	72,267.00	43M	SUPERVISOR OF ADMINISTRATION	1	75,711.00
1	71,092.00	43	SENIOR FIRE APPARATUS REPAIRMAN	1	71,723.00
1	-	40P	DATA ANALYST	1	53,740.00
1	49,815.00	35	PLANT ENGINEER	1	51,992.00
1	51,530.00	34	SIGNAL MAINTAINER FIRE	1	51,992.00
1	47,974.00	34	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	1	48,400.00
1	47,974.00	32	FIRE APPARATUS REPAIRMAN	1	48,400.00
1	47,974.00	32	ACCOUNTANT	1	48,400.00
1	42,056.00	28	PRINCIPAL BOOKKEEPER	1	42,429.00
1	40,528.00	27	PRINCIPAL CLERK	1	40,884.00
425	\$ 31,330,339.00		REGULAR SALARIES	433	\$ 31,863,986.00
	15,206.00		EM INCENTIVE PAY		14,436.00
	109,470.00		OUT OF GRADE PAY		146,957.00
	1,658,433.00		HOLIDAY PAY		1,732,056.00
	1,783,109.00		CONTRACTUAL OBLIGATIONS		1,893,449.00
425	\$ 33,113,448.00		TOTAL	433	\$ 33,757,435.00
	(500,000.00)		VACANCY FACTOR		(900,000.00)
425	\$ 32,613,448.00		TOTAL SALARIES	433	\$ 32,857,435.00
	(237,806.00)		FUNDING SOURCES:		
	(237,806.00)		SAFER GRANT (17 RECRUITS)		(1,118,212.00)
			TOTAL FUNDING SOURCES		(1,118,212.00)
425	\$ 32,375,642.00	<b>260-91000</b>	TOTAL RECOMMENDED PERSONAL SERVICES	433	\$ 31,739,223.00
	\$ 545,689.00		OVERTIME		\$ 606,689.00
	\$ 545,689.00	<b>260-97000</b>	TOTAL RECOMMENDED OVERTIME		\$ 606,689.00
\$	119,850.00		ELECTRICITY	\$	119,850.00
	90,440.00		MAINTENANCE & REPAIR		90,440.00
	29,000.00		TELEPHONE		27,500.00
	36,817.00		OTHER PERSONAL SERVICES		118,180.00
	140,690.00		AUTOMOTIVE SUPPLIES		140,690.00
	10,000.00		BUILDING SUPPLIES		10,000.00
	12,000.00		OFFICE SUPPLIES		11,100.00
	117,300.00		NATURAL GAS		117,300.00
	207,994.00		OTHER SUPPLIES		176,485.00
	51,000.00		AUTO FUEL NO LEAD GAS		51,000.00
	148,962.00		DIESEL FUEL		148,962.00
	34,488.00		OTHER ORDINARY MAINTENANCE		46,321.00
\$	998,541.00		TOTAL ORDINARY MAINTENANCE	\$	1,057,828.00
	\$ (4,000.00)		FUNDING SOURCES:		\$ (4,000.00)
	\$ (4,000.00)		FROM RESERVE FUNDS		\$ (4,000.00)
			TOTAL FUNDING SOURCES		\$ (4,000.00)
\$	994,541.00	<b>260-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$	1,053,828.00
\$	41,877.00	<b>260-93000</b>	SAFETY EQUIPMENT (CONTRACTUAL)	\$	66,200.00
\$	33,957,749.00	<b>260</b>	TOTAL RECOMMENDED TAX LEVY	\$	33,465,940.00

**GERARD A. DIO, FIRE CHIEF****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014****WORCESTER FIRE DEPARTMENT - DIVISION #2601 ADMINISTRATION**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 154,267.00	58CM	FIRE CHIEF	1	\$ 155,636.00
2	251,777.00	50EM	DEPUTY FIRE CHIEF	2	255,893.00
2	202,070.00	93	DISTRICT FIRE CHIEF	2	203,544.00
1	72,267.00	43M	SUPERVISOR OF ADMINISTRATION	1	75,711.00
1	-	40P	DATA ANALYST	1	53,740.00
1	47,974.00	32	ACCOUNTANT	1	48,400.00
1	42,056.00	28	PRINCIPAL BOOKKEEPER	1	42,429.00
9	<u>\$ 770,411.00</u>		REGULAR SALARIES	9	<u>\$ 835,353.00</u>
	15,206.00		EM INCENTIVE PAY		14,436.00
	<u>32,681.00</u>		HOLIDAY PAY		<u>34,004.00</u>
	<u>47,887.00</u>		CONTRACTUAL OBLIGATIONS		<u>48,440.00</u>
9	<u>\$ 818,298.00</u>	<b>2601-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	9	<u>\$ 883,793.00</u>
	\$ 51,327.00		OVERTIME		\$ 51,327.00
	<u>\$ 51,327.00</u>	<b>2601-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 51,327.00</u>
	\$ 119,850.00		ELECTRICITY		\$ 119,850.00
	29,000.00		TELEPHONE		27,500.00
	25,217.00		OTHER PERSONAL SERVICES		106,580.00
	12,000.00		OFFICE SUPPLIES		11,100.00
	117,300.00		NATURAL GAS		117,300.00
	109,059.00		OTHER SUPPLIES		69,663.00
	26,072.00		OTHER ORDINARY MAINTENANCE		16,505.00
	<u>\$ 438,498.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 468,498.00</u>
	\$ (4,000.00)		FUNDING SOURCES:		\$ (4,000.00)
	<u>\$ (4,000.00)</u>		FROM RESERVE FUNDS		<u>\$ (4,000.00)</u>
	<u>\$ (4,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (4,000.00)</u>
	<u>\$ 434,498.00</u>	<b>2601-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 464,498.00</u>
	\$ 25,000.00	<b>2601-93000</b>	<b>SAFETY EQUIPMENT (CONTRACTUAL)</b>		\$ 25,000.00
	<u>\$ 1,329,123.00</u>	<b>2601</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,424,618.00</u>

**GERARD A. DIO, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

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

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 71,092.00	43	SENIOR FIRE APPARATUS REPAIRMAN	1	\$ 71,723.00
1	49,815.00	35	PLANT ENGINEER	1	51,992.00
1	51,530.00	34	SIGNAL MAINTAINER FIRE	1	51,992.00
1	47,974.00	34	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	1	48,400.00
1	47,974.00	32	FIRE APPARATUS REPAIRMAN	1	48,400.00
<u>5</u>	<u>\$ 268,385.00</u>	<b>2602-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>5</u>	<u>\$ 272,507.00</u>
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	\$ 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>
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	\$ 60,000.00		MAINTENANCE & REPAIR		\$ 60,000.00
	11,600.00		OTHER PERSONAL SERVICES		11,600.00
	140,690.00		AUTOMOTIVE SUPPLIES		140,690.00
	10,000.00		BUILDING SUPPLIES		10,000.00
	36,882.00		OTHER SUPPLIES		36,882.00
	51,000.00		AUTO FUEL NO LEAD GAS		51,000.00
	148,962.00		DIESEL FUEL		148,962.00
	<u>\$ 459,134.00</u>	<b>2602-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 459,134.00</u>
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	<u>\$ 743,835.00</u>	<b>2602</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 747,957.00</u>
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**GERARD A. DIO, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

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

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 101,914.00	93	DISTRICT FIRE CHIEF	1	\$ 103,043.00
5	412,719.00	91	LIEUTENANT	5	418,350.00
14	1,028,832.00	90	FIREFIGHTER	11	815,863.00
1	40,528.00	27	PRINCIPAL CLERK	1	40,884.00
21	\$ 1,583,993.00		REGULAR SALARIES	18	\$ 1,378,140.00
	82,949.00		HOLIDAY PAY		73,928.00
	82,949.00		CONTRACTUAL OBLIGATIONS		73,928.00
21	\$ 1,666,942.00	<b>2603-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	18	\$ 1,452,068.00
	\$ 38,071.00		OVERTIME		\$ 38,071.00
	\$ 38,071.00	<b>2603-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 38,071.00
	9,813.00		OTHER SUPPLIES		9,813.00
	4,416.00		OTHER ORDINARY MAINTENANCE		4,416.00
	\$ 14,229.00	<b>2603-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 14,229.00
	\$ 1,719,242.00	<b>2603</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 1,504,368.00

**GERARD A. DIO, FIRE CHIEF****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014****WORCESTER FIRE DIVISION - DIVISION #2604 TRAINING**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 100,588.00	93	DISTRICT FIRE CHIEF	1	\$ 100,873.00
1	73,162.00	90	FIREFIGHTER	1	73,950.00
0	-	90	FIREFIGHTER- RECRUITS	20	871,285.00
2	\$ 173,750.00		REGULAR SALARIES	22	\$ 1,046,108.00
	9,338.00		HOLIDAY PAY		57,833.00
	9,338.00		CONTRACTUAL OBLIGATIONS		57,833.00
2	\$ 183,088.00	<b>2604-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	22	\$ 1,103,941.00
	\$ 64,962.00		OVERTIME		\$ 125,962.00
	\$ 64,962.00	<b>2604-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 125,962.00
	\$ 4,000.00		MAINTENANCE & REPAIR		\$ 4,000.00
	16,071.00		OTHER SUPPLIES		23,958.00
	3,000.00		OTHER ORDINARY MAINTENANCE		24,400.00
	\$ 23,071.00	<b>2604-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 52,358.00
	\$ 16,877.00	<b>2601-93000</b>	<b>SAFETY EQUIPMENT (CONTRACTUAL)</b>		\$ 41,200.00
	\$ 287,998.00	<b>2604</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 1,323,461.00

**GERARD A. DIO, FIRE CHIEF****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014****WORCESTER FIRE DEPARTMENT - DIVISION #2605 FIRE SUPPRESSION**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
8	\$ 809,895.00	93	DISTRICT FIRE CHIEF	8	\$ 817,682.00
23	2,105,314.00	92	CAPTAIN	23	2,117,722.00
65	5,392,745.00	91	LIEUTENANT	65	5,397,275.00
292	20,225,846.00	90	FIREFIGHTER	283	19,999,199.00
<u>388</u>	<u>\$ 28,533,800.00</u>		REGULAR SALARIES	<u>379</u>	<u>\$ 28,331,878.00</u>
	109,470.00		OUT OF GRADE PAY		146,957.00
	<u>1,533,465.00</u>		HOLIDAY PAY		<u>1,566,291.00</u>
	<u>1,642,935.00</u>		CONTRACTUAL OBLIGATIONS		<u>1,713,248.00</u>
<u>388</u>	<u>\$ 30,176,735.00</u>		TOTAL	<u>379</u>	<u>\$ 30,045,126.00</u>
	(500,000.00)		VACANCY FACTOR		(900,000.00)
<u>388</u>	<u>\$ 29,676,735.00</u>		TOTAL SALARIES	<u>379</u>	<u>\$ 29,145,126.00</u>
	(237,806.00)		<u>FUNDING SOURCES:</u>		
	<u>(237,806.00)</u>		SAFER GRANT (17 RECRUITS)		<u>(1,118,212.00)</u>
			TOTAL FUNDING SOURCES		<u>(1,118,212.00)</u>
<u>388</u>	<u>\$ 29,438,929.00</u>	<b>2605-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>379</u>	<u>\$ 28,026,914.00</u>
	\$ 375,013.00		OVERTIME		\$ 375,013.00
	<u>\$ 375,013.00</u>	<b>2605-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 375,013.00</u>
	\$ 26,440.00		MAINTENANCE & REPAIR		\$ 26,440.00
	36,169.00		OTHER SUPPLIES		36,169.00
	1,000.00		OTHER ORDINARY MAINTENANCE		1,000.00
	<u>\$ 63,609.00</u>	<b>2605-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 63,609.00</u>
	<u>\$ 29,877,551.00</u>	<b>2605</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 28,465,536.00</u>



**GERARD A. DIO, FIRE CHIEF**

**CITY OF WORCESTER  
 WORCESTER FIRE DEPARTMENT  
 HOLIDAY PAY STATISTICS FY11 - FY13  
 OUT OF GRADE PAY STATISTICS FY11 - FY13**

HOLIDAY	Actual FY11	Actual FY12	Projected FY13	Budget FY14	% of Budget
July 4th	\$ 130,923.19	\$ 139,030.61	\$ 146,039.18	\$ 147,469.00	8.51%
Labor Day	127,887.21	137,050.01	140,741.73	144,728.00	8.36%
Columbus Day	128,421.67	135,504.32	142,173.93	144,176.00	8.32%
Veterans Day	133,970.88	133,793.74	141,376.57	146,273.00	8.45%
* Thanksgiving	161,502.94	165,699.98	176,349.84	178,742.00	10.32%
* Christmas	162,535.82	182,183.56	190,325.64	188,311.00	10.87%
* New Year's	183,586.55	168,899.92	179,112.63	192,554.00	11.12%
MLK day	132,930.32	135,113.19	142,801.40	146,425.00	8.45%
President's Day	132,469.70	134,923.45	142,100.47	146,070.00	8.43%
Patriots Day	132,065.55	138,694.89	137,015.09	147,909.00	8.54%
Memorial Day **	131,941.41	141,546.39	153,803.65	149,398.00	8.63%
<b>TOTAL</b>	<b>\$ 1,558,235.24</b>	<b>\$ 1,612,440.06</b>	<b>\$ 1,691,840.13</b>	<b>\$ 1,732,055.00</b>	<b>100.00%</b>

**Budget Amount \$ 1,660,255.00 \$ 1,567,435.20 \$ 1,658,433.00 \$ 1,732,056.00**

\* Includes Super Holiday Amounts

\*\* Estimated

Out of Grade Pay	Actual FY11	Actual FY12	Actual FY13***	Budget FY14
Out of Grade Pay (OOG)	\$ 99,343.61	\$ 123,460.12	\$ 146,957.16	\$ 146,957.00

\*\*\*2013 OOG Includes a projection to the fiscal year end

# DEPARTMENT OF EMERGENCY COMMUNICATIONS

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## **David W. Clemons, Director**

9-11 Lincoln Street

Worcester, Massachusetts 01608

(508) 799-1717

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### **Emergency Communications Division Mission Statement:**

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

### **Emergency Management Division:**

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

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

### **Department Overview:**

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

In Fiscal 2011, the Department pursued regionalization of emergency communications services. As the largest community in Central Massachusetts, the department will be able to provide dispatch services, using a subscriber model, to smaller local communities. In conjunction with the Commonwealth, through a Public Safety Answering Point Development Grant, the Department was able to establish a location within the city for a regional dispatch center. This 12,000 sq/ft location is currently being renovated to become the leading regional dispatch center in Central Massachusetts. The Director of Communications is currently working with local communities to execute Inter-Municipal Agreements which will allow the department to provide dispatch services to these communities in Fiscal 2014.

## DEPARTMENT OF EMERGENCY COMMUNICATIONS

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

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

**DEPARTMENT OF EMERGENCY COMMUNICATIONS**

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>	<b>Account</b>	<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Number</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>		<b>Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 1,415,292.47	\$ 1,637,287.00	91000	\$ 1,737,110.00
OVERTIME	170,650.53	156,497.00	97000	153,943.00
ORDINARY MAINTENANCE	271,967.01	331,068.00	92000	354,114.00
CAPITAL	1,599.00	-	93000	-
<b>TOTAL</b>	<b>\$ 1,859,509.01</b>	<b>\$ 2,124,852.00</b>		<b>\$ 2,245,167.00</b>
<b>TOTAL POSITIONS</b>	<b>64</b>	<b>80</b>		<b>79</b>
<b>NEW POSITIONS</b>	<b>16</b>	<b>-1</b>		<b>0</b>
<b>TOTAL FUNDED POSITIONS</b>	<b>80</b>	<b>79</b>		<b>79</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The total recommended tax levy Emergency Communications budget for Fiscal 2014 is \$2,245,167 which is an increase of \$120,315 from the Fiscal 2013 budget amount of \$2,124,852.

The total Personal Services tax levy budget for Fiscal 2014 is recommended to be \$1,737,110 which is an increase of \$99,823 from the Fiscal 2013 recommended tax levy Personal Services budget of \$1,637,287. This increase is a result of step increases for employees that have not achieved the maximum step per the salary ordinance; salary increases for Dispatchers due to union negotiations; and a full year of the 1% wage increase received on of January 1, 2013 for a cost of \$170,633. The increase includes an increase in Holiday pay by \$14,512; and an increase in EM incentive pay by \$1,623. This increase is offset by an increase in funding sources by \$86,945.

The Overtime budget for Fiscal 2014 is recommended to be \$153,943 which is a decrease of \$2,554 from the Fiscal 2013 Overtime budget of \$156,497. This decrease is a result of an increase in EMS funding.

The tax levy Ordinary Maintenance budget for Fiscal 2014 is recommended to be \$354,114 which is an increase of \$23,046 from the Fiscal 2013 budget amount of \$331,068. This increase is due to the increase of the lease for the radio tower of \$3,246 and the Reverse 9-1-1 System of \$19,800 .





**DAVID W. CLEMONS, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
<b>COMMUNICATIONS:</b>					
1	\$ 93,388.00	48EM	DIRECTOR OF COMMUNICATIONS	1	\$ 94,232.00
1	62,352.00	38M	ASSISTANT DIRECTOR	1	63,267.00
1	62,352.00	38M	TRAINING COORDINATOR	1	63,267.00
0	-	33	SENIOR REGIONAL SUPERVISOR II	4	189,002.00
0	-	32	SENIOR REGIONAL SUPERVISOR I	2	97,110.00
6	273,341.00	30	SENIOR DISPATCHER	0	-
1	33,765.00	27	PRINCIPAL CLERK	1	35,234.00
0	-	29	REGIONAL DISPATCHER II	51	2,019,935.00
51	1,922,880.00	27	DISPATCHER	0	-
61	\$ 2,448,078.00		SALARIES	61	\$ 2,562,047.00
<b>REGIONAL COMMUNICATIONS:</b>					
0	\$ -	29	REGIONAL DISPATCHER I	15	\$ 502,380.00
15	466,590.00	27	DISPATCHER	0	-
15	\$ 466,590.00		SALARIES	15	\$ 502,380.00
<b>EMERGENCY MANAGEMENT:</b>					
1	\$ 80,837.00	45M	SPECIAL PROJECT COORDINATOR	2	\$ 144,825.00
1	43,114.00	32	STAFF ASSISTANT I	0	-
2	\$ 123,951.00			2	\$ 144,825.00
<b>AUTHORIZED POSITIONS WITHOUT FUNDING:</b>					
0	\$ -	29	REGIONAL DISPATCHER I	1	\$ -
1	-	27	DISPATCHER	0	-
1	\$ -		REGULAR SALARIES	1	\$ -
79	\$ 3,038,619.00		<b>TOTAL REGULAR SALARIES</b>	79	\$ 3,209,252.00
	105,478.00		HOLIDAY PAY		119,990.00
	1,085.00		EM INCENTIVE PAY		2,708.00
	10,000.00		EMERGENCY MANAGEMENT STIPEND		10,000.00
	(75,000.00)		VACANCY FACTOR		(75,000.00)
79	\$ 3,080,182.00		<b>TOTAL SALARIES</b>	79	\$ 3,266,950.00
<b>FUNDING SOURCES:</b>					
	(150,566.00)		EMS FUNDING		(180,321.00)
	(659,180.00)		9-1-1 SUPPORT GRANT FUNDING		(659,180.00)
	(488,419.00)		REGIONAL FUNDING		(523,553.00)
	(80,837.00)		METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT		(81,558.00)
	(43,114.00)		EMERGENCY MANAGEMENT GRANT		(63,267.00)
	(20,779.00)		WRTA FUNDING		(21,961.00)
	(1,442,895.00)		<b>TOTAL FUNDING SOURCES</b>		(1,529,840.00)
79	\$ 1,637,287.00	<b>270-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	79	\$ 1,737,110.00
	196,134.00		OVERTIME		196,134.00
	8,000.00		SUMMER IMPACT		8,000.00
	204,134.00		<b>TOTAL OVERTIME</b>		204,134.00
<b>FUNDING SOURCES:</b>					
	(12,922.00)		EMS FUNDING		(15,476.00)
	(34,715.00)		REGIONAL FUNDING		(34,715.00)
	(47,637.00)		<b>TOTAL FUNDING SOURCES</b>		(50,191.00)
	\$ 156,497.00	<b>270-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 153,943.00

**DAVID W. CLEMONS, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
	\$ 48,440.00		REGULAR ORDINARY MAINTENANCE		\$ 48,440.00
	15,270.00		EMERGENCY MANAGEMENT ORDINARY MAINTENANCE		15,270.00
	8,950.00		TELEPHONE		8,950.00
	46,392.00		TOWER SITE LEASE		49,638.00
	5,000.00		OFFICE SUPPLIES		5,000.00
	13,500.00		OTHER SUPPLIES		13,500.00
	27,500.00		ELECTRICITY		27,500.00
	7,500.00		NATURAL GAS		7,500.00
	4,000.00		AUTO FUEL		4,000.00
	3,600.00		DIESEL FUEL		3,600.00
	3,000.00		OTHER CHARGES & EXPENDITURES		3,000.00
	27,800.00		REVERSE 9-1-1 SYSTEM		47,600.00
	21,116.00		MAINTENANCE & REPAIR		21,116.00
	60,000.00		SYSTEM MAINTENANCE		60,000.00
	60,000.00		SYSTEM MAINTENANCE-SOFTWARE		60,000.00
	72,000.00		SYSTEM MAINTENANCE-BACKBONE		72,000.00
	<u>\$ 424,068.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 447,114.00</u>
			<b>FUNDING SOURCES:</b>		
	(93,000.00)		REGIONAL FUNDING		(93,000.00)
	<u>(93,000.00)</u>		TOTAL FUNDING SOURCES		<u>(93,000.00)</u>
	<u>\$ 331,068.00</u>	<b>270-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 354,114.00</u>
			<b>FRINGE BENEFITS:</b>		
	\$ 32,205.00		HEALTH INSURANCE		\$ 32,205.00
	24,182.00		RETIREMENT		27,366.00
	<u>\$ 56,387.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 59,571.00</u>
			<b>FUNDING SOURCES:</b>		
	(8,505.00)		METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT		(8,580.00)
	(47,882.00)		EMS FUNDING		(50,991.00)
	<u>(56,387.00)</u>		TOTAL FUNDING SOURCES		<u>(59,571.00)</u>
	<u>\$ -</u>	<b>330-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 2,124,852.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 2,245,167.00</u>

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## INSPECTIONAL SERVICES

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**John R. Kelly**  
**Commissioner**  
25 Meade Street  
Worcester, Massachusetts 01610  
(508) 799-8531

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### **Inspectional Services Department Mission Statement:**

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

### **Inspectional Services Departmental Overview:**

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

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

### **Building & Zoning Divisional Overview:**

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

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

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

Staff also participates in the weekly Interdepartmental Review Team meetings with representatives from several key departments, including Planning, Law, Public Works, and Fire Department. Weekly meetings take place to review all new and proposed applications to the Planning Board and Zoning Board of Appeals, prior to application submittals. This review service expedites permitting, reduces redundancy, and increases the overall efficiency of Board reviews.

### **Housing & Health Inspections Divisional Overview:**

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

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

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

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

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>	<b>Account</b>	<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Number</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>		<b>Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 2,284,415.00	\$ 2,612,784.00	91000	\$ 2,952,949.00
OVERTIME	52,807.00	72,626.00	97000	69,579.00
CAPITAL OUTLAY	-	-	93000	-
ORDINARY MAINTENANCE	288,131.00	288,868.00	92000	230,452.00
<b>TOTAL</b>	<b>\$ 2,625,353.00</b>	<b>\$ 2,974,278.00</b>		<b>\$ 3,252,980.00</b>
<b>TOTAL POSITIONS</b>	59	61		64

**FISCAL 2014 BUDGET OVERVIEW****Expenditures:**

The total recommended Fiscal 2014 tax levy budget for Inspectional Services is \$3,252,980, which represents an increase of \$278,702 from the Fiscal 2013 budget amount of \$2,974,278.

The recommended tax levy budget for Personal Services for Fiscal 2014 is \$2,952,949, which is an increase of \$340,165 from the Fiscal 2013 budget amount of \$2,612,784. The biggest source of the increased tax levy cost is the loss of Federal funding for inspectional services. The personal services budget includes an addition of three positions, a Sanitary Inspector, a Customer Service Representative, and a Public Health Aide transferred from DPW for a change of \$103,253. The budget also recognizes the transfer of one custodial position and its associated tax levy funding from Inspectional Services to the new Division of Energy and Asset Management. In addition, the Building Commissioner, an unfunded position in Fiscal 2013, was restored as a Deputy Building Commissioner in Fiscal 2014 along with a Principal Sanitary Inspector for a total increase of \$156,077. This loss of Federal funds increases the Fiscal 2014 tax levy budget by \$127,052. Mitigating that increase is the recognition of the City's foreclosure bond program funds toward eligible inspectional and enforcement activities in the Department. This is projected to provide \$125,196 in funding. Other factors affecting the personal services budget includes a reduction of the departmental vacancy factor of \$20,596 and the Fiscal 2014 and wage increases for a full year. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance in the amount of \$88,918. The offset is due to an increase in water and sewer credits along with a new table of organization that transfers the custodial position to the new City Energy and Asset Management division for grand total of \$44,758.

The total recommended Fiscal 2014 Overtime budget is \$69,579, a decrease of \$3,047 from the Fiscal 2013 amount of \$72,626. This decrease is a result of the custodial position transferring to the new City Energy and Asset Management Division.

## INSPECTIONAL SERVICES

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The division's total tax levy Ordinary Maintenance budget is recommended to be \$230,452, which is a decrease of \$58,416 from the Fiscal 2013 amount of \$288,868. This decrease is due to expenses being transferred to the new City Energy and Asset Management in the amount of \$82,726, which is offset by an increase in Other Personal Services for property clean up and board up, ViewPermit licensing fee, and Fuel totaling \$74,310.





**JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
<b><u>INSPECTIONAL SERVICES ADMINISTRATION DIVISION:</u></b>					
1	\$ 103,942.00	58CM	COMMISSIONER OF INSPECTIONAL SERVICES	1	\$ 104,865.00
1	81,789.00	51EM	ASSISTANT COMMISSIONER	1	82,515.00
1	60,537.00	40M	PRINCIPAL STAFF ASSISTANT	1	58,310.00
1	43,943.00	30	SENIOR BUILDING CUSTODIAN FOR HHS	0	-
4	290,211.00		REGULAR SALARIES	3	245,690.00
<b><u>BUILDING &amp; ZONING DIVISION:</u></b>					
0	-	51EM	DEPUTY BUILDING COMMISSIONER	1	79,018.00
1	72,267.00	45M	LAND USE & ZONING COORDINATOR	1	75,711.00
1	65,455.00	43M	CHIEF WIRE INSPECTOR	1	68,470.00
1	47,866.00	43M	CHIEF PLUMBING & GAS FITTING INSPECTOR	1	51,015.00
1	75,044.00	43M	CHIEF BUILDING INSPECTOR	1	75,711.00
1	70,219.00	39HC	SENIOR BUILDING INSPECTOR	1	70,846.00
1	47,866.00	39HC	SENIOR WIRING INSPECTOR	1	51,776.00
1	70,219.00	39HC	SENIOR PLUMBING & GAS FITTING INSPECTOR	1	70,846.00
3	174,155.00	35HC	BUILDING INSPECTOR	3	176,968.00
1	58,938.00	35HC	PLUMBING AND GAS FITTING INSPECTOR	1	61,534.00
2	109,434.00	35HC	WIRING INSPECTOR	2	109,969.00
0	-	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	51,992.00
1	49,815.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	42,429.00
1	39,890.00	27	PRINCIPAL CLERK	1	40,884.00
3	102,894.00	22	SENIOR CLERK AND TYPIST	3	103,797.00
18	984,062.00		REGULAR SALARIES	20	1,130,966.00
<b><u>HOUSING INSPECTIONS DIVISION:</u></b>					
1	84,028.00	51EM	DIRECTOR OF HOUSING & HEALTH INSPECTIONS	1	84,774.00
2	152,969.00	45M	CHIEF SANITARIAN	2	160,059.00
1	43,419.00	36HC	PRINCIPAL SANITARY INSPECTOR	2	120,478.00
1	55,368.00	36	SOCIAL WORKER	0	-
0	-	37	STAFF ASSISTANT 3	1	55,854.00
0	-	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	54,936.00
1	53,309.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	0	-
3	170,253.00	33HC	SENIOR SANITARY INSPECTOR	3	171,343.00
11	548,221.00	31HC	SANITARY INSPECTOR	12	597,615.00
1	40,528.00	27	PRINCIPAL CLERK	1	40,884.00
3	102,894.00	22	SENIOR CLERK AND TYPIST	3	103,216.00
2	59,986.00	18	CLERK AND TYPIST	2	55,229.00
0	-	22	CUSTOMER SERVICE REPRESENTATIVE	1	28,084.00
26	1,310,975.00		REGULAR SALARIES	29	1,472,472.00
<b><u>HEALTH INSPECTIONS DIVISION:</u></b>					
2	155,728.00	45M	CHIEF SANITARIAN	2	162,980.00
1	66,172.00	43M	SEALER OF WEIGHTS AND MEASURES	1	69,244.00
2	113,502.00	33HC	SENIOR SANITARY INSPECTOR	2	114,506.00
1	39,238.00	32	DEPUTY SEALER OF WEIGHTS & MEASURES	1	41,282.00
3	158,523.00	31HC	SANITARY INSPECTOR	3	152,335.00
0	-	20	PUBLIC HEALTH AIDE	1	33,241.00
9	533,163.00		REGULAR SALARIES	10	573,588.00



**JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
<b>AUTHORIZED POSITIONS WITHOUT FUNDING:</b>					
1	\$ -	51EM	BUILDING COMMISSIONER	0	\$ -
1	-	45M	COORDINATOR OF PERMITTING & ZONING	1	-
1	-	39	P. H. COORDINATOR WATER QUALITY CONTROL	1	-
1	-	36HC	PRINCIPAL SANITARY INSPECTOR	0	-
4	-		REGULAR SALARIES	2	-
<u>61</u>	<u>\$ 3,118,411.00</u>		TOTAL REGULAR SALARIES	<u>64</u>	<u>\$ 3,422,716.00</u>
	(34,633.00)		VACANCY FACTOR		(55,229.00)
	14,238.00		EM INCENTIVE PAY		14,238.00
	5,220.00		CONTRACTUAL STIPENDS		5,220.00
	<u>\$ 3,103,236.00</u>		TOTAL SALARIES		<u>\$ 3,386,945.00</u>
	(397,037.00)		<b>FUNDING SOURCES:</b> CDBG GRANT		(269,985.00)
	-		BOND FUNDS		(125,196.00)
	(15,357.00)		LEAD GRANT		(15,310.00)
	(55,368.00)		CHILDHOOD LEAD POISONING GRANT		-
	(18,563.00)		SEWER REVENUES		(19,170.00)
	(4,127.00)		WATER REVENUES		(4,335.00)
	(490,452.00)		TOTAL FUNDING SOURCES		(433,996.00)
	<u>\$ 2,612,784.00</u>	<b>280-91000</b>	<b>TOTAL RECOMMENDED PERSONNEL SERVICES</b>		<u>\$ 2,952,949.00</u>
	\$ 67,501.00		REGULAR OVERTIME		\$ 64,454.00
	5,125.00		SEWER INSPECTIONS		5,125.00
	<u>\$ 72,626.00</u>	<b>280-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 69,579.00</u>
	\$ 61,871.00		ELECTRICITY		\$ -
	2,000.00		LEASES & RENTALS		2,000.00
	38,000.00		MAINTENANCE & REPAIR		30,737.00
	45,000.00		TELEPHONES		45,000.00
	2,500.00		NETWORK, HARDWARE, SOFTWARE		2,500.00
	32,594.00		OTHER PERSONAL SERVICES		106,244.00
	50,000.00		CONSTABLES		50,000.00
	10,500.00		OFFICE SUPPLIES		10,500.00
	13,592.00		NATURAL GAS		-
	8,000.00		OTHER SUPPLIES		8,000.00
	33,000.00		AUTO FUEL		33,660.00
	5,000.00		OTHER CHARGES & EXPENDITURES		5,000.00
	<u>\$ 302,057.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 293,641.00</u>
	\$ -		<b>FUNDING SOURCES:</b> FEDERAL BLOCK GRANT		\$ (50,000.00)
	(11,252.00)		SEWER REVENUES		(11,252.00)
	(1,937.00)		WATER REVENUES		(1,937.00)
	(13,189.00)		TOTAL FUNDING SOURCES		(63,189.00)
	<u>\$ 288,868.00</u>	<b>280-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 230,452.00</u>



**JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
			<b>FRINGE BENEFITS:</b>		
	\$ 40,438.00		HEALTH INSURANCE	\$	55,268.00
	53,011.00		RETIREMENT		51,983.00
	<u>\$ 93,449.00</u>		TOTAL FRINGE BENEFITS	<u>\$</u>	<u>107,251.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ (72,963.00)		CDBG GRANT	\$	(50,015.00)
	(14,643.00)		LEAD GRANT		(14,690.00)
			BONDS		(42,545.00)
	<u>(5,842.00)</u>		CHILDHOOD LEAD POISONING GRANT		-
	<u>\$ (93,449.00)</u>		TOTAL FUNDING SOURCES	<u>\$</u>	<u>(107,251.00)</u>
	<u>\$ -</u>	<b>280-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$</u>	<u>-</u>
	<u>\$ 2,974,278.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$</u>	<u>3,252,980.00</u>

# WORCESTER PUBLIC SCHOOLS

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

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**Departmental Mission Statement:**

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

**FISCAL 2014 BUDGET OVERVIEW**

The Fiscal 2014 budget presents the Worcester Public Schools budget in two separate organizations, separating those appropriations that are considered “educational expenses” by the Department of Elementary and Secondary Education which count toward Net School Spending from those that are non-educational expenditures and therefore not counted toward the state’s mandated foundation budget spending levels.

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>	<b>Account</b>	<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Number</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>		<b>Fiscal 2014</b>
<b>Net School Spending</b>				
SALARIES	\$171,590,757.26	\$ 181,598,418.00	91000	\$ 190,718,331.00
OVERTIME	1,204,018.70	1,080,766.00	97000	1,241,946.00
CAPITAL OUTLAY	266,909.34	300,000.00	93000	300,000.00
FRINGE	50,161,717.14	52,409,441.00	96000	54,543,496.00
ORDINARY MAINTENANCE	34,116,265.08	33,988,256.00	92000	33,695,847.00
<b>TOTAL</b>	<b>\$257,339,667.52</b>	<b>\$ 269,376,881.00</b>	<b>550</b>	<b>\$ 280,499,620.00</b>
<b>Non Net School Spending</b>				
SALARIES	2,387,602.93	2,639,744.00	91000	2,692,539.00
OVERTIME	499,184.09	407,000.00	97000	415,140.00
ORDINARY MAINTENANCE	12,858,032.98	12,943,187.00	92000	13,753,234.00
	<b>\$ 15,744,820.00</b>	<b>\$ 15,989,931.00</b>		<b>\$ 16,860,913.00</b>
<b>TOTAL WPS BUDGET</b>	<b>\$ 273,084,487.52</b>	<b>\$ 285,366,812.00</b>	<b>540</b>	<b>\$ 297,360,533.00</b>

The amount budgeted for expenditures that are recognized by the Commonwealth as Net School Spending is recommended to be \$280,499,620. This funding level represents an increase of \$11,122,739 or 4.1% and includes a salary increase of \$9,119,913, 5.0%. Also included is an increase in overtime of \$161,180, 14.9%. Fringe Benefits costs increase at \$2.13M, 4.7% and the Ordinary Maintenance budget is reduced by \$292,409, less than one percent.

The amount budgeted for non educational expenditure is recommended to be \$16,860,913, and increase of \$870,982, or 5.45%. This majority of this increase is due to the cost of student transportation which is the primary reason for the increase of \$810,047 in Ordinary Maintenance, a 6.2% increase. The budget also includes an increase in non net school spending salaries of \$52,795, or 2% and an increase in non net school spending overtime of \$8,140, or 2%.

The total Worcester Public School Fiscal 2014 general fund budget is recommended to be \$297,360,533, an increase of \$11.9M, or 4.2% from Fiscal 2013.

The following table illustrates the estimated calculation of Net School Spending based on this budget for Fiscal 2014. This table is based on the format prepared by the City Auditor and with figures agreed to by both the City and Worcester Public Schools finance teams. The calculation shows that the City's increased required and additional tax levy contributions will result in a reduction of the Net School Spending Carryover of \$434,613 in Fiscal 2014.

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

	Actual	Budget	FY14 Proj
	2012	2013	Per WPS
<b>Calculation of Required Contribution:</b>			
Foundation budget	286,908,105	298,950,312	311,818,902
Less:			
Chapter 70 aid	201,135,279	210,364,137	219,658,550
Federal Stimulus funds	-	-	
Required Contribution	85,772,826	\$ 88,586,175	92,160,352
<b>Calculation of Actual Contribution:</b>			
School expenditures:			
School budget	273,084,488	\$ 285,366,812	297,360,533
Add state charges:			
Charter schools	24,056,471	24,902,997	26,774,316
School Choice	2,177,845	2,162,845	2,264,914
Special Education	146,487	147,852	131,197
Total	299,465,291	312,580,506	326,530,960
Less School Local Aid:			
Chapter 70 aid	201,135,279	210,364,137	219,658,550
Charter school tuition reimbursement	3,508,122	3,050,001	3,537,365
Total School Local Aid	204,643,401	213,414,138	223,195,915
Actual contribution	94,821,890	99,166,368	103,335,045
Required contribution	85,772,826	88,586,175	92,160,352
Excess contribution	9,049,064	\$ 10,580,193	11,174,693
<b>Calculations of total excess contributions:</b>			
Excess contribution from above schedule	9,051,787	10,580,193	11,174,693
Additional contributions (city services):			
City Administration (1)	4,619,406	4,882,158	5,074,787
Police(1)	517,482	488,360	500,774
Water/Sewer	500,831	529,671	545,273
<b>Total excess contributions</b>	<b>14,689,506</b>	<b>16,480,382</b>	<b>17,295,526</b>

The second section of the table reduces the excess contribution by non educational spending in the Worcester Public Schools. These categories of spending are excluded from the state's calculation of Net School Spending:

	Actual	Budget	FY14 Proj
	2012	2013	Per WPS
<b>School expenditures not eligible for net school spending:</b>			
Transportation	14,438,700	15,050,791	15,797,797
Crossing Guards	484,549	500,381	521,294
Equipment	116,247	-	
Building Rentals	274,979	299,868	400,931
Adult Education	95,115	140,891	140,891
Prior year unexpended encumbrances	335,230		
<b>Total Non Educational Expenditures</b>	<b>15,744,820</b>	<b>15,991,931</b>	<b>16,860,913</b>
Excess (deficient) contribution	(1,055,314)	488,451	434,613
NSS Shortfall Prior Year	(295,668)	(1,350,982)	(862,531)
NSS Shortfall Carryover	(1,350,982)	(862,531)	(427,918)



**DR. MELINDA BOONE, ED.D., SUPERINTENDENT**  
**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**WORCESTER PUBLIC SCHOOLS - DEPARTMENT #500 and #540**

**Chapter 70 Net School Spending Funding**

APPROVED FY13 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY14 AMOUNT
\$ 180,762,418.00		REGULAR SALARIES	\$ 190,718,331.00
350,000.00		BUDGET SUPPLEMENT	-
486,000.00		BUDGET SUPPLEMENT	-
<u>\$ 181,598,418.00</u>	<b>500-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>\$ 190,718,331.00</u>
<hr/>			
\$ 1,080,766.00		OVERTIME	\$ 1,241,946.00
<u>\$ 1,080,766.00</u>	<b>500-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>	<u>\$ 1,241,946.00</u>
<hr/>			
\$ 33,973,256.00		ORDINARY MAINTENANCE	\$ 33,695,847.00
\$ 15,000.00		BUDGET SUPPLEMENT	
<u>\$ 33,988,256.00</u>	<b>500-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 33,695,847.00</u>
<hr/>			
<u>\$ 300,000.00</u>		<b>TOTAL CAPITAL OUTLAY</b>	<u>\$ 300,000.00</u>
<hr/>			
<u>\$ 52,409,441.00</u>	<b>500-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ 54,543,496.00</u>
<hr/>			
<u>\$ 269,376,881.00</u>		<b>TOTAL RECOMMENDED BUDGET TAX LEVY</b>	<u>\$ 280,499,620.00</u>

**Chapter 70 Non Net School Spending Funding**

RECOMMENDED FY13 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY14 AMOUNT
\$ 2,639,744.00		REGULAR SALARIES	\$ 2,692,539.00
<u>\$ 2,639,744.00</u>	<b>540-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>\$ 2,692,539.00</u>
<hr/>			
\$ 407,000.00		OVERTIME	\$ 415,140.00
<u>\$ 407,000.00</u>	<b>540-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>	<u>\$ 415,140.00</u>
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\$ 12,943,187.00		ORDINARY MAINTENANCE	\$ 13,753,234.00
<u>\$ 12,943,187.00</u>	<b>540-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 13,753,234.00</u>
<hr/>			
<u>\$ 15,989,931.00</u>		<b>TOTAL RECOMMENDED BUDGET TAX LEVY</b>	<u>\$ 16,860,913.00</u>
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<u>\$ 285,366,812.00</u>			<u>\$ 297,360,533.00</u>

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## WORCESTER MEMORIAL AUDITORIUM

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**Lee F. Bartlett**

**Chairman**

Lincoln Square

Worcester, Massachusetts 01605

(508) 755-6800

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**Divisional Overview:**

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>		<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Account</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>	<b>Number</b>	<b>Fiscal 2014</b>
<b>EXPENDITURES</b>				
ORDINARY MAINTENANCE	\$ 91,009.00	\$ 121,506.00	92000	\$ 121,506.00
<b>TOTAL</b>	<b>\$ 91,009.00</b>	<b>\$ 121,506.00</b>		<b>\$ 121,506.00</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The recommended tax levy budget for the Worcester Memorial Auditorium is level funded compared with the Fiscal 2013 budget amount of \$121,506. The ordinary maintenance budget of \$121,506 will be used for utility expenses as well as very minor maintenance functions including mechanical work, cleaning, and supplies.



**LEE F. BARTLETT, CHAIRMAN**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2014  
WORCESTER MEMORIAL AUDITORIUM- #740**

APPROVED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 69,000.00	NATURAL GAS	\$ 69,000.00
28,430.00	ELECTRICITY	28,430.00
11,500.00	MAINTENANCE & REPAIR	11,500.00
12,576.00	ORDINARY MAINTENANCE/OTHER SUPPLIES	12,576.00
<u>\$ 121,506.00</u>	<b>740-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 121,506.00</u>
<hr/>		
<u>\$ 121,506.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 121,506.00</u>

**Edward J. PIETREWICZ, Jr.**

**Commission Chairman**

50 Foster Street

Worcester, Massachusetts 01608

(508) 791-0947

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**Divisional Mission Statement:**

The mission of the Civic Center Commission is to:

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

**Divisional Overview:**

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

**BUDGET SUMMARY INFORMATION**

	Actual Fiscal 2012	Approved Budget for Fiscal 2013	Account Number	Recommended Appropriation Fiscal 2014
<b>EXPENDITURES</b>				
<b>ARENA</b>				
ORDINARY MAINTENANCE	\$ 537,784.00	\$ 746,554.00	92000	\$ 746,554.00
DEBT SERVICE ARENA	342,063.00	352,840.00	94000	352,030.00
DEBT SERVICE SPECIAL DIST.	798,193.00	776,200.00	94000	1,023,240.00
DEBT SERVICE SCOREBOARD	233,093.00	229,515.00	94000	222,183.00
<b>TOTAL ARENA</b>	<b>\$ 1,911,133.00</b>	<b>\$ 2,105,109.00</b>		<b>\$ 2,344,007.00</b>
<b>CONVENTION CENTER</b>				
ORDINARY MAINTENANCE	\$ -	\$ 82,312.00	92000	\$ 82,312.00
<b>TOTAL CONVENTION CENTER</b>	<b>\$ -</b>	<b>\$ 82,312.00</b>		<b>\$ 82,312.00</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,911,133.00</b>	<b>\$ 2,187,421.00</b>		<b>\$ 2,426,319.00</b>
<b>FUNDING SOURCES:</b>				
DCU ARENA OPERATING REV.	\$ -	\$ 421,604.00		\$ 129,011.00
FACILITY FEE SURCHARGE	233,093.00	229,515.00		222,183.00
SPECIAL DISTRICT FINANCING	798,193.00	776,200.00		1,023,240.00
GENERAL FUND REVENUES	\$ 879,847.00	760,102.00		1,051,885.00
<b>TOTAL FUNDING SOURCE</b>	<b>\$ 1,911,133.00</b>	<b>\$ 2,187,421.00</b>		<b>\$ 2,426,319.00</b>

**FISCAL 2014 BUDGET OVERVIEW**

The DCU Center's Arena and Convention Center projected revenues include the following: \$129,011 from Arena/Convention Center Lease income; \$222,183 in facility surcharge revenues; \$1,023,240 in Special District Financing funds for costs associated with improvement design and system upgrades. The debt service for the Special District Financing is attributed to \$10,990,000 in Bonds issued and \$8,075,000 in Short Term Notes outstanding to be bonded on November 08, 2013. To finance the balance approximately \$1,051,885, the Fiscal 2014 budget recommends that \$1,051,885 from General Fund Tax Levy be budgeted to pay for the cost of operations.

**Expenditures:****Arena Operating Costs:**

In Fiscal 2014, \$746,554 will be used to finance the operating costs of the DCU Center Arena. These operating costs are as follows: Worcester Management Contract for both the Arena and Convention Center will be \$312,134. \$303,858 is budgeted for a new Management Incentive Fee; \$73,787 for Building Insurance; \$13,534 for Accounting Consultants; \$9,481 will be used for ordinary maintenance expenses and lastly, \$37,760 will be used for property business interruption insurance and boiler insurance.

**Convention Center (City required) Operating Expenses:**

In Fiscal 2014, \$82,312 is budgeted for operating costs of the Convention Center. These operating costs are as follows: Building Insurance \$21,862; Accountant Consultant \$9,023; Liability insurance will be \$49,192; and \$2,235 for Boiler insurance. The Management fee for the Convention Center has been combined with Arena.

**Arena Debt Service and Score Board Debt Service:**

DCU Center revenues will be used to pay for the existing debt service for the Arena facility and for recent capital improvements made to the complex respectively, for the building in the amount of \$1,597,453 in principal and interest payments. Included in this amount is a total of \$222,183 needed to account for the scoreboard and exterior signage, \$1,023,240 for debt associated with the Special District Financing Improvements; and lastly \$352,030 for all other associated debt for the Center.

DCU Center Fund - FY 2011 - 2013  
Arena/Convention Center - Schedule of Adjusted Gross Revenues

	Estimated 2013	Actual 2012	Actual 2011
Net Event Direct Income	1,848,016	1,943,708	1,580,175
Event ancillary income			
Net food and beverage	1,943,311	2,685,544	1,887,974
Net novelty revenue	51,533	62,002	241,990
Event Income	3,842,860	4,691,254	3,710,139
Other income			
Advertising	345,934	450,348	524,730
New service fees	203,905	215,044	220,256
Ticket service fees	545,981	955,577	442,683
Other	46,125	(77,082)	134,367
Other Income	1,141,945	1,543,887	1,322,036
Adjusted Gross Revenue	4,984,805	6,235,141	5,032,175
Indirect expenses	4,910,294	5,568,411	4,909,766
Net income per lease	\$ 74,511	\$ 666,730	\$ 122,409
Commission Expenses	30,000	30,000	30,000
Audit Fee Expenses	24,500	24,500	24,500
Net income / to City	\$ 129,011	\$ 721,230	\$ 176,909
Projected Loss		\$ -	\$ -
Net Proceed from DCU/Convention Center	\$ 129,011	\$ 721,230	\$ 176,909

\* Source document for this information is the DCU Center Arena Fund Audited Financial Statements



**FRANCIS PAQUETTE, COMMISSION CHAIRMAN**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DCU CENTER- DIVISION #750**

**DCU ARENA-ORGANIZATION #7502**

APPROVED F13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 312,134.00	MANAGEMENT FEES	\$ 312,134.00
295,000.00	MANAGEMENT INCENTIVE FEES	303,858.00
32,346.00	PROPERTY INSURANCE	32,346.00
1,414.00	BUSINESS INTERRUPTION INSURANCE	1,414.00
3,318.00	BOILER INSURANCE	3,318.00
73,787.00	LIABILITY INSURANCE	73,787.00
13,534.00	ACCOUNTING CONSULTANT	13,534.00
15,021.00	ORDINARY MAINTENANCE & SUPPLIES	6,163.00
<u>\$ 746,554.00</u>	<b>7502-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 746,554.00</u>

**CONVENTION CENTER - ORGANIZATION #7501**

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

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

(421,604.00)	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	(129,011.00)
<u>(421,604.00)</u>	TOTAL AVAILABLE REVENUES	<u>(129,011.00)</u>

<u>\$ 407,262.00</u>	<b>7500-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 699,855.00</u>
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**DCU ORGANIZATION DEBT SERVICE**

\$ 267,602.00	DEBT BUILDING PRINCIPAL	\$ 275,874.00
85,238.00	DEBT BUILDING INTEREST	76,156.00
244,578.00	DEBT- SPECIAL DISTRICT PRINCIPAL	291,500.00
531,622.00	DEBT- SPECIAL DISTRICT INTEREST	731,740.00
151,000.00	DEBT - SCOREBOARD/SIGNAGE PRINCIPAL	151,000.00
78,515.00	DEBT - SCOREBOARD/SIGNAGE INTEREST	71,183.00
<u>\$ 1,358,555.00</u>	TOTAL DEBT SERVICE	<u>\$ 1,597,453.00</u>

**FUNDING SOURCES:**

(229,515.00)	SCOREBOARD TICKET SURCHARGE REVENUES	(222,183.00)
(776,200.00)	DCU SPECIAL DISTRICT FINANCING	(1,023,240.00)
<u>(1,005,715.00)</u>	TOTAL AVAILABLE REVENUES	<u>(1,245,423.00)</u>

<u>\$ 352,840.00</u>	<b>7502-94000</b> TOTAL RECOMMENDED DEBT SERVICE	<u>\$ 352,030.00</u>
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<u>\$ 760,102.00</u>	RECOMMENDED GENERAL FUND TAX LEVY BUDGET	<u>\$ 1,051,885.00</u>
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# WORCESTER MUNICIPAL GOLF COURSE AT GREEN HILL PARK

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**Robert L. Moylan Jr.**

**Commissioner**

2 Green Hill Avenue

Worcester, Massachusetts 01605

(508) 799-1359

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**Departmental Mission Statement:**

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

**Departmental Overview:**

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

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

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

**WORCESTER MUNICIPAL GOLF COURSE AT GREEN HILL PARK**

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

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

**BUDGET SUMMARY INFORMATION**

	<b>Actual Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 215,433.00	\$ 219,845.00	91000	\$ 222,279.00
ORDINARY MAINTENANCE	709,887.00	728,513.00	92000	778,513.00
DEBT SERVICE	243,728.00	280,346.00	94000	221,781.00
TRANSFER OF SERVICES	29,420.00	29,803.00	95000	30,607.00
FRINGE BENEFITS	62,651.00	87,926.00	96000	98,193.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,261,119.00</b>	<b>\$ 1,346,433.00</b>		<b>\$ 1,351,373.00</b>
<b>TOTAL POSITIONS</b>	<b>2</b>	<b>2</b>		<b>2</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The total recommended Fiscal 2014 budget for the Worcester Municipal Golf Course at Green Hill Park is \$1,351,373 a net increase of \$4,940 compared to the Fiscal 2013 budget amount of \$1,346,433. The Fiscal 2014 budget for the Golf Course operations is funded through golf course revenues in the amount of \$1,201,373 and a projected level funded tax levy subsidy of \$150,000

The Fiscal 2014 Personal Services budget is recommended to be \$222,279. There are only (2) full time employees at the Golf Course. All others are temporary employees. This increase is a result of step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on of January 1, 2013.

The Ordinary Maintenance budget for Fiscal 2014 is recommended to be \$778,513, an increase of \$50,000. This \$50,000 increase is to be used for a cost effective lease program for new golf carts at the course. The budget includes \$478,937 for the maintenance contract of the golf course; \$64,000 for the cost of watering tees and fairways with the state-of-the-art turf irrigation system; \$71,000 for pro-shop supplies; \$25,000 for electricity; \$12,000 for food and beverage service, along with the \$50,000 for a new cart lease program and the remaining \$77,576 for the other ordinary maintenance necessary supplies and services for the operation of the Golf Course.

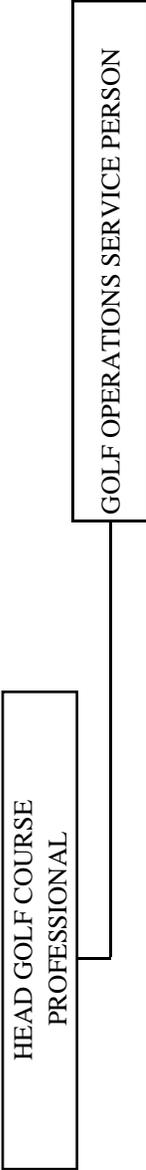
## WORCESTER MUNICIPAL GOLF COURSE AT GREEN HILL PARK

The recommended budget for debt service in Fiscal 2014 is \$221,781 a decrease of \$58,565. This allocation will be used to fund the repayment of principal and interest costs for bonded debt authorized for improvements to the Golf Course, Green Hill Park and the debt service cost for the Golf Access Road. In order to address debt service costs at the Golf Course, a tax levy subsidy \$150,000 is included in Fiscal 2014 Golf budget.

Total Transfer of Services cost in Fiscal 2014 is funded at \$30,607, an increase of \$804. This amount is used to fund Public Works and Parks, and other City departments providing administrative services for the Golf Course.

The recommended budget for fringe benefits for Fiscal 2014 is \$98,193, a net increase of \$10,267 compared to the Fiscal 2013 budget of \$87,926. This amount reflects costs of benefits including pensions and health insurance.

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



TOTAL GOLF COURSE POSITIONS = 2

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



**ROBERT L. MOYLAN JR., COMMISSIONER**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #710**

FY13				FY14	
TOTAL	APPROVED	PAY	TITLE	TOTAL	RECOMMENDED
POSITIONS	FY13 AMOUNT	GRADE		POSITIONS	FY14 AMOUNT
1	\$ 90,226.00	44EM	HEAD GOLF COURSE PROFESSIONAL	1	\$ 91,031.00
1	64,967.00	39M	GOLF OPERATIONS SERVICE PERSON	1	65,543.00
2	\$ 155,193.00		REGULAR SALARIES	2	\$ 156,574.00
	3,036.00		EM INCENTIVE PAY		3,036.00
			GOLF COURSE TEMPORARY STAFF:		
	9,000.00	FLT	ASSISTANT HEAD GOLF COURSE PROFESSIONAL		9,000.00
	7,936.00	FLT	HEAD GOLF COURSE RANGER		8,094.00
	8,644.00	FLT	SENIOR GOLF COURSE RANGER		8,818.00
	36,036.00		GOLF COURSE TEMPORARY STAFF		36,757.00
	61,616.00		TOTAL RECOMMENDED PERSONAL SERVICES		62,669.00
2	\$ 219,845.00	<b>710-91000</b>		2	\$ 222,279.00
	\$ 470,682.00		GOLF MAINTENANCE CONTRACT		\$ 478,937.00
	-		CART LEASE		50,000.00
	28,000.00		FOOD & BEVERAGE		12,000.00
	68,340.00		PRO-SHOP SUPPLIES		71,000.00
	64,000.00		WATER USAGE		64,000.00
	14,859.00		ORDINARY MAINTENANCE		26,500.00
	40,000.00		ELECTRICITY		25,000.00
	17,000.00		NATURAL GAS		14,150.00
	10,352.00		UNLEADED FUEL		12,000.00
	2,000.00		ADVERTISING		10,850.00
	12,280.00		CREDIT CARD SERVICE CHARGE		13,076.00
	1,000.00		SOLID WASTE REMOVAL		1,000.00
	\$ 728,513.00	<b>710-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 778,513.00
	\$ -	<b>710-93000</b>	TOTAL RECOMMENDED CAPITAL OUTLAY		\$ -
	\$ 207,443.00		DEBT PRINCIPAL		\$ 155,800.00
	72,903.00		DEBT INTEREST		65,981.00
	\$ 280,346.00		DEBT SERVICE		\$ 221,781.00
	\$ 280,346.00	<b>710-94000</b>	TOTAL RECOMMENDED DEBT SERVICE		\$ 221,781.00
	\$ 29,803.00	<b>710-95000</b>	INDIRECT COSTS - TRANSFER OUT		\$ 30,607.00
	\$ 21,356.00		FRINGE BENEFITS:		\$ 34,471.00
	10,000.00		HEALTH INSURANCE		10,000.00
	35,523.00		UNEMPLOYMENT COMPENSATION		35,177.00
	541.00		CONTRIBUTORY PENSIONS		110.00
	53.00		EARLY RETIREMENT		13.00
	20,453.00		SECTION 90 PENSIONS		18,422.00
	\$ 87,926.00	<b>710-96000</b>	PENSION OBLIGATION BONDS		\$ 98,193.00
	\$ 1,346,433.00		<b>SUMMARY:</b>		\$ 1,351,373.00
			TOTAL BUDGET		
	(1,196,433.00)		<b>FUNDING SOURCES:</b>		(1,201,373.00)
	(150,000.00)		GOLF COURSE REVENUES		(150,000.00)
	\$ (1,346,433.00)		TAX LEVY SUBSIDY		\$ (1,351,373.00)
			TOTAL FUNDING SOURCES		

## **DEPARTMENT OF PUBLIC WORKS & PARKS OFF STREET PARKING PROGRAM**

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**Robert L. Moylan, Jr.**  
**Commissioner**  
20 East Worcester Street  
Worcester, Massachusetts 01604  
(508) 929 -1300

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### **Divisional Mission Statement:**

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

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

### **Divisional Overview:**

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

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

**BUDGET SUMMARY INFORMATION**

	<b>Actual Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
Pearl Elm Municipal Garage	\$ 476,789.00	\$ 470,075.00		\$ 514,859.00
Federal Plaza Garage	570,436.00	605,394.00		659,433.00
OffStreet Parking Lots	73,320.00	141,250.00		141,250.00
City-Wide Parking Meters	72,348.00	71,275.00		95,804.00
Union Station Garage	971,164.00	990,760.00		1,000,961.00
Major Taylor Blvd Garage	1,055,235.00	1,046,015.00		1,090,649.00
<b>Total Expenditures</b>	<b>\$ 3,219,292.00</b>	<b>\$ 3,324,769.00</b>		<b>\$ 3,502,956.00</b>
<b>FUNDING SOURCES</b>				
Pearl Elm Garage	\$ 476,789.00	\$ 1,155,970.00		\$ 1,545,902.00
Federal Plaza Garage	570,436.00	450,000.00		480,000.00
Off Street Parking Garage	73,320.00	141,250.00		141,250.00
Parking Meters Income	72,348.00	68,143.00		95,804.00
Union Station Garage	971,164.00	650,000.00		330,000.00
Major Taylor Blvd Garage	1,055,235.00	900,092.00		910,000.00
<b>Total Funding Source</b>	<b>\$3,219,292.00</b>	<b>\$ 3,365,455.00</b>		<b>\$ 3,502,956.00</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The operational budget for the Off Street Parking Program is recommended to be \$3,502,956 compared to the Fiscal 2013 budget of \$3,365,455 an increase of \$137,501 or 3.93%. The net operational increase is attributable to \$132,480 in ordinary maintenance expenditures for the renewal of the parking garage management contracts. The balance of \$5,021 is for the increased debt service costs for equipping and rehabilitation improvements of the garages. The following is breakdown of costs associated with the various garages:

**Federal Plaza Garage:**

Fiscal 2014 operational budget for the Federal Plaza Garage is projected at \$659,433 compared to the Fiscal 2013 budget of \$605,394, a net increase of \$54,039 or 8.19%. Ordinary Maintenance expenditure is funded at \$333,160 and \$326,723 for principal and interest payments for debt service cost.

**Pearl Elm Garage:**

Fiscal 2014 operational budget for the Pearl Elm Garage is projected at \$514,859 compared to the Fiscal 2013 budget of \$470,075, an increase of \$44,784 or 8.70%. Ordinary Maintenance expenditure is funded at \$368,810 and \$146,049 for principal and interest payments for debt service cost.

**Parking Meter Program:**

Fiscal 2014 operational budget for the Parking Meter Program is projected is \$95,804 compared to the Fiscal 2013 budget of \$71,275, an increase of \$24,529 or 25.60%. Ordinary Maintenance expenditure is level funded at \$60,415 and \$35,389 for principal and interest payments for debt service cost.

**Off Street Parking Lots:**

The Ordinary Maintenance budget for Off Street Parking Lots Program is level funded at \$141,250 compared to the Fiscal 2013 budget.

**Union Station Garage:**

Fiscal 2014, the total operational budget for the Union Station Garage is \$1,000,961, an increase of \$10,201 or 1.02%. Ordinary Maintenance expenditure is funded at \$345,565. The cost of debt is projected at \$655,396 compared to the Fiscal 2013 budget of \$670,760.

**Major Taylor Boulevard Garage:**

Fiscal 2014 operational budget for Major Taylor Boulevard Garage is \$1,090,649, an increase of \$44,634 or 4.09%. Ordinary Maintenance expenditure is funded at \$511,570. The cost of debt is projected at \$579,079 compared to the Fiscal 2013 budget of \$571,015. This increase is attributable to Principal and Interest charges for existing debt and new interest charges for an additional \$200,000 in borrowing for building rehabilitation improvements projected to be completed in Fiscal 2013.



**ROBERT L. MOYLAN, Jr., COMMISSIONER**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF PUBLIC WORKS & PARKS**  
**OFF STREET PARKING PROGRAM #46S**

RECOMMENDED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 326,225.00	PEARL / ELM GARAGE ORDINARY MAINTENANCE	\$ 368,810.00
51,750.00	INTEREST ON BONDS	50,649.00
92,100.00	REDEMPTION ON BONDS	95,400.00
<u>\$ 470,075.00</u>	<u>TOTAL PEARL ELM GARAGE</u>	<u>\$ 514,859.00</u>
\$ 305,400.00	FED/PLAZA GARAGE ORDINARY MAINTENANCE	\$ 333,160.00
102,129.00	INTEREST ON BONDS	106,759.00
197,865.00	REDEMPTION ON BONDS	219,514.00
<u>\$ 605,394.00</u>	<u>TOTAL FEDERAL PLAZA GARAGE</u>	<u>\$ 659,433.00</u>
\$ 60,415.00	PARKING METERS ORDINARY MAINTENANCE	\$ 60,415.00
4,260.00	INTEREST ON BONDS	4,589.00
6,600.00	REDEMPTION ON BONDS	30,800.00
<u>\$ 71,275.00</u>	<u>TOTAL PARKING METERS</u>	<u>\$ 95,804.00</u>
<u>\$ 141,250.00</u>	OFF STREET PARKING LOT ORDINARY MAINTENANCE	<u>\$ 141,250.00</u>
<u>\$ 141,250.00</u>	<u>TOTAL OFF STREET PARKING LOT</u>	<u>\$ 141,250.00</u>
\$ 320,000.00	UNION STATION ORDINARY MAINTENANCE	\$ 345,565.00
254,760.00	INTEREST ON BONDS	238,396.00
416,000.00	REDEMPTION ON BONDS	417,000.00
<u>\$ 990,760.00</u>	<u>TOTAL UNION STATION GARAGE</u>	<u>\$ 1,000,961.00</u>
\$ 475,000.00	MAJOR TAYLOR BOULEVARD GARAGE	\$ 511,570.00
176,015.00	INTEREST ON BONDS	162,079.00
395,000.00	REDEMPTION ON BONDS	417,000.00
<u>\$ 1,046,015.00</u>	<u>TOTAL WORCESTER CENTER BOULEVARD GARAGE</u>	<u>\$ 1,090,649.00</u>
<u>\$ 3,324,769.00</u>	<u>TOTAL OFF - STREET PARKING</u>	<u>\$ 3,502,956.00</u>
FUNDING SOURCES		
\$ (1,422,244.00)	PEARL ELM GARAGE	\$ (1,545,902.00)
(450,000.00)	FEDERAL PLAZA	(480,000.00)
(71,275.00)	PARKING METERS	(95,804.00)
(141,250.00)	OFF STREET PARKING LOTS	(141,250.00)
(330,000.00)	UNION STATION GARAGE	(330,000.00)
(910,000.00)	MAJOR TAYLOR BOULEVARD GARAGE	(910,000.00)
<u>\$ (3,324,769.00)</u>	<u>TOTAL FUNDING SOURCES</u>	<u>\$ (3,502,956.00)</u>
<u>\$ -</u>	<u>RECOMMENDED TAX LEVY</u>	<u>\$ -</u>
		\$ -

# DEPARTMENT OF PUBLIC WORKS & PARKS

## PUBLIC WORKS SUMMARY

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**Robert L. Moylan, Jr.**

**Commissioner**

20 East Worcester Street

Worcester, Massachusetts 01604

(508) 929-1300

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### **Departmental Mission Statement:**

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

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

### **DEPARTMENTAL OVERVIEW:**

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

#### **Administration and Finance Division:**

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

**Operations Division:**

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

**Engineering and Architectural Services Division:**

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

**Parks Division:**

This division is responsible for services provided by forestry, recreation programs, parks, Hope Cemetery, public building maintenance, and the Green Hill Golf Course. Services include maintenance and management of over 1,250 acres of the City's 56 parks and playgrounds, as well as 19 miles of grass median strips, 36 grass islands and squares. Boarding up buildings for security purposes will also still be done by Parks personnel; trees will be planted, trimmed, and removed as needed and as scheduling allows. Hope Cemetery will provide for public and private interments, lot sales, marker and monument installation and proper cemetery maintenance. The programming and permitting of all parks and playground facilities is performed by the Parks Division. This includes permitting for baseball, softball, soccer, rugby, tennis, basketball, street and field hockey, and other events. Staff and technical support is also given to the Hope Cemetery Commission, the G.A.R. Board of Trustees, and the Parks and Recreation Commission.

**PUBLIC WORKS & PARKS - PUBLIC WORKS SUMMARY**

**BUDGET SUMMARY INFORMATION**

	<b>Actual Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 4,234,401.00	\$ 4,779,446.00	91000	\$ 4,847,433.00
OVERTIME	602,133.00	615,038.00	97000	615,038.00
<b>TOTAL</b>	<b>\$ 4,836,534.00</b>	<b>\$ 5,394,484.00</b>		<b>\$ 5,462,471.00</b>
ORDINARY MAINTENANCE	\$ 6,739,350.00	\$ 6,740,216.00	92000	\$ 6,890,009.00
CAPITAL OUTLAY	\$ 150,000.00	\$ -	93000	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,725,884.00</b>	<b>\$ 12,134,700.00</b>		<b>\$ 12,352,480.00</b>
<b>TOTAL POSITIONS</b>	<b>190</b>	<b>191</b>		<b>196</b>

**FISCAL 2014 BUDGET OVERVIEW**

The Department of Public Works total tax levy recommended Fiscal 2014 budget is \$12,352,480 which is a net increase of \$217,780 compared to the Fiscal 2013 budget of \$12,134,700. The net Personal Services salary budget for Fiscal 2014 is recommended to be \$4,847,433. This represents an increase of \$67,987 compared to Fiscal 2013 budget of \$4,779,446. This increase is a result of step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on January 1, 2013, together with the following new personnel recommendation in Fiscal 2014:

Included in the DPW Administration budget is a Deputy Commissioner position, (3) new Laborer positions in the Street Division whilst the position of Public Health Aide has been transferred to the Inspectional Services Department. In the Engineering Division, the position of the Land Use Coordinator has been eliminated and replaced with a new Administrative Assistant position. A Senior Civil Engineer has been upgraded to a Principal Civil Engineer and lastly, a Clerk of Works has been upgraded to a Project Architect in the Engineering Division.

The Personal Service budget, net of Water and Sewer enterprise credits; vacancy factor and project funds total \$4,752,645. These funding sources are used to support the department's operations. This total does not include the Parks, Forestry, and Hope Cemetery Divisions which are included in a separate summary.

The Department of Public Works net personal services overtime salary budget for Fiscal 2014 is level funded at \$615,038. This will be used to fund general overtime requirements for the various Divisions to include Ballard Street and Sunday Yard Drop-Off, and holiday trash collection. The department's net ordinary maintenance budgets excluding Street Lighting and Snow Removal, is recommended to be \$6,890,009 a net increase of \$149,793 compared to the Fiscal 2013 budget of \$6,740,216.

**PUBLIC WORKS & PARKS - PUBLIC WORKS SUMMARY**

<b>FISCAL 2013</b>		<b>FISCAL 2014</b>	
<b>BUDGET</b>	<b>DEPARTMENT OF PUBLIC WORKS</b>	<b>BUDGET</b>	<b>CHANGE</b>
	<b>ADMINISTRATION DIVISION</b>		
10,555	ADMINISTRATION ORDINARY MAINTENANCE	10,555	0
10,000	MAINTNANCE & REPAIR	10,000	0
15,100	OFFICE SUPPLIES	15,100	0
66,450	ELECTRICITY	66,450	0
71,680	NATURAL GAS	71,680	0
10,000	TELEPHONE	10,000	0
6,106	COMPUTER RELATED EXPENDITURES	6,106	0
120,000	CENTREX TELEPHONES	120,000	0
30,000	CONSERVATION LAND MANAGEMENT	30,000	0
<b>339,891</b>	<b>TOTAL STREETS</b>	<b>339,891</b>	<b>0</b>
	<b>ENGINEERING/ARCHITECTURAL DIVISION</b>		
8,050	ENGINEERING ORDINARY MAINTENANCE	8,050	0
7,800	TELEPHONES	7,800	0
16,500	PERMITS	16,500	0
1,800	CLOTHING & UNIFORM SERVICE	1,800	0
152,358	ELECTRICITY - TRAFFIC SIGNALS	152,358	0
184,544	MAINTENANCE & REPAIR-TRAFFIC SIGNALS	184,544	0
2,000	EQUIPMENT RENTALS-TRAFFIC SIGNALS	2,000	0
25,000	SPECIAL POLICE - TRAFFIC SIGNALS	25,000	0
1,515	HARDWARE & SUPPLIES -TRAFFIC SIGNALS	1,515	0
2,775	CLEANING SUPPLIES & TOOLS-TRAFFIC SIGNALS	2,775	0
<b>402,342</b>	<b>TOTAL STREETS</b>	<b>402,342</b>	<b>0</b>
	<b>STREET DIVISION</b>		
417,080	STREET SWEEPING	417,080	0
5,000	TELEPHONES	5,000	0
10,000	SIDEWALKS & GUARDRAIL REPAIRS	10,000	0
34,540	HIGHWAY MAINTENANCE & BRIDGE REPAIR	34,540	0
105,102	POTHOLE REPAIR	105,102	0
55,620	YARD MAINTENANCE	55,620	0
5,492	YARD MAINTENANCE ELECTRICITY	5,492	0
10,000	DOWNTOWN STREETScape	10,000	0
3,000	CLOTHING & UNIFORM SERVICE	3,000	0
349,385	STREET SIGN & PAVEMENT MARKING	349,385	0
0	GODDARD MEMORIAL MEDIAN MAINTENANCE	25,000	25,000
4,900	NUISANCE ORDINANCE ORDINARY MAINTENANCE	4,900	0
2,517	GRIME WATCH ORDINARY MAINTENANCE	2,517	0
<b>1,002,636</b>	<b>TOTAL STREETS</b>	<b>1,027,636</b>	<b>25,000</b>

**PUBLIC WORKS & PARKS - PUBLIC WORKS SUMMARY**

<b>FISCAL 2013</b>	<b>DEPARTMENT OF PUBLIC WORKS</b>	<b>FISCAL 2014</b>	
<b>BUDGET</b>		<b>BUDGET</b>	<b>CHANGE</b>
	<b>SANITATION DIVISION</b>		
1,677,104	REFUSE DISPOSAL	1,697,104	20,000
2,045,509	RECYCLING	2,147,785	102,276
400,000	TRASH BAGS	400,000	0
31,412	NATURAL GAS & FUEL	31,412	0
11,608	ELECTRICITY	11,608	0
20,000	EDUCATION	20,000	0
1,500	MAINTENANCE & REPAIRS	1,500	0
500	TELEPHONES	500	0
1,000	OTHER - FORMS (STICKERS) & LICENSES	1,000	0
60,000	LANDFILL - MONITORING	60,000	0
3,200	CLOTHING & UNIFORM SERVICE	3,200	0
<b>4,251,833</b>	<b>TOTAL SANITATION</b>	<b>4,374,109</b>	<b>122,276</b>
	<b>CENTRAL GARAGE DIVISION</b>		
401,619	AUTOMOTIVE PARTS	401,619	0
11,120	TELEPHONES	11,120	0
280,500	MAINTENANCE & REPAIR	280,500	0
30,811	GARAGE SUPPLIES	30,811	0
588,000	FUEL - NO LEAD GAS	588,000	0
573,500	FUEL - DIESEL	573,500	0
10,000	GARAGE HIRED SERVICES	10,000	0
48,720	ELECTRICITY	48,720	0
136,400	NATURAL GAS & FUEL	136,400	0
54,043	OTHER CHARGES & EXPENDITURES	54,043	0
<b>2,134,713</b>	<b>TOTAL CENTRAL GARAGE</b>	<b>2,134,713</b>	<b>0</b>
<b>8,131,415</b>	<b>TOTAL PUBLIC WORKS</b>	<b>8,278,691</b>	<b>147,276</b>
<b>(1,391,199)</b>	<b>TOTAL ORDINARY MAINTENACE CREDITS</b>	<b>(1,388,682)</b>	<b>2,517</b>
<b>6,740,216</b>	<b>TOTAL ORDINARY MAINTENACE BUDGET</b>	<b>6,890,009</b>	<b>149,793</b>

The budgetary changes in Fiscal 2014 reflect adjustments to programs identified below.

**Streets Division**

In Fiscal 2014, \$25,000 has been recommended for a program for Goddard Street Median Maintenance to allow for the upkeep and mowing of grass in this area.

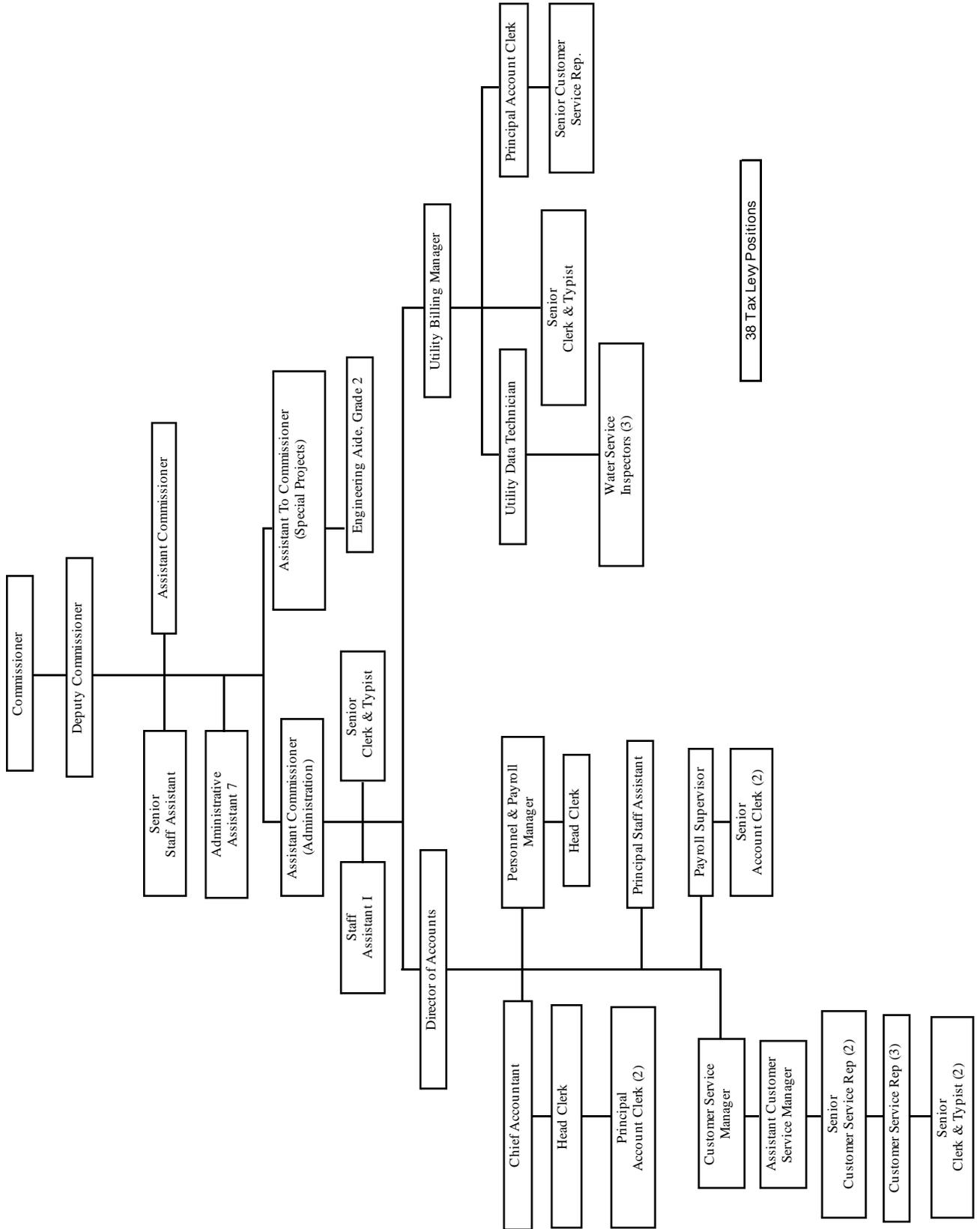
**Sanitation Refuse Disposal:**

Fiscal 2013 was budgeted at \$1,677,104 as compared to the total Fiscal 2014 projected budget of \$1,697,104 a net increase of \$20,000. This projected increase is a result of the tipping fee increasing to \$75.86 ton as of July 1, 2013. The tip fee currently paid for disposal is \$74.01 per ton. Fiscal 2014 estimated tonnage will be about 22,370 tons.

**Curbside Recycling:**

Per the City's contract, the cost for weekly recycling services will increase as of July 1, 2013. Fiscal 2013 was budgeted for \$2,045,509 as compared to Fiscal 2014, which will be \$2,147,785, an increase of \$102,276.

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





**ROBERT L. MOYLAN, JR., COMMISSIONER**

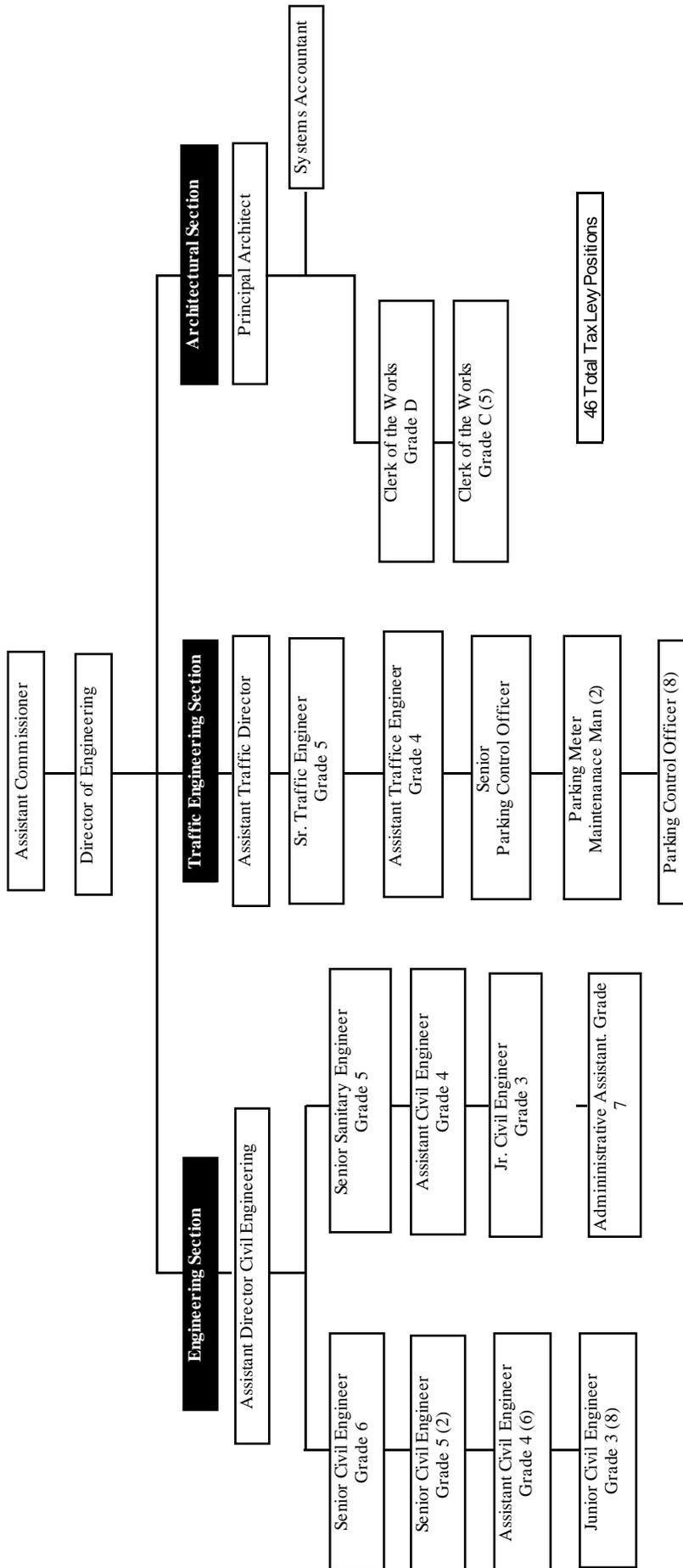
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

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

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 176,339.00	58CM	COMMISSIONER DPW	1	\$ 186,417.00
0	-	53EM	DEPUTY COMMISSIONER	1	117,000.00
2	207,393.00	51EM	ASSISTANT COMMISSIONER	2	217,000.00
1	83,559.00	43EM	ASSISTANT TO COMM. SPECIAL PROJECTS	1	84,293.00
1	90,238.00	48M	DIRECTOR OF ACCOUNT	1	91,037.00
1	83,800.00	46M	PERSONNEL & PAYROLL MANAGER	1	84,544.00
1	68,422.00	42P	UTILITY BILLING MANAGER	1	71,472.00
1	67,348.00	40M	PRINCIPAL STAFF ASSISTANT	1	67,944.00
1	61,435.00	39M	SENIOR STAFF ASSISTANT	1	64,174.00
1	64,967.00	39M	CHIEF ACCOUNTANT	1	65,543.00
1	55,368.00	38	CUSTOMER SERVICE MANAGER	1	55,854.00
1	53,309.00	35	ADMINISTRATIVE ASSISTANT 7	1	53,787.00
1	50,552.00	34	UTILITY DATA TECHNICIAN	1	39,589.00
1	42,814.00	34	ASSISTANT CUSTOMER SERVICE MANAGER	1	44,784.00
1	37,813.00	33	ENGINEERING AIDE GR 2	1	46,901.00
1	40,456.00	32	PAYROLL SUPERVISOR	1	42,352.00
0	-	32	STAFF ASSISTANT 1	1	42,429.00
2	89,666.00	30	HEAD CLERK	2	90,454.00
3	117,953.00	28	PRINCIPAL ACCOUNT CLERK	3	118,997.00
3	104,399.00	28	SENIOR CUSTOMER SERVICE REP.	3	102,346.00
3	107,690.00	26	WATER SERVICE INSPECTOR	3	123,333.00
2	75,586.00	25	SENIOR ACCOUNT CLERK	2	76,254.00
3	91,973.00	22	CUSTOMER SERVICE REP.	3	93,633.00
4	113,608.00	22	SENIOR CLERK AND TYPIST	4	113,728.00
<u>36</u>	<u>1,884,688.00</u>		TOTAL REGULAR SALARIES	<u>38</u>	<u>2,093,865.00</u>
	18,871.00		EM INCENTIVE PAY		19,696.00
	3,219.00		METER REPAIR/INSTALLATION STIPEND		3,322.00
	(20,883.00)		VACANCY FACTOR		(109,383.00)
	<u>1,885,895.00</u>		TOTAL RECOMMENDED SALARIES		<u>2,007,500.00</u>
			<b>FUNDING SOURCES:</b>		
	(543,295.00)		SEWER REVENUES		(598,160.00)
	(913,725.00)		WATER REVENUES		(1,009,407.00)
	0.00		PROJECT FUNDING		(6,000.00)
	<u>(1,457,020.00)</u>		TOTAL FUNDING SOURCES		<u>(1,613,567.00)</u>
<u>36</u>	<u>\$ 428,875.00</u>	<b>4101-91000</b>	TOTAL RECOMMENDED PERSONAL SERVICES	<u>38</u>	<u>\$ 393,933.00</u>
	<u>\$ 31,110.00</u>	<b>4101-97000</b>	REGULAR OVERTIME		<u>\$ 31,110.00</u>
	\$ 10,555.00		ADMINISTRATION ORDINARY MAINTENANCE		\$ 10,555.00
	10,000.00		MAINTNANCE & REPAIR		10,000.00
	15,100.00		OFFICE SUPPLIES		15,100.00
	66,450.00		ELECTRICITY		66,450.00
	71,680.00		NATURAL GAS		71,680.00
	10,000.00		TELEPHONE		10,000.00
	6,106.00		COMPUTER RELATED EXPENDITURES		6,106.00
	120,000.00		CENTREX TELEPHONES		120,000.00
	30,000.00		CONSERVATION LAND MANAGEMENT		30,000.00
	<u>339,891.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>339,891.00</u>
			<b>FUNDING SOURCES:</b>		
	(48,642.00)		SEWER REVENUES		(48,642.00)
	(43,159.00)		WATER REVENUES		(43,159.00)
	<u>(91,801.00)</u>		TOTAL FUNDING SOURCES		<u>(91,801.00)</u>
	<u>\$ 248,090.00</u>	<b>4101-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 248,090.00</u>
	<u>\$ 708,075.00</u>		TOTAL TAX LEVY		<u>\$ 673,133.00</u>

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





**ROBERT L. MOYLAN, Jr., COMMISSIONER**

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

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

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
<b>ENGINEERING SECTION</b>					
1	\$ 102,833.00	51EM	ASSISTANT COMMISSIONER	1	\$ 103,732.00
1	90,238.00	48M	ASSISTANT DIRECTOR CIVIL ENGINEERING	1	91,037.00
0	-	46M	PRINCIPAL CIVIL ENGINEER, GRADE 6	1	81,558.00
3	228,117.00	44M	SENIOR CIVIL ENGINEER, GRADE 5	2	151,154.00
1	67,744.00	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	68,341.00
7	465,201.00	41	ASSISTANT CIVIL ENGINEER, GRADE 4	7	469,304.00
9	522,283.00	37	JUNIOR CIVIL ENGINEER, GRADE 3	9	531,034.00
0	-	35	ADMINISTRATIVE ASSISTANT 7	1	43,347.00
22	1,476,416.00		REGULAR SALARIES	23	1,539,507.00
<b>ARCHITECTURAL SECTION</b>					
1	\$ 88,910.00	48EM	PRINCIPAL ARCHITECT	1	\$ 89,701.00
0	-	46M	PROJECT ARCHITECT	1	67,944.00
1	52,404.00	40M	ASSISTANT CORDINATOR LAND USE	0	-
1	63,781.00	40	CLERK OF WORKS - BLD. MAINT. GRADE D	1	64,353.00
5	306,989.00	39	CLERK OF WORKS - BLD. MAINT. GRADE C	4	248,392.00
1	62,710.00	38P	SYSTEMS ACCOUNTANT	1	63,267.00
9	574,794.00		REGULAR SALARIES	8	533,657.00
<b>TRAFFIC ENGINEERING SECTION</b>					
1	100,360.00	47EM	DIRECTOR OF DPW ENGINEERING	1	101,248.00
1	90,238.00	48M	ASSISTANT TRAFFIC DIRECTOR	1	91,037.00
1	77,925.00	44M	SENIOR TRAFFIC ENGINEER, GRADE 5	1	78,614.00
0	-	46M	SUPERVISOR OF PARKING	1	75,711.00
1	62,710.00	44M	SUPERVISOR OF PARKING	0	-
1	57,853.00	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	1	58,382.00
0	-	32	SENIOR PARKING CONTROL OFFICER	1	48,045.00
1	45,988.00	30	SENIOR PARKING CONTROL OFFICER	0	-
2	69,897.00	26	PARKING METER MAINTENANCE MAN	2	72,048.00
8	272,039.00	22	PARKING CONTROL OFFICER	8	279,499.00
16	777,010.00		REGULAR SALARIES	16	804,584.00
47	2,828,220.00		TOTAL REGULAR SALARIES	47	2,877,748.00
<b>AUTHORIZED POSITIONS WITHOUT FUNDING</b>					
1	-	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	1	-
1	-	37	JUNIOR CIVIL ENGINEER, GRADE 3	1	-
1	-	27	PRINCIPAL CLERK AND TYPIST	1	-
3	-		REGULAR SALARIES	3	-
	11,796.00		EM INCENTIVE PAY		11,901.00
	28,142.00		EDUCATIONAL STIPENDS- MEO		28,113.00
	(35,500.00)		VACANCY FACTOR		(35,500.00)
50	2,832,658.00			50	2,882,262.00
<b>FUNDING SOURCES:</b>					
	(744,664.00)		SEWER REVENUES		(757,543.00)
	(113,190.00)		WATER REVENUES		(115,148.00)
	(326,124.00)		PROJECT FUNDING STREETS		(331,228.00)
	(522,390.00)		PROJECT FUNDING ARCHITECTURAL SERVICES		(533,657.00)
	(1,706,368.00)		TOTAL FUNDING SOURCES		(1,737,576.00)
50	\$ 1,126,290.00	<b>4102-91000</b>	TOTAL RECOMMENDED PERSONAL SERVICES	50	\$ 1,144,686.00
	45,473.00		OVERTIME ENGINEERING SECTION		45,473.00
	22,311.00		GREENWOOD STREET LANDFILL		22,311.00
	14,009.00		OVERTIME TRAFFIC ENGINEERING SECTION		14,009.00
	\$ 81,793.00	<b>4102-97000</b>	TOTAL RECOMMENDED OVERTIME		\$ 81,793.00
	\$ 8,050.00		ENGINEERING ORDINARY MAINTENANCE		\$ 8,050.00
	7,800.00		TELEPHONES		7,800.00
	16,500.00		PERMITS		16,500.00
	1,800.00		CLOTHING & UNIFORM SERVICE		1,800.00
	152,358.00		ELECTRICITY - TRAFFIC SIGNALS		152,358.00
	184,544.00		MAINTENANCE & REPAIR-TRAFFIC SIGNALS		184,544.00
	2,000.00		EQUIPMENT RENTALS-TRAFFIC SIGNALS		2,000.00
	25,000.00		SPECIAL POLICE - TRAFFIC SIGNALS		25,000.00
	1,515.00		HARDWARE & SUPPLIES -TRAFFIC SIGNALS		1,515.00
	2,775.00		CLEANING SUPPLIES & TOOLS-TRAFFIC SIGNALS		2,775.00
	\$ 402,342.00	<b>4102-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 402,342.00
	\$ 1,610,425.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,628,821.00



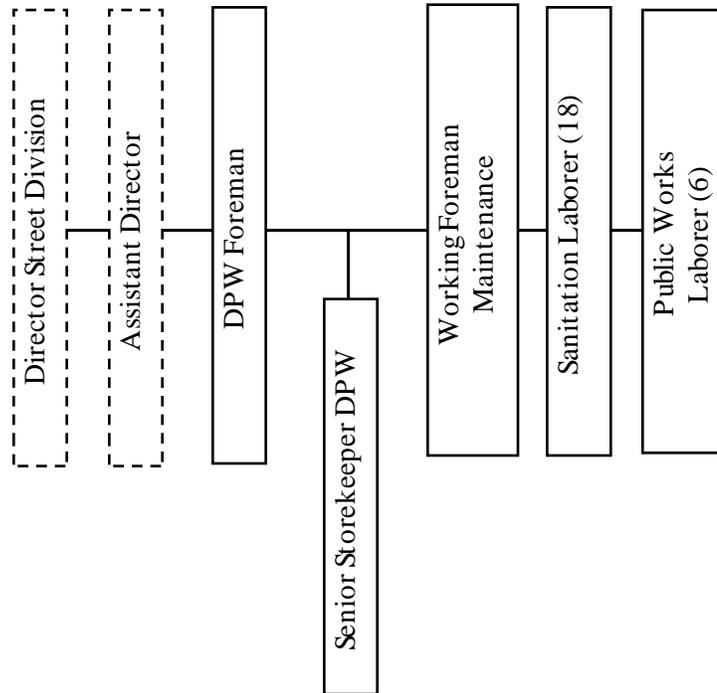


**ROBERT L. MOYLAN, Jr., COMMISSIONER**  
**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF PUBLIC WORKS & PARKS**  
**DIVISION OF STREETS- DIVISION #4103**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
0	\$ -	51EM	DIRECTOR, STREET OPERATIONS	1	\$ 98,400.00
1	92,215.00	46EM	DIRECTOR, STREET OPERATIONS	0	-
1	83,664.00	46M	ASSISTANT DIRECTOR STREET OPERATIONS	1	84,544.00
1	64,967.00	39M	SUPERVISOR OF SANITATION	1	65,543.00
1	55,601.00	39M	SUPERVISOR OF TRAFFIC MAINTENANCE	1	58,175.00
2	116,734.00	38	GENERAL PUBLIC WORKS FOREMAN	2	115,404.00
6	314,655.00	34	PUBLIC WORKS FOREMAN	6	313,738.00
2	89,722.00	32	NUISANCE ORDINANCE INSPECTOR	2	93,728.00
1	45,988.00	32	WORKING FOREMAN, CRAFTMAN	1	46,396.00
1	36,936.00	32	TRAFFIC SIGNAL MAINTAINER	1	38,557.00
1	45,988.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	46,396.00
1	38,739.00	28	SENIOR STOREKEEPER	1	39,088.00
1	31,106.00	27	PAINTER	1	31,383.00
1	41,557.00	27	SIGN PAINTER	1	41,928.00
5	176,232.00	26	PUBLIC WORKS MAINTENANCE MAN	5	184,301.00
35	1,210,906.00	24	PUBLIC WORKS LABORER	38	1,282,415.00
2	74,794.00	24	TRAFFIC LABORER	2	75,462.00
1	32,946.00	20	PUBLIC HEALTH AIDE	0	-
<b>63</b>	<b>2,552,750.00</b>		<b>REGULAR SALARIES</b>	<b>65</b>	<b>2,615,458.00</b>
<b>AUTHORIZED POSITIONS WITHOUT FUNDING</b>					
1	-	24	PUBLIC WORKS LABORER	1	-
1	-			1	-
	3,724.00		EM INCENTIVE PAY		3,974.00
	231,876.00		CONTRACTUAL STIPENDS - MEO		236,061.00
	20,000.00		DOWNTOWN STREETScape - POOL LABOR		35,000.00
	(37,625.00)		VACANCY FACTOR		(37,625.00)
	<b>2,770,725.00</b>		<b>TOTAL RECOMMENDED SALARIES</b>		<b>2,852,868.00</b>
	(823,525.00)		<b>FUNDING SOURCES:</b> SEWER REVENUES		(847,613.00)
	(341,653.00)		WATER REVENUES		(351,646.00)
	(1,165,178.00)		TOTAL FUNDING SOURCES		(1,199,259.00)
<b>64</b>	<b>\$ 1,605,547.00</b>	<b>4103-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>66</b>	<b>\$ 1,653,609.00</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>
	\$ 417,080.00		STREET SWEEPING		\$ 417,080.00
	5,000.00		TELEPHONES		5,000.00
	10,000.00		SIDEWALKS & GUARDRAIL REPAIRS		10,000.00
	34,540.00		HIGHWAY MAINTENANCE & BRIDGE REPAIR		34,540.00
	105,102.00		POTHOLE REPAIR		105,102.00
	55,620.00		YARD MAINTENANCE		55,620.00
	5,492.00		YARD MAINTENANCE ELECTRICITY		5,492.00
	10,000.00		DOWNTOWN STREETScape		10,000.00
	3,000.00		CLOTHING & UNIFORM SERVICE		3,000.00
	349,385.00		STREET SIGN & PAVEMENT MARKING		349,385.00
	-		GODDARD MEMORIAL MEDIAN MAINTENANCE		25,000.00
	4,900.00		NUISANCE ORDINANCE ORDINARY MAINTENANCE		4,900.00
	2,517.00		GRIME WATCH ORDINARY MAINTENANCE		2,517.00
	<b>1,002,636.00</b>		<b>ORDINARY MAINTENANCE</b>		<b>1,027,636.00</b>
	(2,517.00)		<b>FUNDING SOURCES:</b> GRIME WATCH GRANT		-
	(377,080.00)		SEWER REVENUES		(377,080.00)
	(379,597.00)		TOTAL FUNDING SOURCES		(377,080.00)
	<b>\$ 623,039.00</b>	<b>4103-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<b>\$ 650,556.00</b>
	<b>\$ 2,578,694.00</b>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<b>\$ 2,654,273.00</b>

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



27 Tax Levy Positions



**ROBERT L. MOYLAN, Jr., COMMISSIONER**

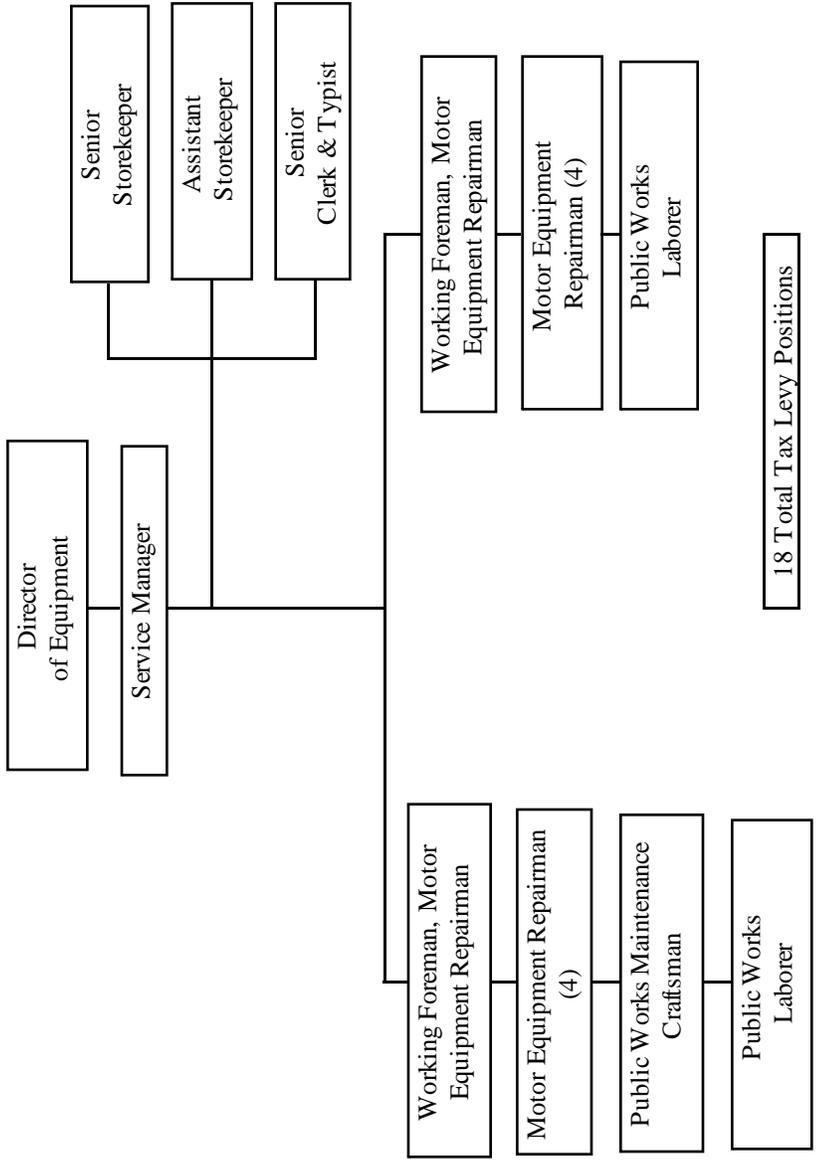
**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF SANITATION- DIVISION #4104**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 52,841.00	34	DPW FOREMAN	1	\$ 50,511.00
1	45,988.00	30	WORKING FOREMAN, MAINTENANCE	1	46,396.00
0	-	28	SENIOR STOREKEEPER	1	43,494.00
18	645,184.00	26	SANITATION LABORER	18	643,493.00
1	38,739.00	26	STOREKEEPER DPW	0	-
6	224,382.00	24	PUBLIC WORKS LABORER	6	226,386.00
<u>27</u>	<u>1,007,134.00</u>		TOTAL REGULAR SALARIES	<u>27</u>	<u>1,010,280.00</u>
<b>AUTHORIZED POSITIONS WITHOUT FUNDING:</b>					
1	-	26	SANITATION LABORER	1	-
1	-			1	-
	110,715.00		CONTRACTUAL STIPENDS/MEO		108,682.00
	20,000.00		POOL LABOR		20,000.00
	(22,950.00)		VACANCY FACTOR		(22,950.00)
<u>28</u>	<u>\$ 1,114,899.00</u>	<b>4104-91000</b>	TOTAL RECOMMENDED PERSONAL SERVICES	<u>28</u>	<u>\$ 1,116,012.00</u>
	\$ 84,056.00		REGULAR OVERTIME		\$ 84,056.00
	37,358.00		BALLARD STREET DROP OFF CENTER		37,358.00
	<u>\$ 121,414.00</u>	<b>4104-97000</b>	TOTAL RECOMMENDED OVERTIME		<u>\$ 121,414.00</u>
	\$ 1,677,104.00		REFUSE DISPOSAL		\$ 1,697,104.00
	2,045,509.00		RECYCLING		2,147,785.00
	400,000.00		TRASH BAGS		400,000.00
	31,412.00		NATURAL GAS & FUEL		31,412.00
	11,608.00		ELECTRICITY		11,608.00
	20,000.00		EDUCATION		20,000.00
	1,500.00		MAINTENANCE & REPAIRS		1,500.00
	500.00		TELEPHONES		500.00
	1,000.00		OTHER - FORMS (STICKERS) & LICENSES		1,000.00
	60,000.00		LANDFILL - MONITORING		60,000.00
	3,200.00		CLOTHING & UNIFORM SERVICE		3,200.00
	<u>\$ 4,251,833.00</u>	<b>4104-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 4,374,109.00</u>
	<u>\$ 5,488,146.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 5,611,535.00</u>

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



18 Total Tax Levy Positions



**ROBERT L. MOYLAN, JR., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

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

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 77,311.00	45EM	DIRECTOR OF EQUIPMENT	1	\$ 86,000.00
1	56,784.00	39M	SERVICE MANAGER	1	59,440.00
2	77,215.00	34	WORK FOREMAN, MOTOR EQUIP. REPAIRMAN	2	92,896.00
8	294,863.00	30	MOTOR EQUIPMENT REPAIRMAN	8	303,687.00
1	34,810.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	34,452.00
1	37,881.00	28	SENIOR STORE KEEPER	1	39,571.00
1	29,057.00	25	ASSISTANT STOREKEEPER	1	29,474.00
2	62,828.00	24	PUBLIC WORKS LABORER	2	64,444.00
1	27,840.00	22	SENIOR CLERK AND TYPIST	1	28,084.00
<u>18</u>	<u>698,589.00</u>		TOTAL REGULAR SALARIES	<u>18</u>	<u>738,048.00</u>
	9,594.00		CONTRACTUAL STIPENDS/MEO		17,975.00
	3,122.00		EM INCENTIVE PAY		3,473.00
	(18,060.00)		VACANCY FACTOR		(18,060.00)
	<u>693,245.00</u>		TOTAL RECOMMENDED SALARIES		<u>741,436.00</u>
			<b>FUNDING SOURCES:</b>		
	(136,589.00)		SEWER REVENUES		(145,843.00)
	(52,821.00)		WATER REVENUES		(56,400.00)
	(189,410.00)		TOTAL FUNDING SOURCES		(202,243.00)
<u>18</u>	<u>\$ 503,835.00</u>	<b>4105-91000</b>	TOTAL RECOMMENDED PERSONAL SERVICES	<u>18</u>	<u>\$ 539,193.00</u>
	<u>\$ 30,613.00</u>	<b>4105-97000</b>	REGULAR OVERTIME		<u>\$ 30,613.00</u>
	\$ 401,619.00		AUTOMOTIVE PARTS		\$ 401,619.00
	11,120.00		TELEPHONES		11,120.00
	280,500.00		MAINTENANCE & REPAIR		280,500.00
	30,811.00		GARAGE SUPPLIES		30,811.00
	588,000.00		FUEL - NO LEAD GAS		588,000.00
	573,500.00		FUEL - DIESEL		573,500.00
	10,000.00		GARAGE HIRED SERVICES		10,000.00
	48,720.00		ELECTRICITY		48,720.00
	136,400.00		NATURAL GAS & FUEL		136,400.00
	54,043.00		OTHER CHARGES & EXPENDITURES		54,043.00
	<u>2,134,713.00</u>		ORDINARY MAINTENANCE		<u>2,134,713.00</u>
	(448,046.00)		CREDIT SEWER REVENUES		(448,046.00)
	(271,755.00)		CREDIT WATER REVENUES		(271,755.00)
	(200,000.00)		TRANSFER OF SERVICES		(200,000.00)
	(919,801.00)		TOTAL FUNDING SOURCES		(919,801.00)
	<u>\$ 1,214,912.00</u>	<b>4105-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,214,912.00</u>
	<u>\$ 1,749,360.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,784,718.00</u>

## **DEPARTMENT OF PUBLIC WORKS & PARKS PARKS, RECREATION, HOPE CEMETERY**

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**Robert L. Moylan, Jr.**  
**Commissioner**  
50 Skyline Drive  
Worcester, Massachusetts 01605  
(508) 799-1190

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### **Divisional Mission Statement:**

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

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

### **Divisional Overview:**

This Division consists of three distinct Sections: Parks and Recreation, Hope Cemetery, and Forestry. The Parks and Recreation Section provides for the maintenance and management of 1250 + acres of the 60 City's parks and playgrounds, along with 19 miles of grass median strips and 44 islands and squares. It is also responsible for: the coordination and support for special events: concerts, road races, first night, parades, Fourth of July, etc.; the maintenance and management of the opening of one spray facility, one pool/ four beaches as part of the summer program; the sponsorship and management of the Elm Park Concert Series, permitting, managing, and supervising of event, festivals and gatherings at all city parks as well as the Common. This includes activities at the Ice Rink and all permitting and management of field space for High School Sports Teams, College Sports Teams and others. The Hope Cemetery Section is responsible for the maintenance and management of 160 + acres of Hope Cemetery including, but not limited to interment, monumentation, and grounds maintenance. The Forestry Section is responsible for the maintenance and management of the City's urban forest through services such as trimming, clean up of storm damage, condemned tree removals, contracted forestry services, tree plantings, and stump grindings.

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## DEPARTMENT OF PUBLIC WORKS & PARKS

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

### **Administration–Operational Overview:**

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

### **Recreation– Operational Overview:**

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

### **Maintenance-Operational Overview:**

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

DEPARTMENT OF PUBLIC WORKS & PARKS

**Forestry – Operational Overview:**

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

**Cemetery Operational Overview:**

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

**BUDGET SUMMARY INFORMATION**

	<b>Actual Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 2,456,542.00	\$ 2,588,454.00	91000	\$ 2,811,083.00
OVERTIME	321,263.00	287,679.00	97000	307,679.00
ORDINARY MAINTENANCE	1,133,134.00	1,067,691.00	92000	1,074,691.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,910,939.00</b>	<b>\$ 3,943,824.00</b>		<b>\$ 4,193,453.00</b>
<b>TOTAL POSITIONS</b>	<b>50</b>	<b>51</b>		<b>53</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The total recommended budget for Fiscal 2014 for the Parks, Recreation, Hope Cemetery and Forestry is \$4,193,453, compared to the approved budget of \$3,943,824 for Fiscal 2013. This represents an increase of \$249,629. The following analysis identifies the variances within the Fiscal 2014 budget accounts:

**DEPARTMENT OF PUBLIC WORKS & PARKS**

<b>FISCAL 2013</b>		<b>FISCAL 2014</b>	
<b>BUDGET</b>	<b>REGULAR SALARIES</b>	<b>BUDGET</b>	<b>CHANGE</b>
418,833	ADMINISTRATION	480,165	61,332
1,177,150	PARKS MAINTENANCE	1,188,924	11,774
399,956	FORESTRY	404,808	4,852
283,332	HOPE CEMETERY	317,253	33,921
<b>2,279,271</b>	<b>TOTAL ADMINISTRATION</b>	<b>2,391,150</b>	<b>111,879</b>
	<b>OTHER PERSONAL SERVICES</b>		
(26,300)	VACANCY FACTOR	(26,300)	0
12,761	EM INCENTIVE PAY	13,065	304
70,000	HOPE CEMETERY TEMPORARY LABORERS	70,000	0
0	TEMPORARY PARKS STAFF	40,000	40,000
150,000	AQUATICS PROGRAM / TEMPORARY STAFF	150,000	0
0	PARKS STEWARDS	50,000	50,000
236,059	CONTRACTUAL STIPENDS-MEO RATES	257,513	21,454
(133,337)	FUNDING SOURCES	(134,345)	(1,008)
<b>309,183</b>	<b>TOTAL OTHER PERSONAL SERVICES</b>	<b>419,933</b>	<b>110,750</b>
<b>2,588,454</b>	<b>TOTAL PERSONAL SERVICE SALARIES</b>	<b>2,811,083</b>	<b>222,629</b>

<b>FISCAL 2013</b>		<b>FISCAL 2014</b>	
<b>BUDGET</b>	<b>OVERTIME SALARIES</b>	<b>BUDGET</b>	<b>CHANGE</b>
20,000	RECREATION DIVISION OVERTIME	40,000	20,000
93,623	MAINTENANCE DIVISION OVERTIME	93,623	0
88,726	FORESTRY DIVISION OVERTIME	88,726	0
41,226	HOPE CEMETERY DIVISION OVERTIME	41,226	0
44,104	SNOW REMOVAL OVERTIME	44,104	0
<b>287,679</b>	<b>TOTAL OVERTIME SALARIES</b>	<b>307,679</b>	<b>20,000</b>

<b>FISCAL 2013</b>		<b>FISCAL 2014</b>	
<b>BUDGET</b>	<b>ORDINARY MAINTENANCE</b>	<b>BUDGET</b>	<b>CHANGE</b>
213,230	ADMINISTRATION - ORDINARY MAINTENANCE	213,230	0
329,385	MAINTENANCE - ORDINARY MAINTENANCE	329,385	0
114,600	FORESTRY ORDINARY MAINTENANCE	114,600	0
118,476	HOPE CEMETERY ORDINARY MAINTENANCE	118,476	0
262,000	RECREATIONAL ORDINARY MAINTENANCE	249,000	(13,000)
30,000	STUMP REMOVAL PROGRAM	50,000	20,000
<b>1,067,691</b>	<b>TOTAL ADMINISTRATION</b>	<b>1,074,691</b>	<b>7,000</b>
<b>3,943,824</b>	<b>TOTAL PARKS /RECREATION/HOPE CEMETERY</b>	<b>4,193,453</b>	<b>249,629</b>

Total Personal Service Salaries account for Fiscal 2014 is \$2,811,083 compared to the Fiscal 2013 budget amount of \$2,588,454 a net increase of \$222,629. This increase is a result of step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on January 1, 2013. Some of the reclassifications are subject to Collective Bargaining and will not be implemented until that process is complete.

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## DEPARTMENT OF PUBLIC WORKS & PARKS

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- 1.) Parks & Recreation Coordinator: This position, which had been cut from the budget in FY2010, is needed to assist the Assistant Commissioner of Parks in overall operations of the Parks Division, with an emphasis on recreation, facility permitting, aquatics, and volunteer services. The individual filling this position will develop recreational opportunities, represent the Commissioner and Assistant Commissioner at various community meetings as needed. This position will also be responsible in assisting in policy development, supervision of facility use and general office and administrative functions.
  
- 2.) The reclassification of the Principal Clerk position at Hope Cemetery to a Staff Assistant is warranted due to the responsibilities associated with all the business, administrative, and operational functions at the Cemetery. These responsibilities include, but are not limited to, assisting the general public in their time of need with burial issues, working with funeral directors, selling grave lots, billing, cemetery financial /operational reporting, purchasing, as well as any other cemetery activities.
  
- 3.) Currently there is a part time clerical position utilized for cemetery office work which is inadequate for the demands at Hope Cemetery. A full time Customer Service Representative is needed at this locations for a more efficient office operation. There needs to be complete coverage during cemetery hours so as not to restrict visits to the cemetery office for those who require assistance. It is essential that the office is not understaffed or closed during regular business hours and with this new position that will not happen. This full time customer service position will allow for better work scheduling, eliminate unnecessary delays with inquiries or activities and for those who require assistance of any kind from the Cemetery, they can be assured that assistance will be readily available.
  
- 4.) Parks Overtime: Parks Overtime is being increased by a reallocation of \$20,000 from the OM account specified for the Ice Rink. There had been \$100,000 budgeted in FY2013 and now after having the first year of skating complete, it is clear that OM should be budgeted at \$80,000 for supplies, services, equipment and \$20,000 should be funded in Overtime for personal services provided by Parks personnel. Work includes having Parks maintenance employees on hand to assist in any and all activities in the Oval area and the Common during the entire ice skating season.
  
- 5.) The include \$50,000 for the reinstatement of the Parks Stewardship Program. Neighborhood jobs for neighborhood youth. Teaching the habits of paid work so as to build a lasting legacy of caring for public space. The Worcester Park Stewards program hires youth from low income communities for the summer to help maintain and improve Worcester's public parks. The program is a great way to learn about our parks and neighborhoods, good work ethic and civic engagement. Work is performed at various Park locations throughout the city during the summer months allowing for the participating youths to both see the fruits of their hard work as well as enjoy the outdoors and all that these park facilities bring to our way of life in an urban environment.

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## DEPARTMENT OF PUBLIC WORKS & PARKS

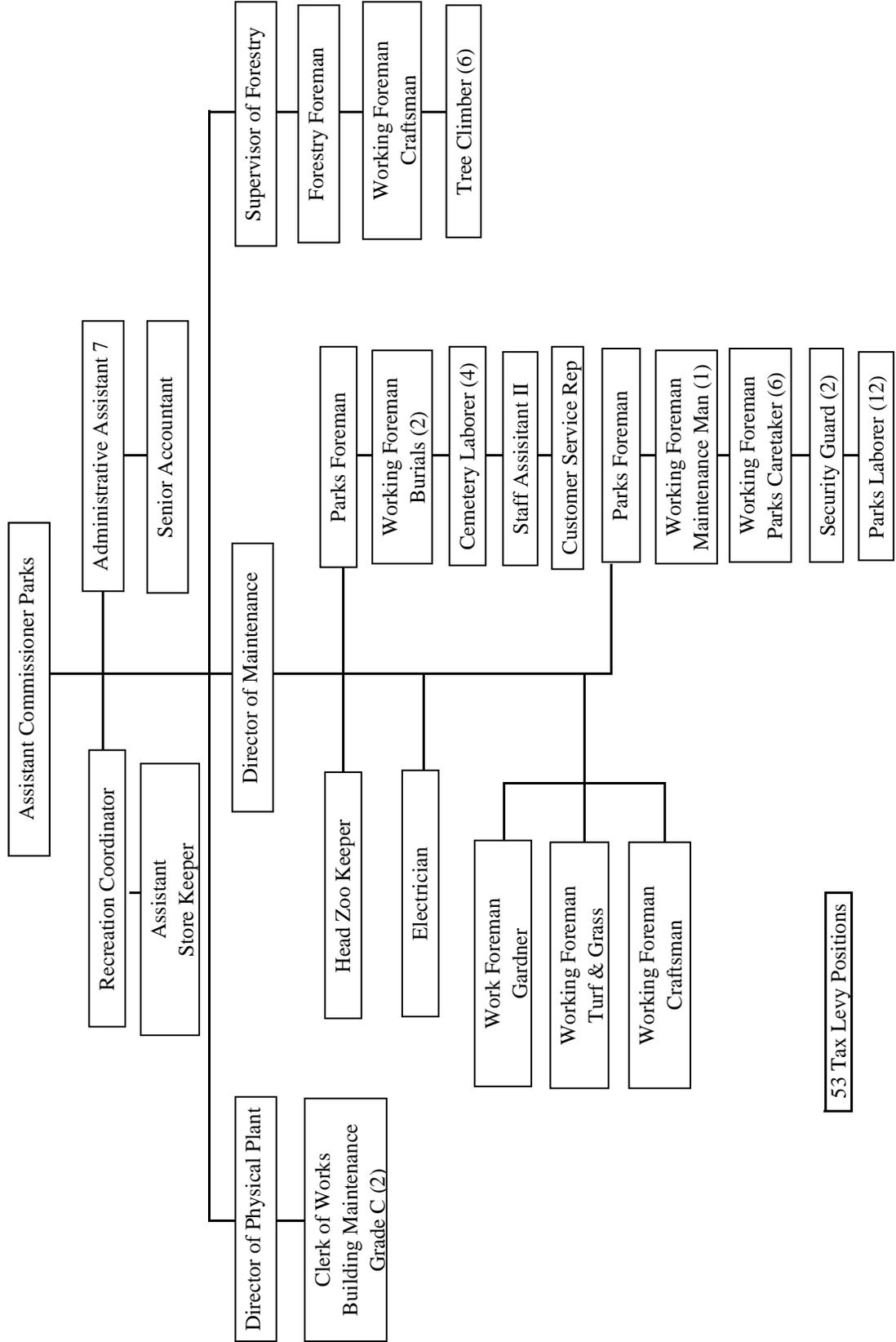
The budget includes funding for aquatics which will allow for the opening of Crompton Park Pool and Greenwood Spray Park Facility. This new aquatic funding will allow the Department to operate Crompton Park Pool and Greenwood Park Spray Facility in Fiscal 2013. It includes all seasonal staff including lifeguards and maintenance staff. Additionally, this funding will include the cost of the Massachusetts General Law (MGL) required Certified Pool Operators (CPO) for both facilities. This budget allows for the complete and full operation at maximum available occupancy of both facilities.

The tax levy Ordinary Maintenance budget for Fiscal 2014 is recommended to be \$1,074,691 a net increase of \$7,000 compared to the approved Fiscal 2013 budget of \$1,067,691.

In Fiscal 2012, \$325,000 in one-time revenues was allocated to fund the Stump Removal and Tree Planting programs. A total of \$50,000 is allocated to fund this program in Fiscal Year 2014. This represents an increase of \$20,000 over the Fiscal 2013 amount. The Ordinary Maintenance budget for Aquatics receives an additional funding in the amount of \$4,000 over the FY 13 budget amount to fully fund the operation and maintenance of the pools and spray parks, including a professional maintenance contract at the Crompton Park pool. Additionally \$40,000 has been budgeted for support of youth activities in the city.

The Ordinary Maintenance budget for Administration, Maintenance, Forestry and Hope Cemetery is level funded compared to the Fiscal 2013 budget.

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



53 Tax Levy Positions



**ROBERT L. MOYLAN JR., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

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

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
<b>PARKS DEPARTMENT/HOPE CEMETERY- ADMINISTRATION DIVISION #7201</b>					
1	\$ 104,325.00	51EM	ASSISTANT COMMISSIONER PARKS	1	\$ 110,000.00
1	69,678.00	46EM	DIRECTOR OF PHYSICAL PARKS	1	70,283.00
0	-	40M	RECREATION COORDINATOR	1	52,869.00
2	110,934.00	39	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE C	2	111,918.00
1	53,309.00	35	ADMINISTRATIVE ASSISTANT 7	1	53,787.00
1	51,530.00	34	SENIOR ACCOUNTANT	1	51,992.00
1	29,057.00	25	ASSISTANT STORE KEEPER	1	29,316.00
<u>7</u>	<u>\$ 418,833.00</u>		<u>REGULAR SALARIES #7201</u>	<u>8</u>	<u>\$ 480,165.00</u>
1	\$ 72,066.00	45EM	DIRECTOR OF MAINTENANCE PARKS/CEMETERY	1	\$ 72,705.00
1	60,994.00	38	ELECTRICIAN	1	61,534.00
1	60,994.00	38	HEAD ZOO KEEPER	1	61,534.00
1	52,841.00	34	PARKS FOREMAN	1	53,307.00
1	49,170.00	32	WORKING FOREMAN, CRAFTSMAN	1	49,611.00
1	49,170.00	32	WORKING FOREMAN, TURF & GRASS	1	49,611.00
1	49,170.00	32	WORKING FOREMAN, GARDENER	1	49,611.00
1	44,417.00	32	WORKING FOREMAN, PARKS MAINTENANCE MAN	1	44,809.00
6	257,861.00	32	WORKING FOREMAN PARKS	6	250,252.00
2	65,810.00	2	SECURITY GUARD	2	66,400.00
12	414,657.00	24	PARK LABORER	12	429,550.00
<u>28</u>	<u>\$ 1,177,150.00</u>		<u>REGULAR SALARIES #7203</u>	<u>28</u>	<u>\$ 1,188,924.00</u>
1	\$ 69,913.00	42EM	SUPERVISOR OF FORESTRY	1	\$ 70,533.00
1	52,841.00	34	FORESTRY FOREMAN	1	53,307.00
1	40,091.00	32	WORKING FOREMAN, CRAFTSMAN	1	40,445.00
6	237,111.00	26	TREE CLIMBER	6	240,523.00
<u>9</u>	<u>\$ 399,956.00</u>		<u>REGULAR SALARIES #7204</u>	<u>9</u>	<u>\$ 404,808.00</u>
0	\$ -	35	STAFF ASSISTANT 2	1	\$ 46,855.00
1	52,841.00	34	PARKS FOREMAN	1	39,589.00
1	49,170.00	32	WORKING FOREMAN BURIALS	1	49,611.00
1	40,528.00	27	PRINCIPAL CLERK	0	-
4	140,793.00	24	CEMETERY LABORER	4	146,599.00
0	-	22	CUSTOMER SERVICE REP	1	34,599.00
<u>7</u>	<u>\$ 283,332.00</u>		<u>REGULAR SALARIES #7206</u>	<u>8</u>	<u>\$ 317,253.00</u>
<u>51</u>	<u>\$ 2,279,271.00</u>		<u>TOTAL SALARIES - ALL DIVISIONS</u>	<u>53</u>	<u>\$ 2,391,150.00</u>
	(26,300.00)		VACANCY FACTOR		(26,300.00)
	12,761.00		EM INCENTIVE PAY		13,065.00
	70,000.00		HOPE CEMETERY TEMPORARY LABORERS		70,000.00
	-		PARKS TEMPORARY STAFF		40,000.00
	150,000.00		AQUATICS PROGRAM/TEMPORARY STAFF		150,000.00
	-		PARKS STEWARDS		50,000.00
	236,059.00		CONTRACTUAL STIPENDS-MEO RATES		257,513.00
<u>51</u>	<u>\$ 2,721,791.00</u>		<u>TOTAL RECOMMENDED SALARIES-ALL DIVISIONS</u>	<u>53</u>	<u>\$ 2,945,428.00</u>



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

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
			FUNDING SOURCES:		
	\$ (113,837.00)		PROJECT FUNDS	\$	(114,845.00)
	(19,500.00)		CREDIT FROM GOLF COURSE		(19,500.00)
	<u>\$ (133,337.00)</u>		TOTAL FUNDING SOURCES	<u>\$</u>	<u>(134,345.00)</u>
<u>51</u>	<u>\$ 2,588,454.00</u>	<b>720-91000</b>	TOTAL RECOMMENDED PERSONAL SERVICES	<u>53</u>	<u>\$ 2,811,083.00</u>
	\$ 20,000.00		RECREATION DIVISION OVERTIME	\$	40,000.00
	93,623.00		MAINTENANCE DIVISION OVERTIME		93,623.00
	88,726.00		FORESTRY DIVISION OVERTIME		88,726.00
	41,226.00		HOPE CEMETERY DIVISION OVERTIME		41,226.00
	44,104.00		SNOW REMOVAL OVERTIME		44,104.00
	<u>\$ 287,679.00</u>	<b>720-97000</b>	TOTAL RECOMMENDED OVERTIME	<u>\$</u>	<u>307,679.00</u>
	\$ 26,300.00		ADMINISTRATION - REGULAR ORDINARY MAINTENANCE	\$	26,300.00
	109,935.00		ADMINISTRATION - ELECTRICITY		109,935.00
	9,000.00		ADMINISTRATION - NATURAL GAS		9,000.00
	12,495.00		ADMINISTRATION - FUEL OIL		12,495.00
	35,000.00		ADMINISTRATION - LANDFILL MONITORING		35,000.00
	20,500.00		ADMINISTRATION - LEASES & RENTALS		20,500.00
	10,500.00		MAINTENANCE - REGULAR ORDINARY MAINTENANCE		10,500.00
	50,000.00		MAINTENANCE - REPAIR		50,000.00
	12,000.00		MAINTENANCE - POND TREATMENT		12,000.00
	23,385.00		MAINTENANCE - FENCE/LOCKS/SIGNS/OTHER MISC.		23,385.00
	15,000.00		MAINTENANCE - CLEANING		15,000.00
	82,500.00		MAINTENANCE - AUTOMOTIVE SUPPLIES		82,500.00
	13,000.00		MAINTENANCE - UNLEADED/DIESEL FUEL		13,000.00
	28,000.00		MAINTENANCE - LUMBER/HARDWARE/PAINT		28,000.00
	20,000.00		MAINTENANCE - ELECTRICAL/PLUMBING SUPPLIES		20,000.00
	50,000.00		MAINTENANCE - LANDSCAPE/BALLFIELDS		50,000.00
	11,000.00		MAINTENANCE - BARNYARD SUPPLIES		11,000.00
	14,000.00		MAINTENANCE - CUSTODIAL SUPPLIES		14,000.00
	12,800.00		FORESTRY REGULAR ORDINARY MAINTENANCE		12,800.00
	30,000.00		FORESTRY HIRED SERVICES - STUMP REMOVAL		50,000.00
	37,000.00		FORESTRY MAINTENANCE & REPAIR		37,000.00
	19,800.00		FORESTRY AUTOMOTIVE SUPPLIES		19,800.00
	45,000.00		FORESTRY TREE MAINTENANCE		45,000.00
	1,930.00		HOPE CEMETERY ORDINARY MAINTENANCE		1,930.00
	10,350.00		HOPE CEMETERY - ELECTRICITY		10,350.00
	20,500.00		HOPE CEMETERY - MAINTENANCE & REPAIR		20,500.00
	11,396.00		HOPE CEMETERY FUEL OIL/NATURAL GAS		11,396.00
	21,800.00		HOPE CEMETERY - NO LEAD		21,800.00
	10,000.00		HOPE CEMETERY - DIESEL FUEL		10,000.00
	30,000.00		HOPE CEMETERY - AUTOMOTIVE		30,000.00
	12,500.00		HOPE CEMETERY - OTHER SUPPLIES		12,500.00
	1,400.00		RECREATION AQUATICS - ORDINARY MAINTENANCE		1,400.00
	100,000.00		RECREATION OTHER		80,000.00
	92,000.00		RECREATION AQUATICS - HIRED SERVICES		96,000.00
	31,600.00		RECREATION AQUATICS PROGRAM		31,600.00
	37,000.00		RECREATION YOUTH ATLETICS		40,000.00
	<u>\$ 1,067,691.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$</u>	<u>1,074,691.00</u>
	<u>\$ 3,943,824.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$</u>	<u>4,193,453.00</u>

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

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**Robert L. Moylan, Jr., Commissioner**

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

**Divisional Mission Statement:**

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
<b>EXPENDITURES</b>	<b>Actual Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
OVERTIME	\$ 398,478.00	\$ 391,877.00	97000	\$ 431,065.00
ORDINARY MAINTENANCE	2,997,878.00	3,080,694.00	92000	3,415,574.00
DEBT SERVICE	150,000.00	0.00	94000	0.00
<b>TOTAL</b>	<b>\$ 3,546,356.00</b>	<b>\$ 3,472,571.00</b>		<b>\$ 3,846,639.00</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:** The city's snow removal account is projected to increase to \$3,846,639 an increase of \$374,068 compared to the Fiscal 2013 budget of \$3,472,571. This is consistent with the City's Five Point Plan which includes a policy to increase the Snow Removal budget by over 10% annually to achieve adequate funding for an average winter. In addition, an amount of \$30,000 has been added to this budget to provide for contracted snow removal around City owned properties. The total recommended Ordinary Maintenance budget is \$3,415,574 compared to the Fiscal 2013 budget of \$3,080,694.

The balance of \$431,065 is earmarked for Snow Removal overtime expenditures for this City Service. During the course of the year, Public Works will charge this account for overtime related services to monitor and evaluate the overall cost of overtime on snow removal

**DEPARTMENT OF PUBLIC WORKS – SNOW REMOVAL**

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

Snow Removal expenditures for Fiscal Year 2013 have exceeded the budget by approximately \$1,135,229. It is expected that the Fiscal Year 2013 snow deficit will be eliminated through a transfer or will be carried over to fiscal year 2014. There have been 17 winter/snow related events and over 108.3 inches of snow and ice.

The following charts illustrate the actual fiscal 2013 snow related events/expenditures and a comparison of snow removal costs from fiscal 2009 through 2013.

**SNOW REMOVAL COSTS BUDGET VS ACTUAL - FISCAL 2009-2013**

	2009	2010	2011	2012	2013 YTD
EXPENDITURES	7,006,770	4,434,077	4,874,827	3,546,355	4,607,800
Total Snow Budget	2,285,027	2,485,027	2,733,529	3,199,109	3,472,571
Budget Transfers	1,647,656	1,949,050	2,160,063	347,246	0
<b>TOTAL BUDGET</b>	<b>3,932,683</b>	<b>4,434,077</b>	<b>4,893,592</b>	<b>3,546,355</b>	<b>3,472,571</b>
<b>SNOW DEFICIT</b>	<b>(3,074,087)</b>	<b>0</b>	<b>18,765</b>	<b>0</b>	<b>(1,135,229)</b>
Snow Fall in Inches	76.90	60.9	91.1	35.05	108.3
Cost per Inch	91,115.34	72,809.15	53,510.72	101,179.89	42,546.63



**ROBERT L. MOYLAN, Jr., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

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

APPROVED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 391,877.00	<b>411-97000</b> SNOW REMOVAL DPW OVERTIME	\$ 431,065.00
15,000.00	SPECIAL POLICE	16,500.00
31,900.00	TELEPHONES	31,900.00
2,144,469.00	SNOW HIRED SERVICES - & EQUIPMENT	2,358,916.00
8,580.00	BUILDING SUPPLIES	9,438.00
875,797.00	OTHER SUPPLIES	963,377.00
0.00	CITY PROPERTY SIDEWALK SNOW REMOVAL	30,000.00
4,948.00	OTHER ORDINARY MAINTENANCE	5,443.00
<u>\$ 3,080,694.00</u>	<b>411-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 3,415,574.00</u>
<u>\$ -</u>	<b>411-94000</b> DEBT SERVICE	<u>\$ -</u>
<u>\$ 3,472,571.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 3,846,639.00</u>

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

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**Robert L. Moylan, Jr.**  
**Commissioner**  
 20 East Worcester Street  
 Worcester, Massachusetts 01604  
 (508) 929 -1300

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**Divisional Mission Statement:**

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

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
ORDINARY MAINTENANCE	\$ 2,337,828.00	\$ 2,357,828.00	92000	\$ 2,852,828.00
<b>TOTAL</b>	<b>\$ 2,337,828.00</b>	<b>\$ 2,357,828.00</b>		<b>\$ 2,852,828.00</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The total recommended budget for Fiscal 2014 is \$2,852,828 compared to the Fiscal 2013 budget amount of \$2,357,828. This is an increase of \$495,000.00 compared to the Fiscal 2013 budget. The increase will fund new streetlight related expenditures in the amount of \$95,000 and a projected \$400,000 to settle the final electricity transfer purchase costs with NGrid.

The cost of electricity is estimated to \$1,102,000. The annual maintenance and repair cost is budgeted at \$1,322,978. The balance of \$27,850 will be used to fund other related streetlight operational costs.



**ROBERT L. MOYLAN, Jr., COMMISSIONER**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF PUBLIC WORKS & PARKS - STREET LIGHTS #412**

RECOMMENDED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 1,070,000.00	PURCHASE OF SERVICE - ELECTRICITY	\$ 1,102,000.00
1,259,978.00	MAINTENANCE & REPAIR	1,322,978.00
1,600.00	HIRED SERVICES & EQUIPMENT	1,600.00
11,250.00	SUBDIVISION STREET LIGHTS	11,250.00
15,000.00	ORDINARY MAINTENANCE - NATURAL GAS	15,000.00
-	FINAL ELECTRICITY PURCHASE	400,000.00
<u>\$ 2,357,828.00</u>	<b>412-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 2,852,828.00</u>
<hr/>		
<u>\$ 2,357,828.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 2,852,828.00</u>

# DEPARTMENT OF PUBLIC WORKS & PARKS

## SEWER DIVISION

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**Robert L. Moylan, Jr.**  
**Commissioner**  
20 East Worcester Street  
Worcester, Massachusetts 01604  
(508) 929 -1300

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### **Mission Statement:**

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

### **Divisional Overview:**

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

The Sewer Division is responsible for catch basin cleaning, sewage pumping station maintenance, inspection and diagnosis of sewer systems, general infrastructure maintenance, easement clearing and flood control including street drainage. The Sewer Division is funded entirely from revenues provided through a user fee. The sewer user fee for Fiscal 2014 is recommended to be \$5.94 per hundred cubic feet (approximately 748 gallons).

This year's sewer rate is \$5.94 or 7.62% above the Fiscal Year 2013 rate. The net increase in the sewer rate is \$0.42 per ccf.s. The most significant impact on the rate, as in the past few years, is associated with the continued upgrades at the Upper Blackstone Treatment Plant. This year's increase of approximately \$934,129 dollars to the city's annual assessment adds \$0.15 to the sewer rate just this year.

Debt service is another cost center adding to the rate increase, an important example of the sustained effort and focus to modernize an older infrastructure. This is the cost of existing debt as well as anticipated new borrowings (principal and interest) for the Fiscal 2014 Sewer Capital Programs. Investments in the city's infrastructure through borrowing (debt service) pay great dividends both for today and far into the future.

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

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

### BUDGET SUMMARY INFORMATION

	Actual Fiscal 2012	Approved Budget for Fiscal 2013	Account Number	Recommended Appropriation Fiscal 2014
<b>EXPENDITURES</b>				
SALARIES	\$ 2,435,854.00	\$ 2,825,403.00	91000	\$ 2,820,393.00
OVERTIME	224,213.00	205,000.00	97000	230,000.00
ORDINARY MAINTENANCE	17,527,137.00	18,866,976.00	92000	19,801,105.00
CAPITAL OUTLAY	5,033.00	24,500.00	93000	24,500.00
DEBT SERVICE	6,040,487.00	6,259,728.00	94000	7,145,668.00
TRANSFER OF SERVICES	3,175,289.00	3,130,991.00	95000	3,243,300.00
FRINGE BENEFITS	2,621,402.00	2,973,310.00	96000	3,188,782.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 32,029,415.00</b>	<b>\$ 34,285,908.00</b>		<b>\$ 36,453,748.00</b>
<b>TOTAL POSITIONS</b>	<b>68</b>	<b>68</b>		<b>68</b>

### FISCAL 2014 BUDGET OVERVIEW

#### Expenditures:

The total recommended budget for the Sewer Division is \$36,453,748, a net increase of \$2,167,840 over the Fiscal 2013 approved budget of \$34,285,908. The following analysis identifies the net activity within the various budget accounts.

The total recommended Personal Services budget is projected to be \$2,820,393 a net decrease of (\$5,010), compared to the Fiscal 2013 budget amount of \$2,825,403. This decrease is the net result of step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on of January 1, 2013.

The total recommended overtime budget is funded at \$230,000 an increase of \$25,000 compared to the approved Fiscal 2013 budget.

The recommended budget for ordinary maintenance expenses is \$19,801,105, an increase of \$934,129. This increase is related to the costs that will be assessed to the City of Worcester by the 2014 Upper Blackstone Water Pollution Abatement Treatment processing. This increase is for the capital improvement program to the 28 year old facility. In Fiscal 2014, \$16,116,693 will be expensed for the Upper Blackstone Water Pollution Treatment processing. The following

illustrates the ten year cost schedule for the Upper Blackstone Water Pollution Abatement Treatment facility.

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

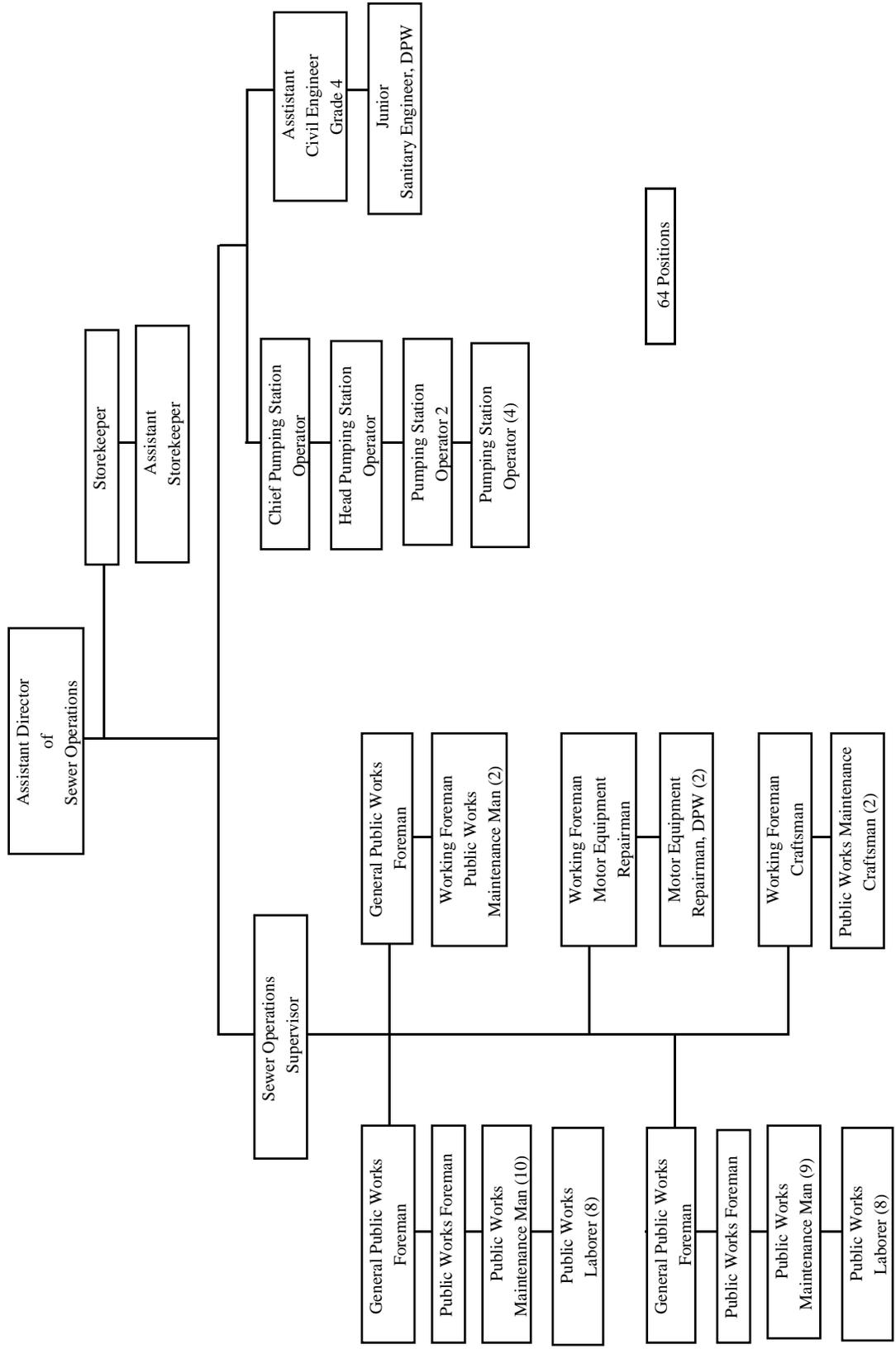
The balance of \$3,684,412 in Ordinary Maintenance will be used for various expenditures that include Stormwater Treatment, Quinsigamond Avenue Plant, Catch Basin Disposal, Sewer Pumping Electricity and other recurring costs.

The recommended budget for Debt Service is \$7,157,975 compared to the Fiscal 2013 budget of \$6,259,728 a net increase of \$898,247 (an increase of \$148,770 in interest and \$749,470 in principal respectively). The projected debt service will be used to fund \$7,153,406 in existing principal and interest debt outstanding as well as pay for \$262,262 of BAN interest and ½ year Bond interest on \$10,140,000 of new Sewer projects to be completed in Fiscal 2013.

The recommended budget for Indirect Service is funded at \$3,234,300 compared to the Fiscal 2013 budget of \$3,130,991. This represents an increase of \$112,309.. This account is used to pay for a portion of salary and ordinary maintenance costs of other departments that provide services to this enterprise operation.

The recommended budget for Fringe Benefits is at \$3,188,782 compared to the Fiscal 2013 budget of \$2,973,310. This represents an increase of \$215,472 compared to the Fiscal 2013 budget. The largest portion of this increase \$72,090 is attributed to Health Insurance and pension related costs as follows: \$139,177 for Contributory Pensions and Non Contributory: \$1,687 for Early Retirement: \$957 for Section 90: and \$1,561 for Pension Obligation Bonds.

# DEPARTMENT OF PUBLIC WORKS & PARK SEWER DIVISION





**ROBERT L. MOYLAN, JR., COMMISSIONER**  
**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF PUBLIC WORKS & PARKS**  
**DIVISION OF SEWER- DIVISION #440**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 83,800.00	46M	ASSISTANT DIRECTOR SEWER OPERATIONS	1	\$ 84,544.00
1	67,744.00	41	ASSISTANT CIVIL ENGINEER, GRADE 4	1	68,341.00
1	64,967.00	39M	SEWER OPERATIONS SUPERVISOR	1	65,543.00
1	64,967.00	39M	CHIEF PUMPING STATION OPERATOR	1	51,115.00
3	178,584.00	38	GENERAL PUBLIC WORKS FOREMAN	3	180,153.00
1	59,528.00	38	HEAD PUMPING STATION OPERATOR	1	60,051.00
4	225,298.00	37	JUNIOR SANITARY ENGINEER, DPW	4	219,899.00
2	91,136.00	34	PUBLIC WORKS FOREMAN	2	106,614.00
1	51,995.00	34	WORKING FOREMAN MOTOR EQUIPMENT REPAIRMAN	1	53,307.00
1	48,418.00	32	WORKING FOREMAN, CRAFTSMAN	1	36,916.00
1	42,349.00	32	PUMPING STATION OPERATOR 2	1	44,164.00
2	77,634.00	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	81,132.00
2	68,306.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	92,792.00
2	86,079.00	30	WORKING FOREMAN, PUBLIC WORKS MAINTENANCE MAN	2	86,841.00
4	183,952.00	30	PUMPING STATION OPERATOR	4	185,584.00
19	729,742.00	26	PUBLIC WORKS MAINTENANCE MAN	19	708,003.00
1	29,806.00	26	STOREKEEPER (DPW)	1	29,143.00
1	38,739.00	25	ASSISTANT STOREKEEPER (DPW)	1	39,088.00
16	528,734.00	24	PUBLIC WORKS LABORER	16	534,243.00
<b>64</b>	<b>2,721,778.00</b>		<b>TOTAL REGULAR SALARIES</b>	<b>64</b>	<b>2,727,473.00</b>

**AUTHORIZED POSITIONS WITHOUT FUNDING**

1	-	34	PUBLIC WORKS FOREMAN	1	-
1	-	33	SENIOR ENGINEERING AIDE, GRADE 2	1	-
1	-	26	PUBLIC WORKS MAINTENANCE MAN	1	-
1	-	24	PUBLIC WORKS LABORER	1	-
<b>4</b>	<b>-</b>		<b>TOTAL REGULAR SALARIES</b>	<b>4</b>	<b>-</b>

154,144.00 CONTRACTUAL STIPENDS - MEO 143,439.00

(50,519.00) VACANCY FACTOR (50,519.00)

<b>68</b>	<b>\$ 2,825,403.00</b>	<b>440-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>68</b>	<b>\$ 2,820,393.00</b>
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	<b>205,000.00</b>	<b>440-97000</b>	<b>TOTAL OVERTIME</b>		<b>230,000.00</b>
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\$ 25,620.00	TELEPHONE	\$ 25,620.00	
39,496.00	CHANNEL DIVERSION	39,496.00	
6,000.00	UBWPAD PROCESSING	6,000.00	
114,650.00	SEWER ORDINARY MAINTENANCE	114,650.00	
38,545.00	YARD ORDINARY MAINTENANCE	38,545.00	
162,003.00	SEWER / YARD ORDINARY MAINTENANCE - GAS & OIL	162,003.00	
102,424.00	SEWAGE PUMPING - ORDINARY MAINTENANCE	102,424.00	
410,576.00	SEWAGE PUMPING - ELECTRICITY	410,576.00	
8,000.00	SEWAGE PUMPING - NATURAL GAS	8,000.00	
16,000.00	SEWAGE PUMPING - FUEL & OIL	16,000.00	
9,450.00	CATCH BASINS	9,450.00	
255,420.00	QUINSIGAMOND PLANT - ORDINARY MAINTENANCE	255,420.00	
34,580.00	QUINSIGAMOND PLANT - ELECTRICITY	34,580.00	
10,000.00	QUINSIGAMOND PLANT - NATURAL GAS	10,000.00	
250,000.00	CATCH BASIN DISPOSAL	250,000.00	
1,795,000.00	STORM WATER MANAGEMENT	1,795,000.00	
401,000.00	VEHICLE SERVICE	401,000.00	
15,182,564.00	UPPER BLACKSTONE ASSESSMENT	16,116,693.00	
5,648.00	CLOTHING & UNIFORM SERVICE	5,648.00	
<b>\$ 18,866,976.00</b>	<b>440-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<b>\$ 19,801,105.00</b>

**ROBERT L. MOYLAN, JR., COMMISSIONER**  
**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF PUBLIC WORKS & PARKS**  
**DIVISION OF SEWER- DIVISION #440**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	PROPOSED FY14 AMOUNT
	<u>\$ 24,500.00</u>	<b>440-93000</b>	TOTAL OTHER CAPITAL OUTLAY		<u>\$ 24,500.00</u>
	\$ 3,553,030.00		DEBT SERVICE:		\$ 4,302,500.00
	2,706,698.00		REDEMPTION OF BONDS		2,843,168.00
	<u>\$ 6,259,728.00</u>	<b>440-94000</b>	TOTAL DEBT SERVICES		<u>\$ 7,145,668.00</u>
	<u>\$ 3,130,991.00</u>	<b>440-95000</b>	TRANSFER OF SERVICES		<u>\$ 3,243,300.00</u>
	\$ 1,237,221.00		FRINGE BENEFITS:		\$ 1,309,311.00
	9,502.00		HEALTH INSURANCE		9,787.00
	961,571.00		NON CONTRIBUTORY PENSIONS		1,100,463.00
	170,453.00		CONTRIBUTORY PENSIONS		172,140.00
	19,752.00		EARLY RETIREMENT		20,709.00
	564,811.00		SECTION 90 PENSIONS		566,372.00
	10,000.00		PENSION OBLIGATION BONDS		10,000.00
	<u>\$ 2,973,310.00</u>	<b>440-96000</b>	TOTAL FRINGE BENEFITS		<u>\$ 3,188,782.00</u>
	<u>\$ 34,285,908.00</u>		TOTAL SEWER		<u>\$ 36,453,748.00</u>

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

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**Robert L. Moylan, Jr.**  
**Commissioner**  
20 East Worcester Street  
Worcester, Massachusetts 01604  
(508) 929 -1300

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### **Division Mission Statement:**

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

### **Divisional Overview:**

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

The in-city water user fee for Fiscal 2014 is recommended to be \$3.51 per 100 cubic feet (CCF) of water used. This year's rate is \$0.20 or 6.0% higher than the Fiscal 2013 rate. The water rate for out of town users will increase from \$3.60 per 100 cubic feet (CCF) to \$3.80 per cubic feet which is 5.6% increase.

Water use for Fiscal 2011 was the lowest recorded in nearly three decades. Water use has declined not just in Worcester, but across the entire state. Usage decline is due to many factors, including improved water system maintenance, new metering, low-flow plumbing fixtures, a better educated consumer, etc. This year continues to show a slight decline in usage. The projected water use figure has been reduced for Fiscal 2014 by 100,000 (CCF). This new usage total will generate sufficient funding to cover the Water Enterprise projected revenue figures.

**BUDGET SUMMARY INFORMATION**

	<b>Actual Fiscal 2012</b>	<b>Approved Budget for Fiscal 2012</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 4,893,484.00	\$ 5,883,695.00	91000	\$ 5,932,037.00
OVERTIME	550,396.00	615,000.00	97000	630,000.00
ORDINARY MAINTENANCE	3,287,010.00	3,439,023.00	92000	3,559,023.00
CAPITAL OUTLAY	5,570.00	25,000.00	93000	25,000.00
DEBT SERVICE	10,791,991.00	11,204,120.00	94000	11,574,442.00
TRANSFER OF SERVICES	1,993,685.00	2,002,778.00	95000	2,139,586.00
FRINGE BENEFITS	3,571,772.00	4,235,123.00	96000	4,520,148.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 25,093,908.00</b>	<b>\$ 27,404,739.00</b>		<b>\$ 28,380,236.00</b>
<b>TOTAL POSITIONS</b>	<b>126</b>	<b>132</b>		<b>132</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The total recommended budget for the Water Division is \$28,380,236 an increase of \$975,497 compared to the Fiscal 2013 budget amount of \$27,404,739.

The net recommended Personal Services salaries budget is recommended to be \$5,932,037 an increase of \$48,342 compared to the Fiscal 2013 amount of \$5,883,695. This increase is the net result of step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on of January 1, 2013.

Included in the net salary budget is the upgrade of two new positions in the Water Division. The position of Chief Plant Operator who will be second in command to bridge the gap between Senior Technicians and the Plant Manager for all functions at the Filtration Plant. The other position will be a Chief Lab Technician to coordinate organic and inorganic testing of water samples and overseeing all instrumental maintenance and coordinate onsite regulatory inspections in order to maintain certification.

The recommended Overtime budget is funded for Fiscal 2014 at \$630,000 an increase of \$15,000 compared to the Fiscal 2013 budget.

The recommended budget for Ordinary Maintenance is recommended to be \$3,559,023, an increase of \$120,000 compared to the Fiscal 2013 amount of \$3,439,023. This increase will facilitate a new Leak Detection program and supplement the Water Filtration and Conservation Ordinary Maintenance budgets.

The recommended budget for Debt Service is \$11,574,442 a net increase \$370,322 compared to fiscal 2013 budget of \$11,204,120. The projected debt service will be used to fund \$11,436,066 in existing principal and interest debt outstanding of Water Enterprise loans and additional new

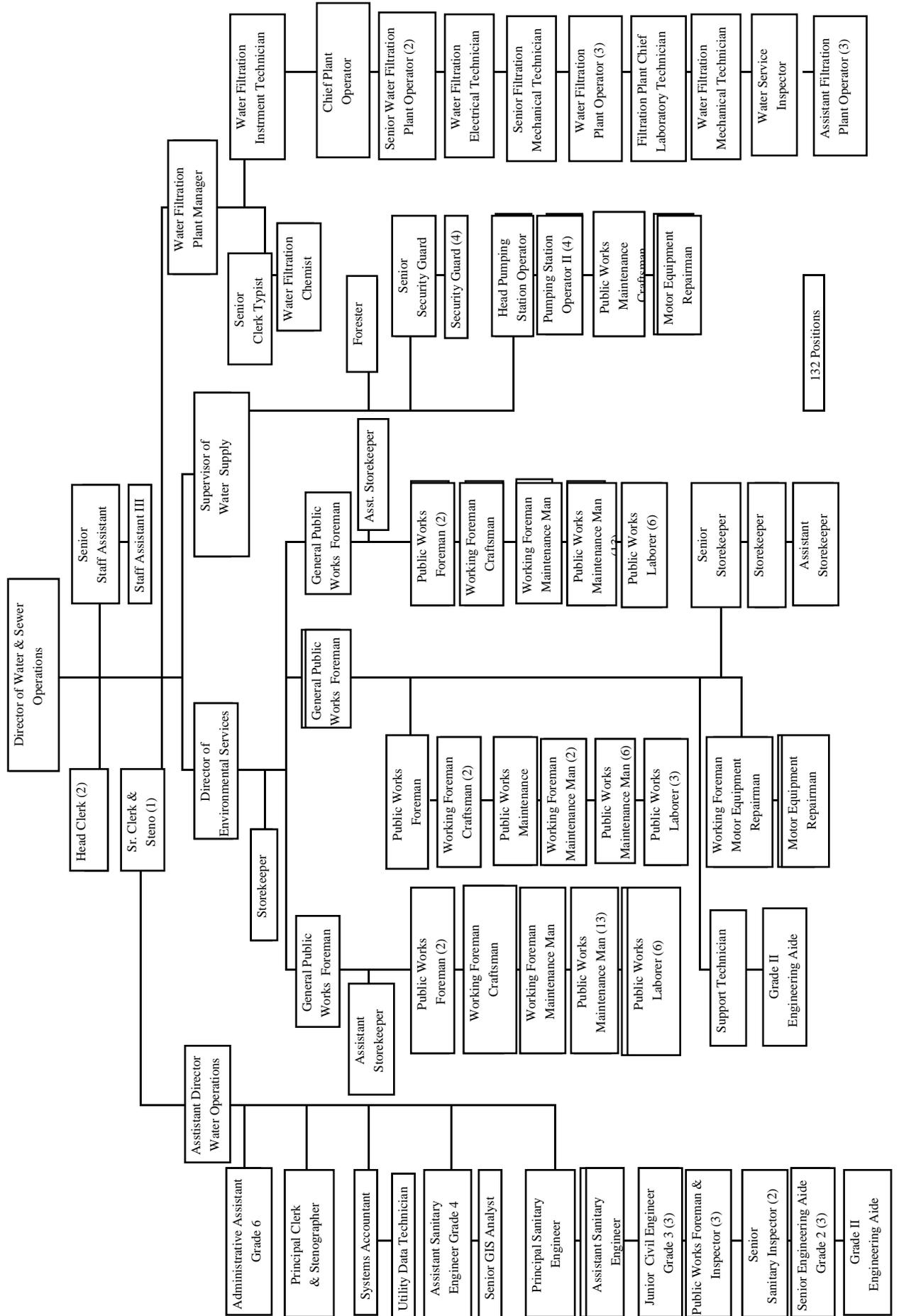
debt in the amount of \$138,375 for BAN and ½ year Bond Interest cost for \$5,155,000 in new Water projects completed in Fiscal 2013.

The recommended budget for Fringe Benefits is \$4,520,148, a net increase of \$285,025 compared to the Fiscal 2013 budget of \$4,235,123.

The Health Insurance portion of this account is projected to increase by \$97,194; an increase of \$163,636 for Contributory Pensions; \$15,178 for Pension Obligation Bonds, \$972 in Early Retirement costs, \$514 for Section 90 Pensions and lastly \$7,531 for Workers Compensation.

The recommended budget for Transfer of Services is funded at \$2,139,586 an increase of \$136,808 compared to the Fiscal 2013 budget of \$2,002,778. This account is used to pay for salary and ordinary maintenance costs of other departments that provide service to this enterprise.

# DEPARTMENT OF PUBLIC WORKS & PARKS WATER DIVISION





**ROBERT L. MOYLAN, Jr., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF WATER- DIVISION #450**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 100,360.00	47EM	DIRECTOR, WATER & SEWER OPERATIONS	1	\$ 101,248.00
1	83,708.00	45EM	DIRECTOR OF ENVIROMENTAL SYSTEMS	1	90,000.00
1	87,295.00	47M	ASSISTANT DIRECTOR OF WATER OPERATIONS	1	88,072.00
1	83,800.00	46M	WATER FILTRATION PLANT MANAGER	1	84,544.00
1	83,800.00	46M	PRINCIPAL SANITARY ENGINEER	1	84,075.00
0	-	44M	CHIEF PLANT OPERATOR	1	65,543.00
1	64,967.00	39M	SUPERVISOR OF WATER SUPPLY	1	65,543.00
1	60,973.00	39M	SENIOR STAFF ASSISTANT	1	63,720.00
0	-	38M	CHIEF LAB TECHNICIAN	1	52,869.00
1	62,710.00	38P	SYSTEMS ACCOUNTANT	1	63,267.00
2	117,621.00	41	ASSISTANT SANITARY ENGINEER, GRADE 4	2	122,866.00
1	66,059.00	41	SENIOR GIS ANALYST (DPW)	1	66,649.00
1	66,059.00	41	WATER FILTRATION CHEMIST	1	66,649.00
1	63,781.00	40	WATER FILTRATION INSTRUMENT TECHNICIAN	1	64,353.00
1	61,556.00	39	FORESTER	1	62,098.00
3	184,668.00	39	SENIOR WATER FILTRATION PLANT OPERATOR	2	124,196.00
2	118,265.00	38	GENERAL PUBLIC WORKS FOREMAN	2	119,309.00
1	53,301.00	38	HEAD PUMPING STATION OPERATOR	1	48,150.00
1	51,530.00	38	WATER FILTRATION ELECTRICAL TECHNICIAN	1	51,992.00
3	160,893.00	37	JUNIOR CIVIL ENGINEER, GRADE 3 (DPW)	3	173,041.00
1	50,823.00	37	STAFF ASSISTANT III	1	53,787.00
1	45,946.00	37	SUPPORT TECHNICIAN	1	46,354.00
1	55,368.00	36	SENIOR FILTRATION MECHANICAL TECHNICIAN	1	55,854.00
3	142,516.00	36	PUBLIC WORKS FOREMAN AND INSPECTOR	3	146,580.00
1	45,580.00	34	UTILITY DATA TECHNICIAN	1	47,603.00
5	255,124.00	34	PUBLIC WORKS FOREMAN	5	252,121.00
3	154,590.00	34	WATER FILTRATION PLANT OPERATOR	3	154,973.00
1	51,530.00	34	FILTRATION PLANT LABORATORY TECHNICIAN	1	51,992.00
1	59,528.00	34	WORKING FOREMAN, MOTOR EQUIP REPAIRMAN	1	60,051.00
2	110,612.00	33HC	SENIOR SANITARY INSPECTOR	2	96,807.00
5	211,939.00	33	SENIOR ENGINEERING AIDE, GRADE 2 (DPW)	5	215,361.00
1	49,815.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	50,259.00
3	131,744.00	32	WORKING FOREMAN, CRAFTSMAN	3	122,207.00
1	47,974.00	32	WATER FILTRATION MECHANICAL TECHNICIAN	1	39,171.00
4	184,096.00	32	PUMPING STATION OPERATOR II	3	136,138.00
2	80,141.00	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	68,904.00
2	80,141.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	80,848.00
4	182,797.00	30	WORKING FOREMAN, DPW MAINTENANCE MAN	4	183,329.00
2	84,677.00	30	HEAD CLERK	2	86,696.00
1	49,170.00	32	WORKING FOREMAN CRAFTMAN	1	43,494.00
1	40,528.00	27	PRINCIPAL CLERK & STENOGRAPHER	1	40,884.00
32	1,082,454.00	26	PUBLIC WORKS MAINTENANCE MAN	32	1,092,018.00
1	40,091.00	26	WATER SERVICE INSPECTOR	1	40,445.00
2	74,046.00	26	STOREKEEPER (DPW)	2	75,900.00
3	111,776.00	25	ASSISTANT STOREKEEPER (DPW)	3	112,775.00
3	109,479.00	24	ASSISTANT FILTRATION PLANT OPERATOR	3	110,436.00
1	34,298.00	24	SENIOR CLERK AND STENOGRAPHER	1	34,599.00
15	503,619.00	24	PUBLIC WORKS LABORER	15	496,374.00
1	34,298.00	22	SENIOR CLERK AND TYPIST	1	34,599.00
1	50,667.00	4	SENIOR SECURITY GUARD (DPW)	1	51,115.00
4	127,051.00	1	SECURITY GUARD	4	131,470.00
132	5,853,764.00		REGULAR SALARIES	132	5,871,328.00

**ROBERT L. MOYLAN, Jr., COMMISSIONER****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014****DEPARTMENT OF PUBLIC WORKS & PARKS****DIVISION OF WATER- DIVISION #450**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
<b>AUTHORIZED POSITIONS WITHOUT FUNDING</b>					
1	-	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	-
1	-	39M	WATER DISTRIBUTION SUPERVISOR	1	-
1	-	38	GENERAL PUBLIC WORKS FOREMAN	1	-
1	-	37	JUNIOR CIVIL ENGINEER, GRADE 3 (DPW)	1	-
1	-	36	PUBLIC WORKS FOREMAN AND INSPECTOR	1	-
1	-	34	PUBLIC WORKS FOREMAN	1	-
1	-	32	WORKING FOREMAN, CRAFTSMAN	1	-
1	-	32	STAFF ASSISTANT I	1	-
1	-	27	PRINCIPAL CLERK AND TYPIST	1	-
1	-	26	PUBLIC WORKS MAINTENANCE MAN	1	-
<u>10</u>	<u>-</u>		REGULAR SALARIES	<u>10</u>	<u>-</u>
	7,433.00		EM INCENTIVE PAY		7,723.00
	161,030.00		CONTRACTUAL STIPENDS - MEO		191,785.00
	(105,502.00)		VACANCY FACTOR		(105,502.00)
	<u>5,916,725.00</u>		TOTAL RECOMMENDED SALARIES		<u>5,965,334.00</u>
	(33,030.00)		<b>FUNDING SOURCES:</b>		(33,297.00)
	<u>(33,030.00)</u>		CREDIT SEWER REVENUES		<u>(33,297.00)</u>
<u>142</u>	<u>\$ 5,883,695.00</u>	<b>450-91000</b>	TOTAL RECOMMENDED PERSONAL SERVICES	<u>142</u>	<u>\$ 5,932,037.00</u>
	<u>615,000.00</u>	<b>450-97000</b>	TOTAL OVERTIME		<u>630,000.00</u>
\$ 307,537.00			WATER ORDINARY MAINTENANCE	\$ 307,537.00	
28,865.00			YARD ORDINARY MAINTENANCE	28,865.00	
13,050.00			WATER / YARD OM - NATURAL GAS	13,050.00	
33,821.00			WATER / YARD OM - ELECTRICITY	33,821.00	
162,500.00			WATER / YARD OM - GAS & OIL	162,500.00	
27,000.00			TELEPHONE	27,000.00	
41,000.00			WATER CONSERVATION	51,000.00	
153,000.00			VEHICLE SERVICE	153,000.00	
470,665.00			RESERVOIRS ORDINARY MAINTENANCE	470,665.00	
738,335.00			RESERVOIR - ELECTRICITY	738,335.00	
6,401.00			RESERVOIR - NATURAL GAS	6,401.00	
10,000.00			WATER PUMPING	10,000.00	
297,000.00			TRENCH REPAIRS	297,000.00	
706,400.00			WATER FILTRATION - OM	716,400.00	
338,000.00			WATER FILTRATION - ELECTRICITY	338,000.00	
97,601.00			WATER FILTRATION - NATURAL GAS	97,601.00	
7,848.00			UNIFORM & CLOTHING SERVICE	7,848.00	
-			WATER LEAK DETECTION	100,000.00	
<u>\$ 3,439,023.00</u>	<b>450-92000</b>		TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 3,559,023.00</u>	
<u>\$ 25,000.00</u>	<b>450-93000</b>		TOTAL OTHER CAPITAL OUTLAY	<u>\$ 25,000.00</u>	

**ROBERT L. MOYLAN, Jr., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF WATER- DIVISION #450**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
	\$ 2,930,399.00		DEBT SERVICES:		
	8,273,721.00		INTEREST ON BONDS		\$ 2,726,636.00
	<u>\$ 11,204,120.00</u>	<b>450-94000</b>	REDEMPTION OF BONDS		<u>8,847,806.00</u>
			TOTAL RECOMMENDED DEBT SERVICES		<u>\$ 11,574,442.00</u>
	<u>\$ 2,002,778.00</u>	<b>450-95000</b>	TRANSFER OF SERVICES		<u>\$ 2,139,586.00</u>
	\$ 1,802,018.00		FRINGE BENEFITS		
	1,291,402.00		HEALTH INSURANCE		\$ 1,899,212.00
	258,375.00		CONTRIBUTORY PENSIONS		1,455,038.00
	30,648.00		EARLY RETIREMENT		259,347.00
	751,751.00		SECTION 90 PENSIONS		31,162.00
	90,929.00		PENSION OBLIGATION BONDS		766,929.00
	10,000.00		WORKERS COMPENSATION		98,460.00
	<u>\$ 4,235,123.00</u>	<b>450-96000</b>	UNEMPLOYMENT COMPENSATION		<u>10,000.00</u>
			TOTAL FRINGE BENEFITS		<u>\$ 4,520,148.00</u>
	<u>\$ 27,404,739.00</u>		TOTAL WATER		<u>\$ 28,380,236.00</u>

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## ADMINISTRATION & FINANCE

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

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### **Departmental Mission Statement:**

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

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

### **Departmental Overview:**

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

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

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

## ADMINISTRATION & FINANCE DEPARTMENT

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

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

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

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

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

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>		<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Account</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>	<b>Number</b>	<b>Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 1,682,994.00	\$ 1,567,144.00	91000	\$ 1,661,086.00
CAPITAL OVERLAY	1,990.00		9300	
OVERTIME	27,220.00	40,000.00	97000	30,000.00
ORDINARY MAINTENANCE	115,308.00	796,935.00	92000	796,935.00
<b>TOTAL</b>	<b>\$ 1,827,512.00</b>	<b>\$ 2,404,079.00</b>		<b>\$ 2,488,021.00</b>
<b>TOTAL POSITIONS</b>	42	47		43

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

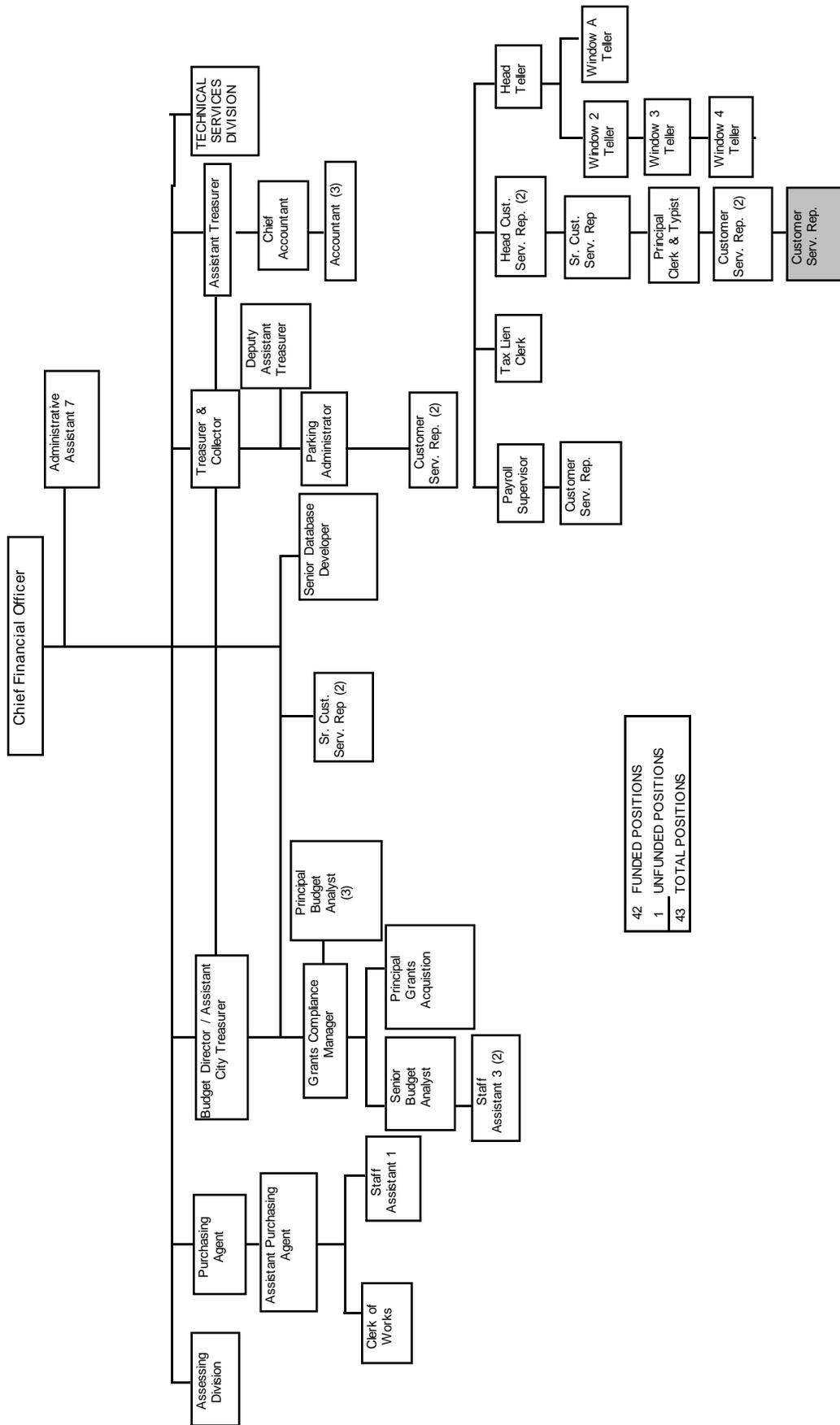
The Department of Administration & Finance’s total tax levy budget for Fiscal 2014 is recommended to be \$2,488,021, an increase of \$83,942 from the approved tax levy budget for Fiscal 2013 of \$2,404,079.

The tax levy Personal Services budget for Fiscal 2014 is recommended to be \$1,661,086, which is an increase of \$93,942 from the Fiscal 2013 budget of \$1,567,144. This increase is the result of an unfunded Assistant Treasurer position in Fiscal 2013 that will be funded in Fiscal 2014 for \$68,156. In addition an Accountant 1 was added and Principal Account Clerk position was eliminated in Fiscal 2014 for a net increase of \$4,568. Also step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on January 1, 2013. Other factors contributing to this increase include the elimination of the Buyer position and replacing the position with a Staff Assistant 1. These increases are offset by the transfer of personnel to the City Energy and Asset Management Division of \$338,258 along with corresponding funding sources of 292,947 for a net result of \$45,311.

The tax levy Overtime budget for Fiscal 2014 is recommended to be \$30,000.00 a decrease from \$40,000 in Fiscal 2013 due to the transfer of staff to the new City Energy and Asset Management Division.

The tax levy Ordinary Maintenance budget for Fiscal 2014 is recommended to be level funded at \$796,935.

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



42 FUNDED POSITIONS
1 UNFUNDED POSITIONS
43 TOTAL POSITIONS



**THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**

**CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF ADMINISTRATION & FINANCE**

**DIVISION OF PURCHASING, FINANCE & TREASURY**

FY13			FY14		
TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
<b>ADMINISTRATION &amp; FINANCE</b>					
1	\$ 135,838.00	58CM	CHIEF FINANCIAL OFFICER	1	\$ 137,036.00
2	186,419.00	50M	CHIEF CLERK OF THE WORKS	0	-
2	107,006.00	40	CLERK OF THE WORKS	0	-
1	44,833.00	35	PLANT ENGINEER - CITY HALL	0	-
3	193,267.00	40M	PRINCIPAL BUDGET ANALYST	3	187,843.00
1	67,348.00	42M	GRANTS COMPLIANCE MANAGER	1	70,533.00
1	64,967.00	39M	SENIOR BUDGET ANALYST	1	65,543.00
1	58,571.00	39M	PRINCIPAL GRANTS ACQUISITION	1	61,074.00
2	105,308.00	37	STAFF ASSISTANT 3	2	108,097.00
<b>14</b>	<b>\$ 963,557.00</b>	<b>610-91000</b>	<b>REGULARS SALARIES</b>	<b>9</b>	<b>\$ 630,126.00</b>
<b>FINANCE &amp; TREASURY</b>					
1	\$ 107,588.00	53EM	CITY TREASURER & COLLECTOR	1	\$ 108,543.00
1	99,230.00	47EM	BUDGET DIRECTOR/ASSISTANT CITY TREASURER	1	100,111.00
0	-	47EM	ASSISTANT TREASURER	1	68,156.00
1	80,837.00	48P	SENIOR DATABASE DEVELOPER	1	84,544.00
1	77,925.00	44M	DEPUTY ASSISTANT TREASURER	1	78,614.00
1	72,267.00	42M	PARKING ADMINISTRATOR	1	72,913.00
1	64,967.00	39M	CHIEF ACCOUNTANT	1	65,543.00
2	110,736.00	36	HEAD CUSTOMER SERVICE REPRESENTATIVE	2	111,708.00
1	53,309.00	35	ADMINISTRATIVE ASSISTANT 7	1	53,787.00
1	49,815.00	33	HEAD TELLER	1	50,259.00
1	47,764.00	32	SUPERVISOR OF PAYROLL	1	47,710.00
2	95,948.00	32	ACCOUNTANT	3	127,431.00
1	47,974.00	32	TAX-LIEN CLERK	1	48,400.00
4	179,332.00	30	TELLER	4	180,908.00
3	126,168.00	28	SR. CUSTOMER SERVICE REPRESENTATIVE	3	127,287.00
1	34,603.00	28	PRINCIPAL ACCOUNT CLERK	0	-
1	40,528.00	27	PRINCIPAL CLERK & TYPIST	1	40,884.00
4	132,624.00	22	CUSTOMER SERVICE REPRESENTATIVE	5	133,331.00
<b>27</b>	<b>\$ 1,421,615.00</b>	<b>660-91000</b>	<b>REGULARS SALARIES</b>	<b>29</b>	<b>\$ 1,500,129.00</b>
<b>PURCHASING DIVISION</b>					
1	\$ 100,978.00	50EM	PURCHASING AGENT	1	\$ 101,874.00
1	69,917.00	41M	ASST. PURCHASING AGENT	1	70,533.00
1	37,604.00	37	BUYER	0	-
1	53,309.00	35	CLERK OF WORKS	1	53,787.00
0	-	32	STAFF ASSISTANT 1	1	43,744.00
<b>4</b>	<b>\$ 261,808.00</b>	<b>600-91000</b>	<b>REGULARS SALARIES</b>	<b>4</b>	<b>\$ 269,938.00</b>
1	\$ -	47EM	BUDGET DIRECTOR/ASSISTANT CITY TREASURER	0	\$ -
1	-	22	CUSTOMER SERVICE REPRESENTATIVE	1	-
<b>2</b>	<b>\$ -</b>		<b>REGULARS SALARIES</b>	<b>1</b>	<b>\$ -</b>
	(109,020.00)		VACANCY FACTOR		(58,000.00)
	20,000.00		TEMPORARY STAFF		20,000.00
	2,500.00		MUNICIPAL HEARING OFFICER STIPEND		2,500.00
	10,249.00		EMINENTIVE PAY		11,317.00
<b>47</b>	<b>\$ 2,570,709.00</b>		<b>TOTAL RECOMMENDED SALARIES</b>	<b>43</b>	<b>\$ 2,376,010.00</b>
<b>FUNDING SOURCES:</b>					
	\$ (149,312.00)		FEDERAL & STATE GRANTS		\$ (138,832.00)
	(47,831.00)		PUBLIC HEALTH GRANTS		(49,987.00)
	(244,838.00)		ESCO PROJECT		-
	(101,896.00)		PROJECT ACCOUNTS		(53,787.00)
	(3,024.00)		GOLF REVENUES		(3,103.00)
	(238,132.00)		SEWER REVENUES		(241,663.00)
	(220,540.00)		WATER REVENUES		(227,552.00)
	<b>\$ (1,005,573.00)</b>		<b>TOTAL FUNDING SOURCES</b>		<b>\$ (714,924.00)</b>
<b>47</b>	<b>\$ 1,565,136.00</b>		<b>TOTAL PERSONAL SERVICES</b>	<b>43</b>	<b>\$ 1,661,086.00</b>
	\$ 10,000.00	<b>610-97000</b>	BUILDING MAINTENANCE OVERTIME		\$ -
	\$ 10,000.00		TOTAL RECOMMENDED OVERTIME		\$ -
	\$ 30,000.00	<b>660-97000</b>	TREASURER & COLLECTOR OVERTIME		\$ 30,000.00
	\$ 30,000.00		TOTAL RECOMMENDED OVERTIME		\$ 30,000.00

**THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**

**CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF ADMINISTRATION & FINANCE**

FY13			FY14		
TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
	\$ 2,000.00		MAINTENANCE & REPAIR		\$ 2,000.00
	3,000.00		OTHER PERSONAL SERVICES		3,000.00
	400.00		TELEPHONES		400.00
	5,000.00		OFFICE SUPPLIES		5,000.00
	400.00		OTHER SUPPLIES		400.00
	3,000.00		FORMS SUPPLIES		3,000.00
	2,000.00		OTHER CHARGES & EXPENDITURES		2,000.00
	<u>\$ 15,800.00</u>	<b>600-92000</b>	<b>SUBTOTAL PURCHASING ORDINARY MAINTENANCE</b>		<u>\$ 15,800.00</u>
	\$ 14,685.00		BUDGET ORDINARY MAINTENANCE		\$ 14,685.00
	4,000.00		LEASES & RENTALS		4,000.00
	1,000.00		MAINTENANCE & REPAIR		1,000.00
	2,500.00		TELEPHONES		2,500.00
	14,000.00		OTHER PERSONAL SERVICES		14,000.00
	3,000.00		OFFICE SUPPLIES		3,000.00
	2,500.00		OTHER SUPPLIES		2,500.00
	30,000.00		TRAVEL ORDINARY MAINTENANCE		30,000.00
	6,000.00		GRANTS ADMINISTRATION		-
	20,000.00		GRANTS COMPLIANCE		20,000.00
	<u>\$ 97,685.00</u>	<b>610-92000</b>	<b>SUBTOTAL BUDGET ORDINARY MAINTENANCE</b>		<u>\$ 91,685.00</u>
	\$ 40,100.00		TREASURER ORDINARY MAINTENANCE		\$ 40,100.00
	25,000.00		TAX TITLE FORECLOSURE		25,000.00
	182,500.00		PARKING ADMINISTRATION SECTION		182,500.00
	470,000.00		MAILING SECTION		470,000.00
	7,000.00		LEASES & RENTALS		7,000.00
	33,400.00		OFFICE SUPPLIES		33,400.00
	3,000.00		OTHER SUPPLIES		3,000.00
	<u>\$ 761,000.00</u>	<b>660-92000</b>	<b>SUBTOTAL TREASURY ORDINARY MAINTENANCE</b>		<u>\$ 761,000.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ (6,000.00)		FEDERAL GRANTS		\$ -
	(31,493.00)		SEWER REVENUES		(31,493.00)
	(40,057.00)		WATER REVENUES		(40,057.00)
	<u>\$ (77,550.00)</u>		<b>TOTAL FUNDING SOURCES</b>		<u>\$ (71,550.00)</u>
	<u>\$ 796,935.00</u>		<b>TOTAL ORDINARY MAINTENANCE</b>		<u>\$ 796,935.00</u>
			<b>FRINGE BENEFITS:</b>		
	\$ 13,285.00		HEALTH INSURANCE		\$ 8,696.00
	19,084.00		RETIREMENT		14,508.00
	<u>\$ 32,369.00</u>		<b>TOTAL FRINGE BENEFITS</b>		<u>\$ 23,204.00</u>
			<b>FUNDING SOURCES:</b>		
	(32,369.00)		FEDERAL & STATE GRANTS		(23,204.00)
	(32,369.00)		<b>TOTAL FUNDING SOURCES</b>		(23,204.00)
	<u>\$ -</u>		<b>TOTAL FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 2,402,071.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 2,488,021.00</u>

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## ASSESSING DIVISION

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**William J. Ford**

**City Assessor**

City Hall - Room 209

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1108

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### **Divisional Mission Statement:**

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

- Apply Assessing Division practices to the appraisal of real and personal property and to maintain the level of assessment at its full and fair cash value as required by the laws of the Commonwealth of Massachusetts.
- Develop and maintain accurate records of all real estate parcels and personal property accounts within the City, including property record folders, electronic databases, tax maps, deed references, etc.
- Periodically review and inspect all City of Worcester property and update electronic data files.
- Administer motor vehicle excise tax programs that include commitment of excise tax bills and the abatement /appeal process related to individual taxpayer's excise bills.

### **Divisional Overview:**

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

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

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

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>	<b>Account</b>	<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Number</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>		<b>Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ 513,103.00	\$ 528,051.00	91000	\$ 540,466.00
OVERTIME	50,306.00	1,000.00	97000	1,000.00
ORDINARY MAINTENANCE	485,136.00	333,929.00	92000	294,500.00
<b>TOTAL</b>	<b>\$ 1,048,545.00</b>	<b>\$ 862,980.00</b>		<b>\$ 835,966.00</b>
<b>TOTAL POSITIONS</b>	10	10		10

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

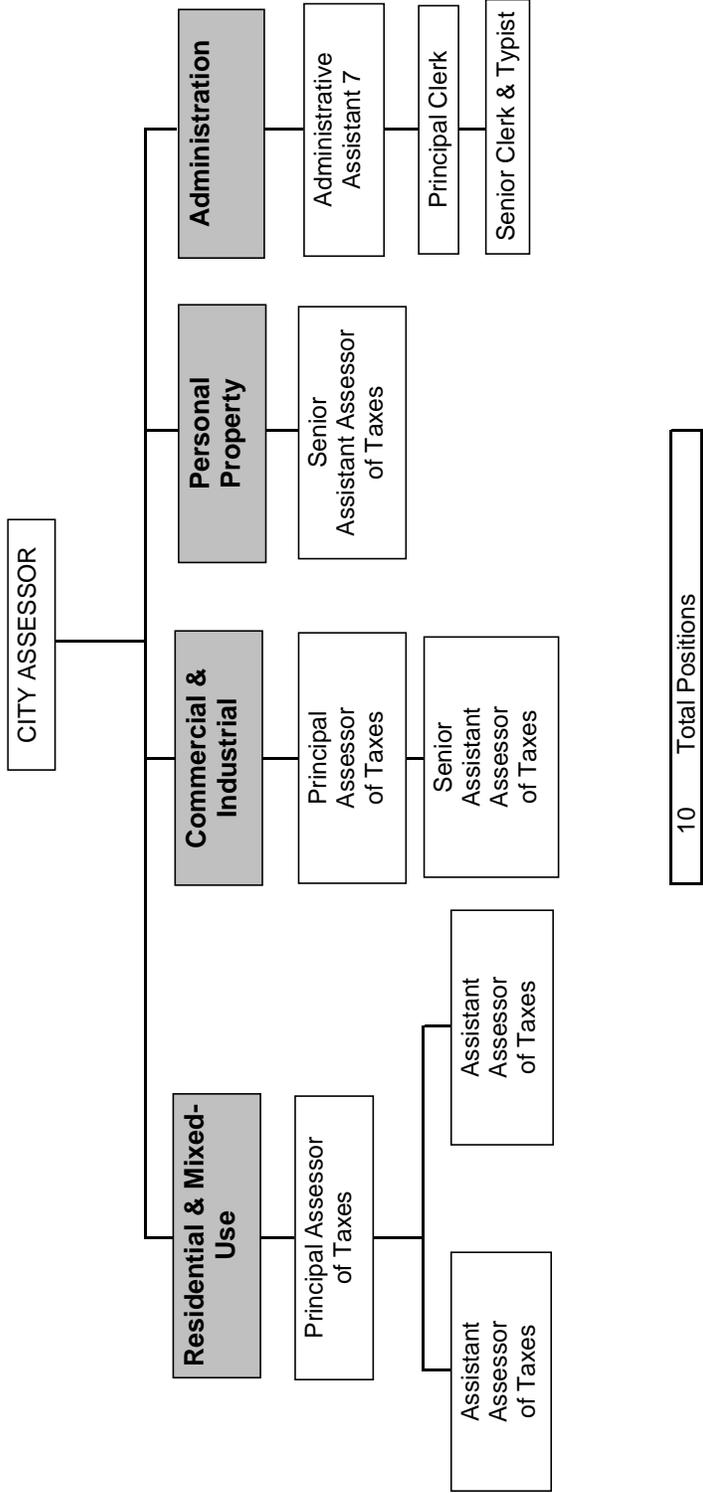
The Fiscal 2014 budget for the Assessing division is recommended to be \$835,966 which is a decrease of 27,014 from the Fiscal 2013 budget of \$862,980.

The recommended Personal Services budget for Fiscal 2014 is \$540,466 which is an increase of \$12,415 from Fiscal 2013 amount of \$528,051. This increase is a result step increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on of January 1, 2013 for a cost of \$9,060 and an increase in the EM Incentive pay of \$3,355.

The recommended Overtime budget for Fiscal 2014 is recommended to be level funded at \$1,000.

The recommended Ordinary Maintenance budget for Fiscal 2014 is recommended to be \$294,500 which is a \$39,429 decrease from the Fiscal 2013 amount of \$333,929. This decrease is a result of various inspection & re-evaluation contracts coming to a close.

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



10 Total Positions



**WILLIAM J. FORD, CITY ASSESSOR**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF ADMINISTRATION & FINANCE**  
**ASSESSING DIVISION - DIVISION #670**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 105,200.00	54EM	CITY ASSESSOR	1	\$ 106,134.00
2	121,348.00	40M	PRINCIPAL ASSESSOR OF TAXES	2	124,399.00
2	100,328.00	37	SENIOR ASSISTANT ASSESSOR OF TAXES	2	103,163.00
1	53,309.00	35	ADMINISTRATIVE ASSISTANT 7	1	53,787.00
2	85,136.00	32	ASSISTANT ASSESSOR OF TAXES	2	85,022.00
1	35,932.00	27	PRINCIPAL CLERK	1	37,507.00
1	34,298.00	22	SENIOR CLERK AND TYPIST	1	34,599.00
<u>10</u>	<u>\$ 535,551.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 544,611.00</u>
	-		EM INCENTIVE PAY		3,355.00
	(7,500.00)		VACANCY FACTOR		(7,500.00)
<u>10</u>	<u>\$ 528,051.00</u>	<b>670-91000</b>	TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 540,466.00</u>
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	<u>\$ 1,000.00</u>	<b>670-97000</b>	TOTAL RECOMMENDED OVERTIME		<u>\$ 1,000.00</u>
	\$ 1,650.00		LEASES & RENTALS		\$ 1,650.00
	3,000.00		MAINTENANCE & REPAIR		3,000.00
	319,429.00		OTHER PERSONAL SERVICES		280,000.00
	2,000.00		AUTOMOTIVE SUPPLIES		2,000.00
	3,000.00		OFFICE SUPPLIES		3,000.00
	1,000.00		OTHER SUPPLIES		1,000.00
	2,123.00		AUTO FUEL		2,123.00
	1,727.00		OTHER CHARGES & EXPENDITURES		1,727.00
	<u>\$ 333,929.00</u>	<b>670-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 294,500.00</u>
	<u>\$ 862,980.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 835,966.00</u>

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## **TECHNICAL SERVICES DIVISION**

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**Paul R. Covello**

**Chief Information Officer**

1 Skyline Drive, Building A

Worcester, Massachusetts 01605

(508) 799-1272

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**Divisional Mission Statement:**

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

**Divisional Overview:**

The Technical Services Division supports many areas including networks and system management, production and financial operations, application support and development, geographic information system, office automation, desktop support, document imaging and Internet services.

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

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

**Automated DPW Winter Operations**

This integrated application has completely automated the DPW operations during snow storms.

Sand/Salt Sheds: Using hand-held scanners and integration with the Customer Services Request System (CSRS), city-issued ID badges of hired equipment are scanned for on/off clock tracking and sand and salt usage is tracked via scanning bar-coded inventory cards.

Plow Inspectors: With the use of iPads, plow inspectors check in/out hired equipment during plowing, process electronic signatures from drivers for time tracking and remotely accept and close new complaints received via the Customer Services System for plow routes.

DPW Administration: Through the integration with the Customer Services System, DPW administration can now monitor sand, salt and plow operations, create invoices for hired equipment payments and track storm-related costs.

**WPD Detective Bureau Case Management**

This system tracks and manages incidents/caseloads for the WPD and includes:

- Increased security with encryption
- Evidence tracking with bar coding that links to the specific case
- Tracking of evidence sent to Mass State Police Labs for analysis with case and evidence linking, as part of the Forensic Liaison project.

**Integrated Financial Management System:**

Purchasing Module: Developed an application to replace the use of multi-part, carbonless Purchase Order forms with an in-house laser printer generated form.

Receipts Manager: Re-wrote the receipts manager lockbox payment module to improve ease of use and provide an on demand PDF-writer for many of the bills that previously needed specialized printers.

Additional applications developed during Fiscal 2013:

- City Hall Resource Reservation System
- DPW Inventory System
- City Clerk Contracts System
- WPD Sexual Assault Cases

The following applications have been modified or upgraded over the past year:

- Miscellaneous Receivables
- Real Estate
- Fund Accounting
- Payroll
- Purchasing
- Benefits
- Labor Services Registration
- Vacant Buildings
- Work Orders
- Customer Services Request System (CSRS)  
(added Cable Services, Planning/Regulatory and Law Depts)
- DPW Engineering Permits
- Housing Court
- Property Analysis
- City Council Agenda
- WPD Towing

- Animal Licensing
- PC Inventory
- ED Initiatives
- Journals
- Paid Detail
- WFD Abatements, Quarterly Billing
- WPD Court Attendance
- WPD Bureau of Professional Standards
- WPD Sexual Offender Tracking
- Workers Compensation for WPD and WFD

Technical Services continues to focus its efforts on citizen-centric services such as expanding its e-government offerings on the City's website. Value-added services include a 24/7 online customer service request system, online bill payments, vendor check register, public records search, certificate requests and various license renewals, live and archived video streaming of City Council and Committee meetings, City Council/City Manager calendar attachments, Assessing Property Valuation search with links to GIS maps, Tax Title property listing with accompanying maps and Winter Parking Ban and Street Sweeping notifications. In addition, the following services are included on the City site: an on-line calendar of events, a "Where Do I Vote?" search for the Election Commission, submission of anonymous crime tips, crime statistics and various forms and reports available for downloading. The City's website is now available with translation services for many languages.

New website features added during the past year include on-line permitting, social media applications to inform and engage citizens, an online reporting tool for local healthcare facilities to report communicable diseases to the City's Public Health Department and a revised Emergency Communications web page. In addition, over 600 pages on the City's website were modified, 2,500+ emails were received and responded to from the public and 13.8+ million visitors accessed the City's website during Fiscal 2013.

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

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

extensive, wide-area network and provides system management services for various operating system platforms such as Windows, Oracle and Linux. These platforms consist of systems such as:

- Public Safety (Police, Fire, Communications)
- Office Automation
- Geographic Information System
- Internet
- Document Imaging
- Customer Service
- City-wide security system
- Health and Code Permits
- Golf Course Point of Sale
- Parks/Recreation Reservation System
- Remote Access System
- Assessing Appraisal System
- Video surveillance

Key projects completed during the past year include:

PC Replacement/Upgrade: Configured and installed 570 new PC's City-wide

Windows 7/Office 2010 Upgrade: Installed Windows 7/Office 2010 on 800 PC's

Windows Server 64-bit Upgrade: Upgraded 50 Windows Servers to 64-bit operating system

EMC Storage and Back Up: Upgraded the EMC storage to the new scalable Isilon platform and Avamar back-up solution

Virtual Server Project: Migrated physical servers to a private, cloud-based solution

Worcester Wifi: Upgraded the Worcester Wifi and expanded service to six additional City buildings

Video Surveillance: Implemented a City-wide, scalable video surveillance solution

WPD Photo Booking System: Upgraded the WPD photo booking system to newer technology. This new system utilizes digital technology vs. the analog camera previously used and captures/stores photos at a higher quality resolution. The improved quality allows for better submission to the State Police and FBI for further processing and storage in their databases.

The Department's Geographic Information System Division manages and supports the GIS needs of the City. Key responsibilities include: geodatabase management, intranet viewer maintenance and enhancements, intern training and supervision, data edits and various mapping

and data requests. In addition, the division provides GIS support for application integration with many applications including ViewPermit, the Customer Service Request System and Property Analysis.

In addition, GIS support is provided to City departments such as Administration & Finance – Assessing, Budget, Treasury; Inspectional Services - Building/Zoning, Housing/Health Inspections; DPW - Administration, Engineering, Parks, Sewer, Traffic, Water; Economic Development; Election Commission; Emergency Communications; City Manager; Fire; Planning & Regulatory Services; Police; Public Health; Public Schools.

Primary GIS accomplishments for FY2013 include:

ArcGIS Upgrade: Upgraded the GIS software from ArcGIS version 9.3.1 to version 10.0. This complex project includes new 64bit servers, an updated GIS intranet viewer and redesigned SQL geodatabases

Project Management: Project consultation provided to DPW&P for CMMS, pavement management, catch basin, GIS/CAD projects, the Open Space Plan and with MassGIS for statewide parcel and addressing improvements.

**BUDGET SUMMARY INFORMATION**

TAX LEVY BUDGET				
	Actual Fiscal 2012	Approved Budget for Fiscal 2013	Account Number	Recommended Appropriation Fiscal 2014
<b>EXPENDITURES</b>				
SALARIES	\$ 1,546,384.00	\$ 1,574,601.00	91000	\$ 1,711,110.00
OVERTIME	39,445.00	36,593.00	97000	36,593.00
ORDINARY MAINTENANCE	881,420.00	1,156,978.00	92000	1,238,467.00
CAPITAL OUTLAY	349,999.00	-	93000	-
<b>TOTAL</b>	<b>\$ 2,817,248.00</b>	<b>\$ 2,768,172.00</b>		<b>\$ 2,986,170.00</b>
<hr/>				
<b>TOTAL POSITIONS</b>	23	23		26

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The total recommended budget for the Technical Services Department for Fiscal 2014 is \$2,986,170 which is an increase of \$217,998 from the approved budget for Fiscal 2013 of \$2,768,172.

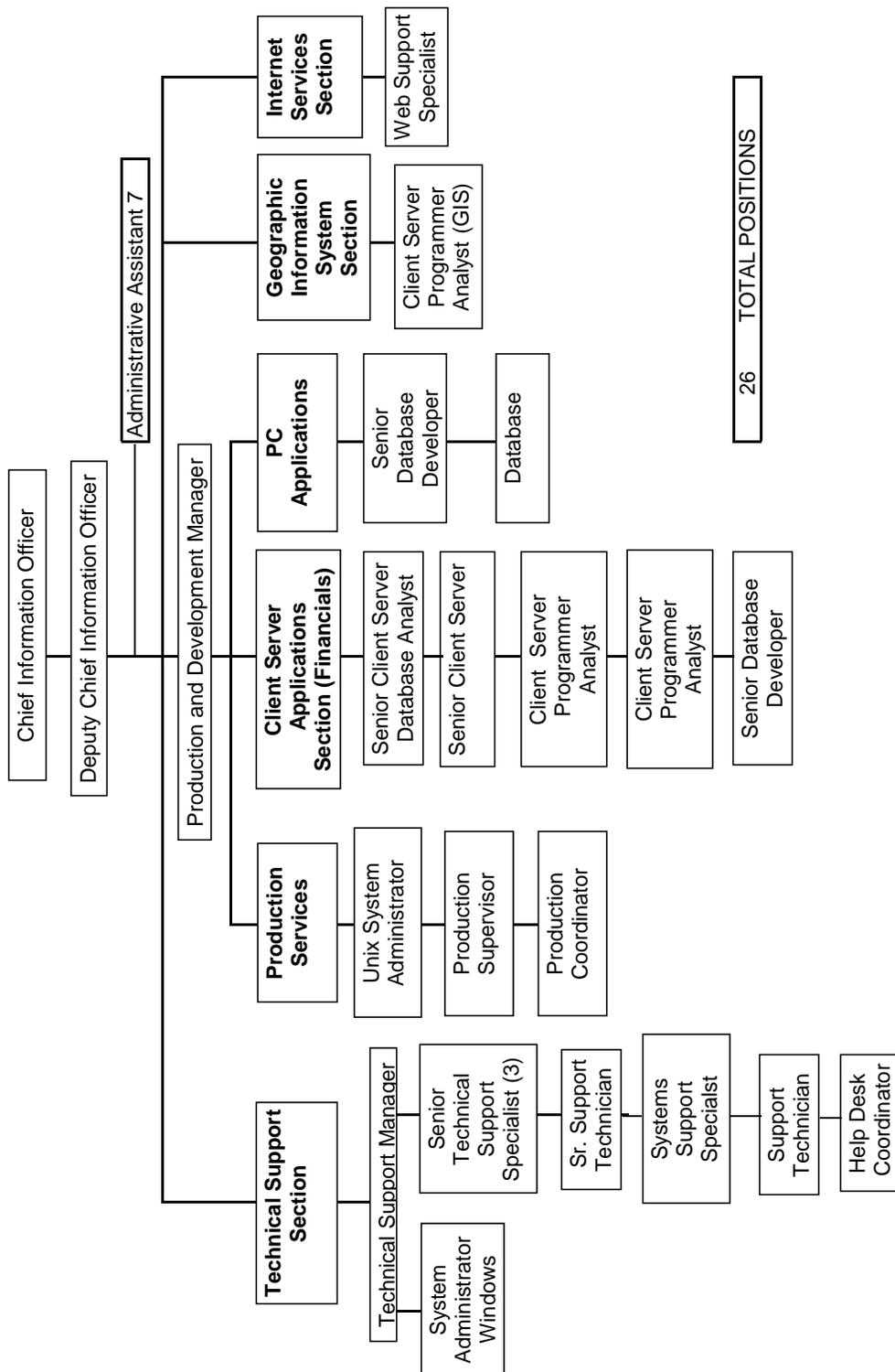
The Fiscal 2014 Personal Services budget is recommended to be \$1,711,110 which is an increase of \$136,509 from Fiscal 2013 budget of \$1,574,601. This increase in personal services is attributable to the addition of two positions, Sr. Technical Support Specialist, and a System Support Specialist for an overall total of \$132,609. Other factors to the increase include step

increases for employees that have not achieved the maximum step per the salary ordinance and a full year of the 1% wage increase received on of January 1, 2013 for a cost of \$18,045 and EM incentive pay increasing by \$1,048. This increase is offset by an increase in the departmental vacancy factor by \$500; Cable revenues increasing by \$512 and enterprise credits increasing by \$14,181.

The Fiscal 2014 Overtime budget is recommended to be level funded at \$36,593.

The Fiscal 2014 tax levy Ordinary Maintenance budget is recommended to be \$1,238,467 which is an increase of \$81,489 from the Fiscal 2013 budget of \$1,156,978. This increase is reflective of an increase in Microsoft licenses, WPD licenses, and orthophoto City flyover for a total of \$88,900. This increase is offset by an increase in enterprise credits of \$7,411.

# TECHNICAL SERVICES DIVISION ORGANIZATIONAL CHART





**PAUL R. COVELLO, CHIEF INFORMATION OFFICER**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF ADMINISTRATION & FINANCE**  
**DIVISION OF TECHNICAL SERVICES- DIVISION #680**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
1	\$ 109,698.00	53EM	CHIEF INFORMATION OFFICER	1	\$ 112,886.00
1	100,466.00	48EM	DEPUTY CHIEF INFORMATION OFFICER	1	103,386.00
1	99,315.00	47EM	PRODUCTION AND DEVELOPMENT MANAGER	1	102,201.00
1	96,034.00	47EM	TECHNICAL SUPPORT MANAGER	1	96,887.00
2	180,476.00	48P	SENIOR DATABASE DEVELOPER	2	182,074.00
2	180,453.00	48P	SENIOR CLIENT SERVER DATABASE ANALYST	2	182,074.00
2	180,476.00	48P	SYSTEM ADMINISTRATOR	2	182,074.00
1	90,238.00	48P	SENIOR TECHNICAL SUPPORT SPECIALIST	3	242,459.00
3	192,550.00	42P	CLIENT SERVER PROGRAMMER/ANALYST	3	196,559.00
2	144,534.00	42P	DATABASE DEVELOPER	2	145,826.00
0	-	42P	SYSTEM SUPPORT SPECIALIST	1	56,898.00
1	69,022.00	42P	WEB SUPPORT SPECIALIST	1	72,065.00
1	67,348.00	40P	PRODUCTION SUPERVISOR	1	67,944.00
1	63,781.00	40	SENIOR SUPPORT TECHNICIAN	1	64,353.00
1	59,528.00	38	PRODUCTION COORDINATOR	1	56,257.00
1	46,518.00	37	SUPPORT TECHNICIAN	1	48,614.00
1	42,961.00	35	PRODUCTION SUPPORT SPECIALIST	1	45,176.00
1	53,309.00	35	ADMINISTRATIVE ASSISTANT 7	1	45,339.00
23	\$ 1,776,707.00		REGULAR SALARIES	26	\$ 2,003,072.00
	15,411.00		EM INCENTIVE PAY		16,459.00
	(66,898.00)		VACANCY FACTOR		(67,398.00)
	20,000.00		TEMPORARY STAFF		20,000.00
23	\$ 1,745,220.00		TOTAL RECOMMENDED SALARIES	26	\$ 1,972,133.00
	\$ (2,202.00)		<b>FUNDING SOURCES:</b> GOLF REVENUES		\$ (2,478.00)
	(44,048.00)		SEWER REVENUES		(49,576.00)
	(66,749.00)		WATER REVENUES		(75,126.00)
	-		WORKFORCE DEVELOPMENT FUNDS		(75,711.00)
	(57,620.00)		CABLE REVENUES		(58,132.00)
	\$ (170,619.00)		TOTAL FUNDING SOURCES		\$ (261,023.00)
23	\$ 1,574,601.00	<b>680-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	26	\$ 1,711,110.00
	\$ 36,593.00		OVERTIME		\$ 36,593.00
	\$ 36,593.00	<b>680-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 36,593.00
	\$ 38,000.00		ELECTRICITY		\$ 38,000.00
	144,900.00		LEASE AND RENTALS		160,639.00
	24,000.00		TELEPHONES		15,586.00
	12,500.00		OFFICE SUPPLIES		12,500.00
	5,000.00		MAINTENANCE & REPAIR		12,000.00
	49,859.00		REGULAR ORDINARY MAINTENANCE		-
	80,000.00		OTHER SUPPLIES		116,000.00
	332,120.00		REGULAR SYSTEM MAINTENANCE		359,016.00
	251,578.00		MICROSOFT LICENSES--ASSURANCE AGREEMENT		261,578.00
	137,466.00		COMPUTER REPLACEMENTS/UPGRADES		-
	80,000.00		NETWORK HARDWARE		88,653.00
	30,000.00		NETWORK SOFTWARE SUPPORT		48,395.00
	37,429.00		EMC DATA STORAGE SUPPORT		94,229.00
	53,164.00		EMC BACKUP HW/SW SUPPORT		96,420.00
	42,000.00		GIS HARDWARE/SOFTWARE		49,000.00
	25,000.00		SQL ORDINARY MAINTENANCE		36,000.00
	85,000.00		OTHER PERSONAL SERVICES		127,900.00
	-		OTHER CHARGES		1,000.00
	\$ 1,428,016.00		TOTAL ORDINARY MAINTENANCE		\$ 1,516,916.00
	\$ (151,983.00)		<b>FUNDING SOURCES:</b> CREDIT INET		\$ (151,983.00)
	(1,179.00)		CREDIT FROM GOLF		(1,252.00)
	(47,672.00)		CREDIT FROM SEWER		(50,640.00)
	(70,204.00)		CREDIT FROM WATER		(74,574.00)
	\$ (271,038.00)		TOTAL FUNDING SOURCES		\$ (278,449.00)
	\$ 1,156,978.00	<b>680-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 1,238,467.00
	\$ 2,768,172.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 2,986,170.00

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

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**Thomas F. Zidelis**  
**Chief Financial Officer**  
 City Hall  
 455 Main Street  
 Worcester, Massachusetts 01608  
 (508) 799-1295

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**Divisional Mission Statement:**

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

**Divisional Overview:**

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

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>	<b>Account</b>	<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget for</b>	<b>Number</b>	<b>Appropriation</b>
		<b>Fiscal 2013</b>		<b>Fiscal 2014</b>
<b>EXPENDITURES</b>				
SALARIES	\$ -	\$ -	91000	\$ 172,918.00
OVERTIME	-	-	97000	15,171.00
ORDINARY MAINTENANCE	354,143.00	339,400.00	92000	888,911.00
<b>TOTAL</b>	<b>\$ 354,143.00</b>	<b>\$ 339,400.00</b>		<b>\$ 1,077,000.00</b>
<b>TOTAL POSITIONS</b>	0	0		15

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The tax levy budget for the City Energy and Asset Management for Fiscal 2014 is \$1,077,000 which is an increase of \$737,600 from the City Messenger Fiscal 2013 tax levy budget of \$339,400. This significant increase is due to the consolidation of Elder Affairs, Library, City Hall, Inspectional Services and Union Station expenses.

The tax levy Personal Services budget for Fiscal 2014 is recommended to be \$172,918 which is an increase of \$172,918 from the Fiscal 2013 tax levy budget. The positions and salary funding for the positions from Inspectional Services, Elder Affairs, City Hall, and Union Station were reduced in those Divisions and are included in this budget for Fiscal 2014. As a result the new City Energy and Asset Management Division increased by \$837,097. The offset to this increase is the project funding sources totaling \$597,131 and vacancy factor totaling \$67,048.

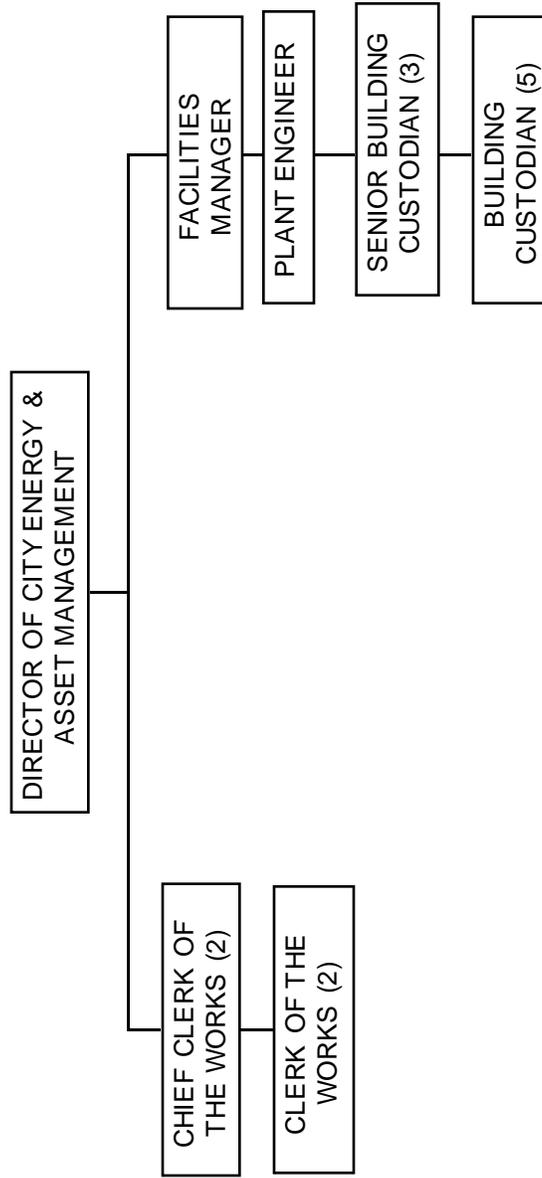
The tax levy Overtime budget for Fiscal 2014 is recommended to be \$15,171, which is an increase of \$15,171 from the Fiscal 2013 tax levy budget. This expense was reduced in the converted Divisions and increased expense to the new City Energy and Asset Management Division.

The tax levy Ordinary Maintenance budget for Fiscal 2014 is recommended to be \$888,911, which is an increase of \$549,511 from the Fiscal 2013 amount of \$339,400. This increase is the result of maintenance costs associated with the converted facilities reducing the budget for Elder Affairs, City Hall, Inspectional Services and Union Station.

# CITY OF WORCESTER

## EXECUTIVE OFFICE OF THE CITY MANAGER

### CITY ENERGY AND ASSET MANAGEMENT



15 POSITIONS



**THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

**DEPARTMENT OF ADMINISTRATION & FINANCE**

**CITY ENERGY AND ASSET MANAGEMENT-DIVISION#110**

FY13 TOTAL POSITIONS	APPROVED FY13 AMOUNT	PAY GRADE	TITLE	FY14 TOTAL POSITIONS	RECOMMENDED FY14 AMOUNT
0	-	47EM	DIRECTOR OF CITY ENERGY & ASSET MANAGEMENT	1	102,001.00
0	\$ -	50M	CHIEF CLERK OF THE WORKS	2	\$ 191,339.00
0	-	42M	FACILITIES MANAGER	1	70,533.00
0	-	40	CLERK OF THE WORKS	2	111,024.00
0	-	35	PLANT ENGINEER - CITY HALL	1	46,855.00
0	-	30	SENIOR BUILDING CUSTODIAN	3	124,957.00
0	-	25	BUILDING CUSTODIAN	5	190,388.00
0	\$ -		REGULAR SALARIES	15	\$ 837,097.00
	-		VACANCY FACTOR		(67,048.00)
0	\$ -		TOTAL SALARIES	15	\$ 770,049.00
			<b>FUNDING SOURCES:</b>		
	\$ -		LIBRARY INTERGOVERNMENTAL CHARGE		\$ (292,784.00)
	-		ESCO PROJECT		(253,347.00)
	-		UNION STATION		(51,000.00)
	\$ -		TOTAL FUNDING SOURCES		\$ (597,131.00)
0	\$ -	<b>110-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	15	\$ 172,918.00
	\$ -		OVERTIME		\$ 43,910.00
	\$ -		RECOMMENDED OVERTIME		\$ 43,910.00
			<b>FUNDING SOURCES:</b>		
	-		LIBRARY INTERGOVERNMENTAL CHARGE		(28,739.00)
	-		TOTAL FUNDING SOURCES		(28,739.00)
	\$ -	<b>110-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 15,171.00
\$ 68,850.00			ELECTRICITY		\$ 358,000.00
64,100.00			HIRED SERVICES		210,000.00
65,000.00			MAINTENANCE & REPAIR		214,157.00
1,600.00			TELEPHONE		1,600.00
41,650.00			OTHER PERSONAL SERVICES		211,338.00
400.00			OFFICE SUPPLIES		800.00
800.00			NATURAL GAS		124,123.00
11,000.00			OTHER SUPPLIES		11,000.00
85,000.00			HEATING FUEL & OIL		85,000.00
1,000.00			OTHER CHARGES & EXPENDITURES		1,000.00
\$ 339,400.00			TOTAL ORDINARY MAINTENANCE		\$ 1,217,018.00
			<b>FUNDING SOURCES:</b>		
	-		LIBRARY INTERGOVERNMENTAL CHARGE		(328,107.00)
	-		TOTAL FUNDING SOURCES		(328,107.00)
\$ 339,400.00	<b>110-92000</b>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 888,911.00
\$ 339,400.00			<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 1,077,000.00

## FINANCE - DEBT SERVICE OBLIGATIONS

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**Mariann Castelli-Hier**

**Treasurer**

City Hall Room 203

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1074

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### **Divisional Overview:**

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

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

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

## DEBT SERVICES - OBLIGATIONS

### DEBT SERVICE INTEREST - #662

#### BUDGET SUMMARY INFORMATION

EXPENDITURES	Actual Fiscal 2012	Approved Budget for Fiscal 2013	Account Number	Recommended Appropriation Fiscal 2014
DEBT INTEREST	\$ 18,783,836.00	\$ 19,086,409.00		\$ 19,599,436.00
<b>TOTAL INTEREST</b>	<b>\$ 18,783,836.00</b>	<b>\$ 19,086,409.00</b>	<b>94000</b>	<b>\$ 19,599,436.00</b>
<b>FUNDING SOURCES</b>				
WATER REVENUES	3,096,118.00	2,930,399.00	94972	2,726,636.00
SEWER REVENUES	2,404,585.00	2,706,698.00	94938	2,843,168.00
CAPITAL CAMPAIGN	3,582,685.00	3,228,502.00	94903	2,933,234.00
NORTH HIGH FUND	296,459.00	609,219.00	94909	625,210.00
MAJOR TAYLOR	208,058.00	176,015.00	94904	162,079.00
WORCESTER AIRPORT	58,434.00	47,211.00	94973	35,715.00
OFF STREET PARKING	175,408.00	158,139.00	94944	161,997.00
UNION STATION GARAGE	271,714.00	254,760.00	94980	238,396.00
OPCD/WEBSTER SQUARE	201,903.00	153,896.00	94976	140,855.00
DCU CENTER	664,564.00	695,375.00	94975	879,079.00
CITY SQUARE	752,511.00	429,703.00	94910	754,228.00
COMMUNICATIONS	0.00	27,385.00	94927	0.00
GOLF REVENUES	76,728.00	72,903.00	94970	65,981.00
INSTITUTE PARK	0.00	109,317.00		13,333.00
PARKS CSX PROJECTS	0.00	24,844.00		57,618.00
AIRPORT PARK PROJECTS	0.00	0.00		12,711.00
UNIVERSITY PARK	0.00	0.00		28,513.00
LIBRARY EQUIPMENT	0.00	0.00		1,988.00
STABILIZATION FUND	0.00	0.00		150,000.00
GENERAL FUND	6,994,669.00	7,462,043.00		7,768,695.00
<b>TOTAL</b>	<b>\$18,783,836.00</b>	<b>\$19,086,409.00</b>		<b>19,599,436.00</b>

#### FISCAL 2014 BUDGET OVERVIEW

##### Expenditures:

The total recommended Fiscal 2014 budget for both long-term debt interest and short term borrowing interest is \$19,599,436 compared to the Fiscal 2013 budget of \$19,086,409. Of this amount, \$17,496,657 is for long-term bond interest for debt issued through Fiscal 2012 which is still outstanding. It also includes \$32,638 for Foley Stadium and an additional \$677,438 to account for short-term interest incurred by the City for \$74,277,500 in capital projects projected to be implemented in Fiscal 2013 and an additional budget recommendation of \$1,392,703 for ½ year of interest on long term debt to be issued on November 08, 2013.

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## DEBT SERVICES - OBLIGATIONS

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### **Short Term Borrowing \$74,277,500:**

The \$74,277,500 of BANS borrowed includes \$48,747,500 in tax levy funded projects. The tax levy funded projects are made up of the following; \$2,810,000.00 for Capital Equipment, \$2,285,000.00 for Citywide Building Rehabilitation, \$695,000 for Worcester Public School MSBA Accelerated Repair Projects, \$20,590,000 for Citywide ESCO Energy projects, \$1,550,000 Pilot support programs for CSX and University Park, \$9,525,000 for Street Infrastructure, \$4,725,000 for Park Improvements, \$300,000 for Dam Improvements. Lastly, it includes \$6,250,000 for the approved \$20,000,000 Street program.

The balance of \$25,930,000 in borrowings consists of \$10,140,000 for Sewer Enterprise infrastructure, equipment and rehabilitation improvements; \$5,155,000 for Water Enterprise infrastructure, equipment and rehabilitation improvements; \$35,000 for Off Street Parking projects that include Union Station Garage and Off Street Garage Improvements and Parking Meters; \$1,825,000 for City Square projects; \$8,075,000 for the Special District Financing rehabilitation projects for the DCU Center; \$100,000 for Golf Course infrastructure and lastly \$200,000 for Major Taylor Garage.

### **Funding Sources for Debt Interest Payment:**

The gross interest expense for Fiscal 2014 is anticipated to be in the amount of \$19,599,436. Funding from non tax levy is estimated in the amount of \$11,830,741 to include Water, Sewer Enterprise accounts, Golf Course, Off Street Parking revenues, as well as other financial sources listed. The remaining balance of \$7,768,695 is recommended to be financed with tax levy funds. This represents an increase of \$306,652 compared to the approved Fiscal 2013 tax levy debt service interest budget of \$7,462,043.

### **Short-Term Financing for Capital Projects:**

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

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



**THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

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

APPROVED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 19,086,409.00	INTEREST ON LONG TERM BONDS	\$ 19,599,436.00
<u>\$ 19,086,409.00</u>	TOTAL INTEREST	<u>\$ 19,599,436.00</u>
	<b>FUNDING SOURCES:</b>	
\$ (2,930,399.00)	CREDIT WATER ENTERPRISE	\$ (2,726,636.00)
(2,706,698.00)	CREDIT SEWER ENTERPRISE	(2,843,168.00)
(3,228,502.00)	STABILIZATION - CAPITAL CAMPAIGN	(2,933,234.00)
(609,219.00)	STABILIZATION - NORTH HIGH SCHOOL	(625,210.00)
(176,015.00)	MAJOR TAYLOR BOULEVARD GARAGE	(162,079.00)
(47,211.00)	CREDIT AIRPORT FUNDS	(35,715.00)
(158,139.00)	CREDIT OFF STREET PARKING	(161,997.00)
(254,760.00)	CREDIT UNION STATION GARAGE	(238,396.00)
(153,896.00)	CREDIT OPCD/WEBSTER SQ. FIRE STATION	(140,855.00)
(695,375.00)	CREDIT DCU CENTER REVOLVING	(879,079.00)
(429,703.00)	CREDIT CITY SQUARE CAPITALIZED INTEREST	(754,228.00)
(27,385.00)	CREDIT COMMUNICATION BUILDING	-
(72,903.00)	CREDIT GOLF REVENUES	(65,981.00)
(109,317.00)	CREDIT INSTITUTE PARK	(13,333.00)
(24,844.00)	CREDIT CSX PARK PROJECTS	(57,618.00)
-	CREDIT LIBRARY EQUIPMENT	(1,988.00)
-	CREDIT AIRPORT PARK PROJECTS	(12,711.00)
-	CREDIT UNIVERSITY PARK PROJECT	(28,513.00)
-	CREDIT STABILIZATION FUND	(150,000.00)
<u>\$ (11,624,366.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (11,830,741.00)</u>
<u>\$ 7,462,043.00</u>	<b>662-94000</b> TOTAL RECOMMENDED INTEREST PAYMENT	<u>\$ 7,768,695.00</u>
<u>\$ 7,462,043.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 7,768,695.00</u>

## DEBT SERVICES - OBLIGATIONS

satisfied. To meet this obligation the City must annually budget for these expenses, called debt service.

### DEBT SERVICE PRINCIPAL - #661

EXPENDITURES	Actual Fiscal 2012	Approved Budget for Fiscal 2013	Account Number	Recommended Appropriation Fiscal 2014
DEBT PRINCIPAL	\$ 42,828,101.00	\$ 45,699,844.00		\$ 48,435,809.00
<b>TOTAL PRINCIPAL</b>	<b>\$ 42,828,101.00</b>	<b>\$ 45,699,844.00</b>	<b>94000</b>	<b>\$ 48,435,809.00</b>
<b>FUNDING SOURCES</b>				
WATER REVENUES	7,695,873.00	8,273,721.00	94972	8,847,806.00
SEWER REVENUES	3,635,901.00	3,553,030.00	94938	4,302,500.00
CAPITAL CAMPAIGN	6,717,426.00	6,760,294.00	94903	6,778,812.00
NORTH HIGH FUND	623,333.00	623,334.00	94909	808,333.00
MAJOR TAYLOR	375,000.00	395,000.00	94904	417,000.00
AIRPORT REVENUES	470,075.00	485,026.00	94973	484,012.00
OFF STREET PARKING	295,292.00	296,565.00	94944	345,714.00
UNION STATION GARAGE	416,000.00	416,000.00	94980	417,000.00
OPCD/WEBSTER SQ.	369,980.00	383,463.00	94976	367,300.00
DCU CENTER	708,785.00	663,180.00	94975	718,374.00
CITY SQUARE	19,000.00	20,000.00	94910	21,000.00
GOLF REVENUES	167,000.00	207,443.00	94970	155,800.00
CREDIT COMM. GRANT	0.00	39,474.00		0.00
CREDIT INST PARK	0.00	0.00		77,765.00
CREDIT CSX PROJECTS	0.00	0.00		107,800.00
CREDIT AIRPORT PARKS	0.00	0.00		29,000.00
CREDIT UNIVERSITY PARK	0.00	0.00		6,000.00
CREDIT LIBRARY EQUIP	0.00	0.00		0.00
STABILIZATION FUND	0.00	0.00		150,000.00
GENERAL FUND	23,434,115.00	23,583,314.00		24,401,593.00
<b>TOTAL</b>	<b>\$44,927,780.00</b>	<b>\$45,699,844.00</b>		<b>\$48,435,809.00</b>

### FISCAL 2014 BUDGET OVERVIEW

#### Expenditures:

The amount of principal payments the City of Worcester will make on long-term debt for Fiscal 2014 is \$48,435,809. Of this \$48,435,809 in anticipated payments, it is recommended that \$24,034,216 be repaid from sources other than tax levy funds to include Water, Sewer, Airport, Neighborhood Revitalization, Off Street Parking, Capital Campaign Stabilization Funds, Golf Course, Major Taylor Boulevard Garage. The remaining balance of \$24,401,593 is recommended to be financed with tax levy funds in Fiscal 2014, compared to the Fiscal 2013 approved amount of \$23,583,314, an increase of \$818,279.



**THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**

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

RECOMMENDED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 45,699,844.00	REDEMPTION ON BONDS	\$ 48,435,809.00
<u>\$ 45,699,844.00</u>	TOTAL PRINCIPAL	<u>\$ 48,435,809.00</u>
	<b>FUNDING SOURCES:</b>	
\$ (8,273,721.00)	CREDIT WATER ENTERPRISE	\$ (8,847,806.00)
(3,553,030.00)	CREDIT SEWER ENTERPRISE	(4,302,500.00)
(6,760,294.00)	STABILIZATION-BUILDING CAMPAIGN	(6,778,812.00)
(623,334.00)	STABILIZATION-NORTH HIGH SCHOOL	(808,333.00)
(395,000.00)	MAJOR TAYLOR BOULEVARD GARAGE	(417,000.00)
(485,026.00)	CREDIT AIRPORT FUNDS	(484,012.00)
(296,565.00)	CREDIT OFF STREET PARKING	(345,714.00)
(416,000.00)	CREDIT UNION STATION GARAGE	(417,000.00)
(383,463.00)	CREDIT OPCD/WEBSTER SQ. FIRE STATION	(367,300.00)
(663,180.00)	CREDIT DCU CENTER REVOLVING	(718,374.00)
(20,000.00)	CREDIT CITY SQUARE CAPITALIZED PRINCIPAL	(21,000.00)
(207,443.00)	CREDIT GOLF REVENUES	(155,800.00)
(39,474.00)	CREDIT COMMUNICATION GRANT	-
-	CREDIT INSITUTE PARK PROJECTS	(77,765.00)
-	CREDIT CSX PARKS PROJECTS	(107,800.00)
-	CREDIT AIRPORT PARKS PROJECTS	(29,000.00)
-	CREDIT UNIVERSITY PARK PROJECTS	(6,000.00)
-	CREDIT LIBRARY EQUIPMENT	-
-	CREDIT STABILIZATION	(150,000.00)
<u>\$ (22,116,530.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (24,034,216.00)</u>
<u>\$ 23,583,314.00</u>	<b>661-9400</b> TOTAL RECOMMENDED PRINCIPAL PAYMENT	<u>\$ 24,401,593.00</u>
<u>\$ 23,583,314.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 24,401,593.00</u>

## DEBT SERVICES - OBLIGATIONS

The tight fiscal controls inclusive of the borrowing caps contained within the Five Point Plan, have mitigated the aggregate amount of debt service to be paid in Fiscal 2014 Debt service obligations. The city has been able to reduce its obligations within \$18,000,000 for Fiscal 2010 and Fiscal 2011. In Fiscal 2012, the borrowing capacity reached \$38,925 million due the continued rehabilitation for Citywide ESCO, Public School Rehabilitation projects and the \$20 Million Street Infrastructure and Resurfacing Program. The principal payments increase in Fiscal 2014 is the result of the increased borrowing capacity. The following two charts identifies the summary of bonded debt and an illustration of specific projects issued by the City of Worcester from Fiscal 2009 through Fiscal 2013.

**CITY OF WORCESTER  
FISCAL YEAR 2009 - 2012  
CASH FLOW ANALYSIS SUMMARY**

DESCRIPTION	FY2009	FY2010	FY2011	FY2012	FY2013	TOTAL
CAPITAL EQUIPMENT	\$ 3,120,000	\$ 1,553,500	\$ 3,034,000	\$ 2,375,000	\$ 2,810,000	\$ 12,892,500
BUILDING REHABILITATION	\$ 4,910,000	\$ 3,144,000	\$ 2,850,000	\$ 2,425,000	\$ 2,285,000	\$ 15,614,000
BUILDING REHABILITATION SCHOOLS				\$ 5,500,000		\$ 5,500,000
ACCELERATED MSBA REPAIR PROG.					\$ 695,000	\$ 695,000
BUILDING REHABILITATION ESCO				\$ 8,430,000	\$ 20,590,000	\$ 29,020,000
BLACKSTONE VALLEY GATEWAY	\$ 420,000	\$ 120,000				\$ 540,000
INFRASTRUCTURE IMP & PARKS	\$ 6,550,000	\$ 10,182,000	\$ 12,116,000	\$ 9,920,000	\$ 9,525,000	\$ 48,293,000
DAM IMPROVEMENT					\$ 300,000	\$ 300,000
INFRASTRUCTURE IMP/ \$20M PROG.			\$ 1,000,000	\$ 8,275,000	\$ 6,250,000	\$ 15,525,000
PARK IMPROVEMENT					\$ 4,742,500	\$ 4,742,500
CSX / UNIVERSITY PARK				\$ 2,000,000	\$ 1,550,000	\$ 3,550,000
<b>TOTAL TAX LEVY</b>	<b>\$ 15,000,000</b>	<b>\$ 14,999,500</b>	<b>\$ 19,000,000</b>	<b>\$ 38,925,000</b>	<b>\$ 48,747,500</b>	<b>\$ 136,672,000</b>
EMERGENCY COMMUNICATION			\$ 750,000			\$ 750,000
SCHOOL CONSTRUCTION		\$ 1,800,000		\$ 7,150,000		\$ 8,950,000
ECONOMIC DEVELOPMENT	\$ 400,000	\$ 1,950,000				\$ 2,350,000
CITY SQUARE	\$ 500,000	\$ 2,695,000	\$ 4,410,000	\$ 180,000	\$ 1,825,000	\$ 9,610,000
DCU CENTER	\$ 395,000	\$ 6,350,000	\$ 2,045,000	\$ 1,810,000	\$ 8,075,000	\$ 18,675,000
OFFSTREET PARKING	\$ 1,975,000	\$ 1,620,000	\$ 855,000	\$ 265,000	\$ 235,000	\$ 4,950,000
GOLF ENTERPRISE	\$ 700,000	\$ 770,000	\$ 155,000	\$ 25,000	\$ 100,000	\$ 1,750,000
SEWER ENTERPRISE	\$ 5,850,000	\$ 7,716,000	\$ 7,110,000	\$ 14,135,000	\$ 10,140,000	\$ 44,951,000
WATER ENTERPRISE	\$ 5,815,000	\$ 4,319,000	\$ 3,705,000	\$ 9,823,000	\$ 5,155,000	\$ 28,817,000
<b>GRAND TOTAL</b>	<b>\$ 30,635,000</b>	<b>\$ 42,219,500</b>	<b>\$ 38,030,000</b>	<b>\$ 72,313,000</b>	<b>\$ 74,277,500</b>	<b>\$ 257,475,000</b>
<b>BONDED DEBT</b>						
CITY SQUARE DIF		\$ (2,695,000)				\$ (2,695,000)
<b>TOTAL BONDED DEBT</b>	<b>\$ 30,635,000</b>	<b>\$ 39,524,500</b>	<b>\$ 38,030,000</b>	<b>\$ 72,313,000</b>	<b>\$ 74,277,500</b>	<b>\$ 254,780,000</b>

The amounts illustrated in the following tables are the actual projected borrowings for the various entities for Fiscal 2013. These amounts will be used to pay for approved capital projects through Fiscal 2013.

## DEBT SERVICES - OBLIGATIONS

PURPOSE	Q1 FY13	Q2 FY13	Q3 FY13	Q4 FY13	TOTAL
	2013	2013	2013	2013	FISCAL 2013
PUBLIC IMPROVEMENT BONDS (CITY SQ)	725,000		350,000	0	1,075,000
PUBLIC IMPROVEMENT BONDS (CITY SQ)	500,000	10,000	240,000	0	750,000
<b>TOTAL CITY SQUARE</b>	<b>1,225,000</b>	<b>10,000</b>	<b>590,000</b>	<b>0</b>	<b>1,825,000</b>
DCU SPECIAL DISTRICT IMPROVEMENTS		0	3,075,000	5,000,000	8,075,000
<b>DCU CENTER</b>	<b>0</b>	<b>0</b>	<b>3,075,000</b>	<b>5,000,000</b>	<b>8,075,000</b>
DAM IMPROVEMENT	175,000				175,000
DAM IMPROVEMENT	125,000				125,000
<b>GENERAL FUND DAMS</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>
CAPITAL EQUIPMENT		50,000			50,000
CAPITAL EQUIPMENT	500,000	540,000			1,040,000
CITYWIDE CAPITAL EQUIPMENT		675,000	645,000	400,000	1,720,000
<b>GENERAL EQUIPMENT</b>	<b>500,000</b>	<b>1,265,000</b>	<b>645,000</b>	<b>400,000</b>	<b>2,810,000</b>
WORCESTER COMMON REHAB		40,000		410,000	450,000
ACQUISITION OF TREES	125,000				125,000
PARKS/BAILEY/INTITUTE/VERNON/KINGHTS OF COLUMBUS	250,000		50,000		300,000
PARK - IMPOVEMENT -UNIVERSITY PARK		50,000			50,000
PARK IMPROVEMENT - LAKE PARK		30,000	30,000		60,000
PARK IMPROVEMENT - LOGAN FIELD	330,000				330,000
PARK IMPROVEMENT - COES RESERVOIR		80,000			80,000
PARK IMPROVEMENT - EAST PARK & HOLMES FIELD			375,000		375,000
PARK IMPROVEMENT - ELM PARK	250,000		230,000		480,000
PARK IMPROVEMENT - GREENHILL PARK	275,000		165,000		440,000
PARK IMPROVEMENT - HARRINGTON WAY		45,000			45,000
PARK IMPROVEMENT - INDIAN HILL SALTER SCHOOL		20,000			20,000
PARK IMPROVEMENT - UNIVERSITY PARK	100,000	250,000	575,000		925,000
PARK IMPROVEMENT MULCAHY FIELD			20,000		20,000
PARK IMPROVEMENT - BEAVER BROOK		5,000	10,000		15,000
PARK IMPROVEMENT - CASTLE PARK		10,000	5,000		15,000
PARK IMPROVEMENT - COOKSON		20,000			20,000
PARK IMPROVEMENT - DUFFY		150,000	75,000	25,000	250,000
PARK IMPROVEMENT - ELM PARK			200,000	300,000	500,000
PARK IMPROVEMENT - GREAT BROOK VALLEY			20,000		20,000
PARK IMPROVEMENT - GREEN HILL PARK			200,000		200,000
PARK IMPROVEMENT - HOLLAND RINK			25,000		25,000
PARK IMPROVEMENT - KNIGHTS OF COLOMBUS			250,000	50,000	300,000
PARK IMPROVEMENT - NORTHAMPTON ST. P.LAYGROUND		7,500			7,500
PARK IMPROVEMENT - OPEN SPACE		75,000	25,000		100,000
PARK IMPROVEMENT - SHORE PARK		35,000			35,000
PARK IMPROVEMENT - UNIVERSITY PARK				200,000	200,000
PARK IMPROVEMENT - WORCESTER COMMON	130,000				130,000
PARKS BLITHEWOOD		20,000			20,000
PARKS LOGAN		50,000			50,000
AUDITORIUM	35,000	15,000			50,000
BUILDING REHABILITATION AUDITORIUM		350,000	100,000		450,000
PARKS TREE PLANTING	0	180,000	25,000		205,000
<b>GENERAL FUND PARKS IMPROVEMENT</b>	<b>1,495,000</b>	<b>1,432,500</b>	<b>2,380,000</b>	<b>985,000</b>	<b>6,292,500</b>
CITYWIDE BUILDING REHABILITATION	1,500,000				1,500,000
BUILDING REHABILITATION - PUBLIC WORKS		190,000			190,000
BUILDING REHABILITATION		250,000			250,000
BUILDING REHABILITATION CITYWIDE	25,000	220,000			245,000
BUILDING REHABILITATION MILLBURY STORAGE - CITY	50,000	25,000	25,000		100,000
BUILDING REHABILITATION MSBA -NELSON PLACE SCHOOL				20,000	20,000
BUILDING REHABILITATION PUBLIC SCHOOL (MSBA)		225,000	225,000	225,000	675,000
BUILDING REHABILITATION CITY/SCHOOL/ESCO	9,600,000	8,250,000	2,740,000		20,590,000
<b>TOTAL GENERAL FUND REHABILITATION</b>	<b>11,175,000</b>	<b>9,160,000</b>	<b>2,990,000</b>	<b>245,000</b>	<b>23,570,000</b>

## DEBT SERVICES - OBLIGATIONS

PURPOSE	Q1 FY13 2013	Q2 FY13 2013	Q3 FY13 2013	Q4 FY13 2013	TOTAL FISCAL 2013
STREET CONSTR. (SALISBURY ST)		100,000			100,000
STREET CONSTRUCTION SIDEWALKS		300,000	100,000		400,000
EXTENDED PAVEMENT	550,000				550,000
PRIVATE STREET CONCERSION	400,000				400,000
STREET - SIDEWALK	1,550,000	390,000			1,940,000
STREET CONSTRUCTION	3,000,000	810,000	500,000		4,310,000
STREET/ADA/STREET RESURFACING	780,000				780,000
STREET CONSTRUCTION - RESURFACING	220,000			650,000	870,000
STREET CONSTRUCTION / CENTRAL BUSINESS DISTRICT	200,000	100,000	100,000	75,000	475,000
STREET CONSTRUCTION / HIGHLAND PLEASANT		125,000	125,000		250,000
STREET CONSTRUCTION / HOLDEN /DRUMMOND/SHORE		15,000			15,000
STREET CONSTRUCTION /BELMONT	90,000				90,000
STREET CONSTRUCTION -CANAL-SHREWBURY-GRAFTON	150,000	50,000		120,000	320,000
TRAFFIC SIGNAL IMPROVEMENT	50,000				50,000
STREET CONSTRUCTION BIKEWAYS	50,000		50,000		100,000
STREET CONSTRUCTION GUARD RAILS				25,000	25,000
STREET CONSTRUCTION HAMMOND				80,000	80,000
STREET CONSTRUCTION HOPE AVE/WEBSTER STREET	250,000	150,000	100,000		500,000
STREET CONSTRUCTION LINCOLN STREET			50,000		50,000
STREET CONSTRUCTION MCKEON ROAD				20,000	20,000
STREET CONSTRUCTION NORTH LAKE LINEAR PARK	30,000	80,000		100,000	210,000
STREET CONSTRUCTION PRIVATE STREET CONVERSION		1,000,000			1,000,000
STREET CONSTRUCTION RESURFACING MAIN SOUTH		1,200,000	700,000	200,000	2,100,000
STREET CONSTRUCTION SHORE PARK			40,000	10,000	50,000
STREET CONSTRUCTION SIDEWALKS				300,000	300,000
STREET CONSTRUCTION SIDEWALKS & RESURFACING			180,000		180,000
STREET CONSTRUCTION WINTROP	20,000	20,000	20,000		60,000
TRAFFIC IMPROVEMENT- SIGNAL INSTALLATION		25,000	225,000		250,000
TRAFFIC IMPROVEMENT- STREET LIGHT REPLACEMENT				100,000	100,000
TRAFFIC SIGNAL IMPROVEMENT- PARK AVE SIGNAL				50,000	50,000
TRAFFIC SIGNAL IMPROVEMENT- SIGNAL UPGRADES		150,000			150,000
<b>TOTAL GENERAL FUND STREETS</b>	<b>7,340,000</b>	<b>4,515,000</b>	<b>2,190,000</b>	<b>1,730,000</b>	<b>15,775,000</b>
GOLF FACILITIES IMPROVEMENT	100,000				100,000
<b>TOTAL GOLF</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
FEDERAL PLAZA GARAGE	10,000				10,000
GARAGE IMPROVEMENTS	25,000				25,000
MAJOR TAYLOR GARAGE	100,000			100,000	200,000
<b>TOTAL OFF STREET</b>	<b>135,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>235,000</b>

## DEBT SERVICES - OBLIGATIONS

PURPOSE	Q1 FY13	Q2 FY13	Q3 FY13	Q4 FY13	TOTAL
	2013	2013	2013	2013	FISCAL 2013
SEWER BONDS (I & I REMEDIATION)		200,000	500,000		700,000
SEWER BONDS (STORM WATER PERMIT REQ) OVERFLOW		225,000	600,000		825,000
INFILTRATION /INFLOW	400,000				400,000
NEW SEWER CONSTRUCTION	50,000	275,000	175,000		500,000
SEWER CONSTRUCTION - BEAVER BROOK	100,000				100,000
SEWER PUMP STATION - LAKE AVE PUMP				50,000	50,000
SEWER RECONSTRUCTION	895,000				895,000
NEW SEWER CONSTRUCTION		220,000			220,000
SEWER CAPITAL EQUIPMENT		390,000			390,000
SEWER RECONSTRUCTION		750,000	600,000		1,350,000
BEAVER BROOK CULVERT		385,000			385,000
NEW SEWER CONSTRUCTION			100,000		100,000
SEWER BUILDING REHABILITATION		70,000	30,000		100,000
SEWER BUILDING REHABILITATION - MILLBURY STORAGE	50,000	25,000	25,000		100,000
SEWER CAPACITY MANAGEMENT OPERATIONS (CMOM)			200,000		200,000
SEWER GENERATOR REHABILITATION	50,000	50,000	125,000		225,000
SEWER GREEN ISLAND FLOOD STUDY	200,000			150,000	350,000
SEWER INFILTRATION/INFLOW				495,000	495,000
SEWER INTERCEPTORS	200,000	150,000	150,000		500,000
SEWER PUMP STATION REHABILITATION	100,000	400,000			500,000
SEWER RECONSTRUCTION	305,000	1,450,000			1,755,000
<b>TOTAL SEWER</b>	<b>2,350,000</b>	<b>4,590,000</b>	<b>2,505,000</b>	<b>695,000</b>	<b>10,140,000</b>
RESERVOIR REHABILITATION			40,000		40,000
WATER BUILDING REHABILITATION	400,000	400,000			800,000
RESERVOIR REMODELING - HOLDEN	50,000				50,000
RESEVOIR REHAB BONDS				200,000	200,000
RESERVOIR REHABILITATION				110,000	110,000
WATER BUILDING REHABILITATION			400,000		400,000
WATER CROSS CONNECTION SURVEY	50,000				50,000
WATER MAIN & GATES	100,000	500,000	500,000		1,100,000
FILTRATION PLANT MODIFICATION		200,000	100,000		300,000
RESERVOIR REHABILITATION				90,000	90,000
WATER ACCOUNTABILITY ANALYSIS/LEAK DETECTION		50,000	15,000		65,000
WATER BUILDING REHABILITATION -MILLBURY STORAGE	50,000	25,000	25,000		100,000
WATER CROSS CONNECTION SURVEY			50,000	100,000	150,000
WATER MAIN & GATES	700,000	50,000	150,000	500,000	1,400,000
WATER METERS	70,000	130,000			200,000
WATER PUMP STATION REHAB		50,000	50,000		100,000
<b>TOTAL WATER</b>	<b>1,420,000</b>	<b>1,405,000</b>	<b>1,330,000</b>	<b>1,000,000</b>	<b>5,155,000</b>
<b>TOTALS</b>	<b>26,040,000</b>	<b>22,377,500</b>	<b>15,705,000</b>	<b>10,155,000</b>	<b>74,277,500</b>

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## **PENSION OBLIGATION BONDS**

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

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### **Departmental Overview:**

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

### **Introduction:**

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

### **Unfunded Pension Obligation:**

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

**DEBT SERVICE OBLIGATIONS**

**Administration:**

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

**AMORTIZATION SCHEDULE – EXISTING VRS REFUNDING #665**

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

**PENSION OBLIGATION BONDS - ORGANIZATION #665**

**BUDGET SUMMARY INFORMATION**

<b>TAX LEVY BUDGET</b>				
	<b>Actual</b>	<b>Approved</b>	<b>Account</b>	<b>Recommended</b>
	<b>Fiscal 2012</b>	<b>Budget</b>	<b>Number</b>	<b>Appropriation</b>
<b>EXPENDITURES</b>		<b>Fiscal 2013</b>		<b>Fiscal 2014</b>
FRINGE BENEFITS	\$ 12,056,722.94	\$ 10,592,905.00	96000	\$ 10,559,121.00
<b>TOTAL</b>	<b>\$ 12,056,722.94</b>	<b>\$ 10,592,905.00</b>		<b>\$ 10,559,121.00</b>

**FISCAL 2014 BUDGET OVERVIEW**

**Expenditures:**

The total tax levy Pension Obligation budget for Fiscal 2014 is recommended to be \$10,559,121 which is a decrease of \$33,784 from the Fiscal 2013 amount of \$10,592,905.



**THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**DEPARTMENT OF ADMINISTRATION & FINANCE**  
**DIVISION OF PENSION OBLIGATION BONDS- DIVISION #665**

APPROVED FY13 AMOUNT	TITLE	RECOMMENDED FY14 AMOUNT
\$ 11,929,920.00	<b>665-94100</b> PENSION OBLIGATION DEBT SERVICE	\$ 11,910,844.00
<u>\$ 11,929,920.00</u>		<u>\$ 11,910,844.00</u>
	<b>FUNDING SOURCES:</b>	
(20,453.00)	CREDIT FROM GOLF	(18,422.00)
(564,811.00)	CREDIT FROM SEWER	(566,372.00)
<u>(751,751.00)</u>	CREDIT FROM WATER	<u>(766,929.00)</u>
<u>(1,337,015.00)</u>	TOTAL FUNDING SOURCES	<u>(1,351,723.00)</u>
<u>\$ 10,592,905.00</u>	<b>665-94000</b> TOTAL RECOMMENDED PAYMENT	<u>\$ 10,559,121.00</u>
<u><u>\$ 10,592,905.00</u></u>	TOTAL RECOMMENDED TAX LEVY	<u><u>\$ 10,559,121.00</u></u>



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

<u>DEPARTMENT</u>	<u>FY14 PRINCIPAL</u>	<u>FY14 INTEREST</u>	<u>TOTAL PENSION OBLIGATION</u>
<b><u>EXECUTIVE OFFICE OF THE CITY MANAGER:</u></b>			
MANAGER	15,742.17	72,102.12	87,844.29
<b>TOTAL</b>	<b>15,742.17</b>	<b>72,102.12</b>	<b>87,844.29</b>
<b><u>HUMAN RESOURCES:</u></b>			
HUMAN RESOURCES	16,772.38	76,820.64	93,593.02
<b>TOTAL</b>	<b>16,772.38</b>	<b>76,820.64</b>	<b>93,593.02</b>
<b><u>OFFICE OF EXECUTIVE &amp; NEIGHBORHOOD DEVELOPMENT:</u></b>			
CABLE SERVICES	2,416.36	11,067.37	13,483.73
ECONOMIC DEVELOPMENT	37,118.09	170,007.83	207,125.92
NEIGHBORHOOD DEVELOPMENT	-	-	-
PLANNING & REGULATORY SERVICES	-	-	-
AIRPORT	-	-	-
WORKFORCE DEVELOPMENT	44,873.56	205,529.33	250,402.89
<b>TOTAL</b>	<b>84,408.01</b>	<b>386,604.53</b>	<b>471,012.54</b>
<b><u>ADMINISTRATION &amp; FINANCE:</u></b>			
BUDGET	17,238.75	78,956.69	96,195.44
ASSESSOR	10,739.77	49,190.19	59,929.96
PURCHASING	5,276.41	24,166.95	29,443.36
TECHNICAL SERVICES	34,231.22	156,785.43	191,016.65
TREASURY	28,579.41	130,899.07	159,478.48
<b>TOTAL</b>	<b>96,065.56</b>	<b>439,998.33</b>	<b>536,063.89</b>
<b><u>PUBLIC WORKS &amp; FACILITIES:</u></b>			
ADMINISTRATION	35,423.13	162,244.60	197,667.73
ENGINEERING	55,311.41	253,336.64	308,648.05
STREETS	49,157.41	225,150.19	274,307.60
CENTRAL GARAGE	12,913.84	59,147.80	72,061.64
SANITATION	18,704.90	85,671.94	104,376.84
PARKS	52,728.13	211,779.35	264,507.48
CITY MESSENGER	-	-	-
SEWER	50,150.26	229,697.61	279,847.87
WATER	101,823.78	466,372.15	568,195.93
GOLF	(3,364.31)	14,316.24	10,951.93
<b>TOTAL</b>	<b>372,848.55</b>	<b>1,707,716.52</b>	<b>2,080,565.07</b>
<b><u>PUBLIC SAFETY:</u></b>			
POLICE	683,036.87	3,128,437.28	3,811,474.15
FIRE	617,639.31	2,828,904.16	3,446,543.47
COMMUNICATIONS	47,156.74	215,986.74	263,143.48
<b>TOTAL</b>	<b>1,347,832.92</b>	<b>6,173,328.18</b>	<b>7,521,161.10</b>
<b><u>INSPECTIONAL SERVICES:</u></b>			
INSPECTIONAL SERVICES	58,651.67	268,635.69	327,287.36
<b>TOTAL</b>	<b>58,651.67</b>	<b>268,635.69</b>	<b>327,287.36</b>
<b><u>HEALTH &amp; HUMAN SERVICES:</u></b>			
ELDER AFFAIRS	8,860.94	40,584.77	49,445.71
HUMAN SERVICES	-	-	-
HEALTH	16,770.13	76,810.34	93,580.47
LIBRARY	63,589.54	291,252.06	354,841.60
<b>TOTAL</b>	<b>89,220.61</b>	<b>408,647.17</b>	<b>497,867.78</b>
<b><u>LEGISLATIVE OFFICES:</u></b>			
COUNCIL	5,970.44	27,345.73	33,316.17
MAYOR	2,057.72	9,424.72	11,482.44
AUDITING	9,133.96	41,835.27	50,969.23
LAW	16,687.35	76,431.19	93,118.54
CITY CLERK	12,866.67	58,931.78	71,798.45
ELECTION COMMISSION	-	-	-
<b>TOTAL</b>	<b>46,716.14</b>	<b>213,968.69</b>	<b>260,684.83</b>
RETIREMENT	6,229.91	28,534.14	34,764.05
<b>TOTAL CITY DEPARTMENTS</b>	<b>2,134,487.92</b>	<b>9,776,356.01</b>	<b>11,910,843.93</b>
PUBLIC SCHOOL	847,154.48	3,880,126.79	4,727,281.27
<b>TOTAL WITH SCHOOL</b>	<b>2,981,642.40</b>	<b>13,656,482.80</b>	<b>16,638,125.20</b>

## FIVE POINT PLAN FUNDS

**Michael V. O'Brien**  
**City Manager**  
City Hall Room 309  
Worcester, Massachusetts 01608  
(508) 799-1175

### BUDGET SUMMARY INFORMATION

	<b>Actuals Fiscal 2012</b>	<b>Approved Budget for Fiscal 2013</b>	<b>Account Number</b>	<b>Recommended Appropriation Fiscal 2014</b>
<b>Five Point Plan Funds</b>				
Capital Campaign Stabilization	\$ 10,300,112	\$ 10,288,797	04D802	\$ 9,708,794
CitySquare DIF Reserve Fund	607,153	800,000	04D803	1,000,000
9C Emergency Reserve	1,500,000	-	359-74	-
Bond Rating Reserve Fund	2,462,188	3,092,256	359-21	950,000
North High Construction Fund	3,047,000	3,047,000	04D806	3,047,000
OPEB Trust Fund	-	1,285,353	04T803	-
<b>Total Transfers to Funds</b>	<b>\$ 17,916,453</b>	<b>\$ 18,513,406</b>		<b>\$ 14,705,794</b>

### FY 2014 Budget Overview

#### Five Point Plan Funds

The City of Worcester's Five Point Financial Plan, adopted in 2007, established a long term plan for the financing of known debt obligations and the building of reserves to maintain and improve the City's bond rating over time.

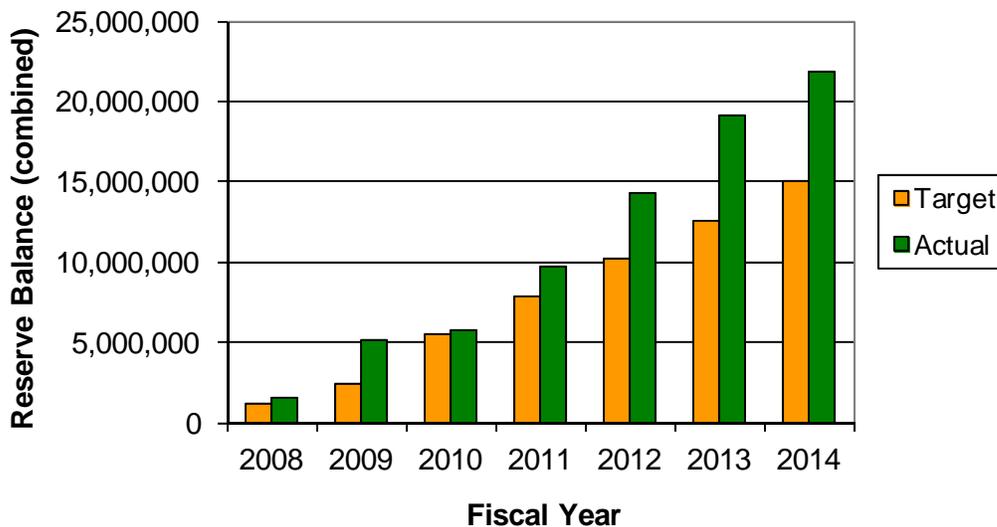
**Capital Campaign for Worcester Technical High School/other projects** The Capital Campaign fund exists to meet the current debt service obligations for major construction projects that have been completed: Worcester Technical High School, Worcester Public Library Renovation, Worcester Senior Center, and Forrest Grove Middle School. The combined debt service for these projects is \$9.7 M and is now fully funded through tax levy appropriations to this fund.

**CitySquare DIF Reserve:** The CitySquare DIF reserve was established to capture the tax revenues associated with the increased value of the parcels of the CitySquare project. These funds will then be used to support the debt service of the publicly funded portions of the CitySquare project. The deposit for Fiscal Year 2014 is \$1,000,000.

**The North High Construction Fund** was established for the purpose of funding future debt service associated with the construction of a new North High School. At the end of Fiscal 2013, this fund will have a balance of \$7,907,004. Each year debt service costs associated with the construction of North High School are charged to this fund.

**The Bond Rating Stabilization Fund** was developed to build general fund reserve so that the City would be poised to maintain or improve its bond rating. Per the Five Point Financial Plan, the City has committed to depositing 50% of any net certified Free Cash as identified by the City Auditor in to the Bond Rating Stabilization Fund. In addition, the City maintains a budgeted deposit of \$950,000 into this fund. At the close of Fiscal 2013, this fund will have a balance of \$11,251,538. The chart below illustrates the City’s progress toward meeting its reserve building objectives per the Five Point Financial Plan to Date.

**Plan Reserves: Bond Rating and North High**



**The OPEB Trust Fund** was added to the Five Point Plan On October 2, 2012. The Worcester City Council amended the Five Point Financial Plan to require deposits into the City’s Other Post Employment Benefits (OPEB) Trust Reserve Fund. Per the amended Five Point Financial Plan, 30% of Net Free Cash available for appropriation each fiscal year is to be appropriated into the OPEB Trust Fund. For Fiscal Year 2013, the Certified Free Cash available for appropriation was \$4,284,511. Per the amended Plan, \$1,285,353 was deposited into the City’s OPEB Trust Fund in FY13. In addition, the funds held in reserve from the transfer of the Worcester Regional Airport to Massport specifically for the purpose of funding retiree health care costs for former Airport employees have been transferred to the OPEB trust, for a balance in the Fund as of 4/30/2013 of 2,689,870. The Fiscal 2014 budget anticipates the possibility of a deposit of 30% of Net Free Cash after the Department of Revenue certifies free cash.



**MICHAEL V. O'BRIEN, CITY MANAGER**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2014**  
**FIVE POINT PLAN FUNDS**

RECOMMENDED FY13 AMOUNT	TITLE		RECOMMENDED FY14 AMOUNT
\$ 10,288,797.00	CAPITAL CAMPAIGN STABILIZATION (1)	04D802	\$ 9,708,794.00
800,000.00	CITY SQUARE DIF RESERVE FUND	04D803	1,000,000.00
3,092,256.00	BOND RATING STABILIZATION FUND	359-21	950,000.00
1,285,353.00	OPEB TRUST RESERVE	04T803	-
3,047,000.00	NORTH HIGH SCHOOL CONSTRUCTION FUND	04D806	3,047,000.00
<u>\$ 18,513,406.00</u>	TOTAL FIVE POINT PLAN FUNDS		<u>\$ 14,705,794.00</u>
<u>\$ 18,513,406.00</u>	TOTAL FIVE POINT PLAN FUNDS		<u>\$ 14,705,794.00</u>

**CITY OF WORCESTER  
FISCAL 2014  
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	326,900.00	26,867.00						353,767.00
MAYOR	030	108,682.00	7,777.00						116,459.00
CITY MANAGER	040	909,850.00	1,699,280.00						2,609,130.00
PROMOTION OF TOURISM	041								0.00
ECONOMIC DEVELOPMENT	043	1,297,839.00	70,090.00						1,367,929.00
CITY CLERK	100	550,291.00	36,024.00					3,000.00	589,315.00
CITY MESSENGER	110	172,918.00	888,911.00					15,171.00	1,077,000.00
LAW	120	799,854.00	137,842.00						937,696.00
COURT JUDGMENTS	121		378,100.00						378,100.00
PROPERTY & CASUALTY	122		119,948.00						119,948.00
ELECTIONS	150	493,168.00	110,885.00						604,053.00
CONTRIBUTORY PENSIONS	161						21,792,319.00		21,792,319.00
NON CONTRIBUTORY PENSIONS	162						133,129.00		133,129.00
HUMAN RESOURCES	170	840,889.00	247,458.00					3,000.00	1,091,347.00
WORKERS COMPENSATION	171		104,700.00				1,105,957.00		1,210,657.00
UNEMPLOYMENT COMPENSATION	172						100,000.00		100,000.00
PUBLIC SAFETY IOD	174						406,681.00		406,681.00
LICENSE COMMISSION	190		1,200.00						1,200.00
POLICE	250	38,006,993.00	2,190,045.00	74,750.00				2,887,546.00	43,159,334.00
FIRE	260	31,739,223.00	1,053,828.00	66,200.00				606,689.00	33,465,940.00
COMMUNICATIONS	270	1,737,110.00	354,114.00					153,943.00	2,245,167.00
INSPECTONAL SERVICES	280	2,952,949.00	230,452.00					69,579.00	3,252,980.00
PUBLIC HEALTH	330	322,394.00	40,000.00						362,394.00
ELDER AFFAIRS	340	269,278.00	133,841.00					0.00	403,119.00
DPW ADMINISTRATION	4101	393,933.00	248,090.00					31,110.00	673,133.00
DPW ENGINEERING	4102	1,144,686.00	402,342.00					81,793.00	1,628,821.00
DPW STREETS	4103	1,653,609.00	650,556.00					350,108.00	2,654,273.00
DPW SANITATION	4104	1,116,012.00	4,374,109.00					121,414.00	5,611,535.00
DPW CENTRAL GARAGE	4105	539,193.00	1,214,912.00					30,613.00	1,784,718.00
SNOW REMOVAL	411		3,415,574.00					431,065.00	3,846,639.00
STREET LIGHTS	412		2,852,828.00						2,852,828.00
UNION STATION	480		385,667.00						385,667.00
PUBLIC SCHOOLS NET SCHOOL	500	190,718,331.00	33,695,847.00	300,000.00			54,543,496.00	1,241,946.00	280,499,620.00
PUBLIC SCHOOLS NON NET SCHOC	540	2,692,539.00	13,753,234.00					415,140.00	16,860,913.00
PUBLIC LIBRARY	550	3,326,854.00	1,456,244.00					114,534.00	4,897,632.00
REGIONAL LIBRARY	560								0.00
ADMINISTRATION/FINANCE	600/610/660	1,661,086.00	796,935.00					30,000.00	2,488,021.00
AUDITING	650	616,544.00	159,525.00					2,193.00	778,262.00
DEBT PRINCIPAL	661				24,401,593.00				24,401,593.00
DEBT INTEREST	662				7,768,695.00				7,768,695.00

Cont...

**CITY OF WORCESTER  
FISCAL 2014  
LINE ITEM BUDGET**

DEPT NAME	DEPT NO.	91000 Salaries	92000 OM	93000 Capital Outlay	94000 Debt	95000 Transfer	96000 Benefits	97000 Overtime	TOTAL
HEALTH INSURANCE	663				10,559,121.00		23,021,923.00		23,021,923.00
PENSION OBLIGATION BONDS	665							1,000.00	835,966.00
ASSESSING	670	540,466.00	294,500.00						2,986,170.00
TECHNICAL SERVICES	680	1,711,110.00	1,238,467.00					36,593.00	4,193,453.00
PARKS	720	2,811,083.00	1,074,691.00					307,679.00	121,506.00
AUDITORIUM	740		121,506.00						1,051,885.00
DCU	750		699,855.00		352,030.00				0.00
WORKFORCE DEVELOPMENT	31S								1,000,000.00
CONTINGENCY	900		1,000,000.00						
<b>TOTAL TAX LEVY APPROPRIATION</b>		<b>289,453,784.00</b>	<b>75,666,244.00</b>	<b>440,950.00</b>	<b>43,081,439.00</b>	<b>0.00</b>	<b>101,103,505.00</b>	<b>6,934,116.00</b>	<b>516,680,038.00</b>
CHARTER SCHOOLS									29,039,230.00
OTHER INTERGOVERNMENTAL									3,419,034.00
FIVE POINT PLAN TRANSFERS OUT									14,705,794.00
GOLF COURSE									150,000.00
<b>TOTAL TRANSFERS AND INTERGOVERNMENTAL</b>									<b>47,314,058.00</b>
SEWER	440	2,820,393.00	19,801,105.00	24,500.00	7,145,668.00	3,243,300.00	3,188,782.00	230,000.00	36,453,748.00
WATER	450	5,932,037.00	3,559,023.00	25,000.00	11,574,442.00	2,139,586.00	4,520,148.00	630,000.00	28,380,236.00
GOLF COURSE	710	222,279.00	778,513.00		221,781.00	30,607.00	98,193.00		1,351,373.00
<b>TOTAL ENTERPRISE APPROPRIATION</b>		<b>8,974,709.00</b>	<b>24,138,641.00</b>	<b>49,500.00</b>	<b>18,941,891.00</b>	<b>5,413,493.00</b>	<b>7,807,123.00</b>	<b>860,000.00</b>	<b>66,185,357.00</b>