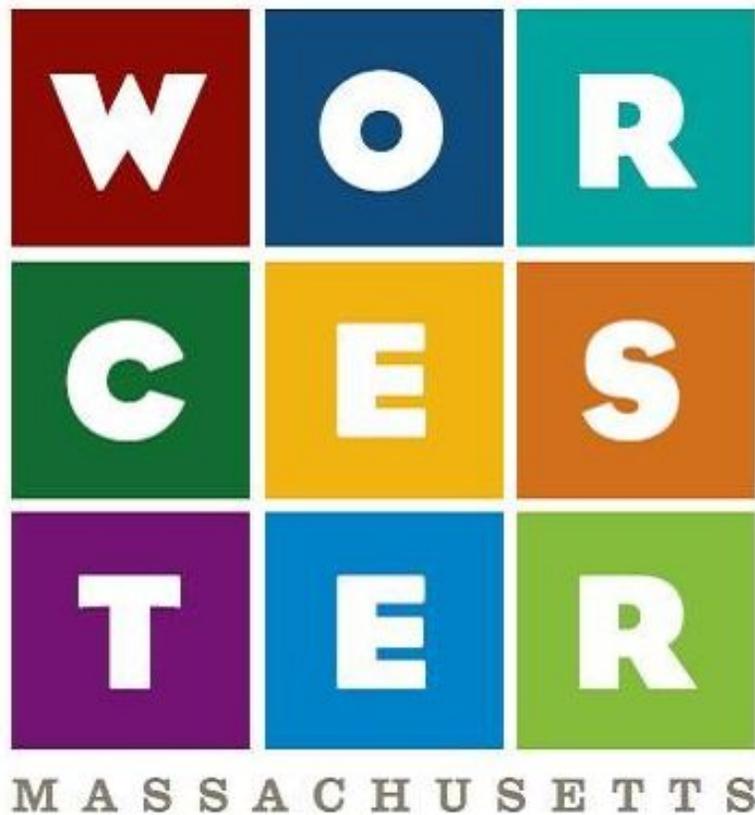


CITY OF WORCESTER



FISCAL 2013

ANNUAL BUDGET

Michael V. O'Brien, City Manager

Worcester, Massachusetts

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Michael V. O'Brien
City Manager

CITY OF WORCESTER

May 15, 2012

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend your approval of the appropriations shown in the Line Item Budget Statement of Amounts included in the attached Annual Budget for Fiscal Year 2013. This recommendation calls for total expenditures, intergovernmental charges and transfers of \$541.8 million and Enterprise Fund appropriations of \$63 million. The Operating Budget (General Fund) reflects an overall 3.1%—year over year—expenditure increase over the current fiscal year's budget primarily due to education expenditures (City – 1.2%; WPS – 4.6%). The accompanying Annual Budget Document details the amounts and the purposes of the recommended appropriations for each department.

It is clear that the global recession and sluggish economy of the last five years has taken its toll. City government has not been immune. We have been faced with significant and real financial challenges—from dramatic revenue declines to skyrocketing, unsustainable fixed costs. In the last three years, we have seen our State Local Aid decline by more than 32% (or more than \$20 million annually), while local receipts have dropped nearly 15%. In this same period of time, our efforts to contain costs have slowed municipal spending to an unprecedented and ***even lower than originally estimated upon final budgetary decisions*** 1.2% from historical levels of 3 to 5%; reduced our health insurance expenditures from double-digit growth rates to 4%; and lowered our retiree health care liability from a staggering \$1.1 billion to \$665 million.

Our efforts to contain costs required staunch fiscal discipline, innovative and sometimes difficult reforms, and new ways of doing business. It meant that we were required to become a much smaller organization, reducing our workforce by more than 200 positions through lay-offs and attrition, while holding firm at zero-percent wage increases for the remainder of the organization. We upgraded technology to streamline services, prioritized functions in every department and shifted available resources to meet those priorities. We have downsized City government drastically and we are at the bone. We implemented reforms to curb skyrocketing employee and retiree health care costs that redirected more than \$100 million to direct municipal services over the last four years and decreased FY2013 health care costs alone by \$2 million for the City and \$4 million for the Worcester Public Schools. These same reforms helped to reduce our retiree health care liability by almost \$500 million (upon final implementation of the “GIC-like” health care plans for active employees and retirees).



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

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

EMAIL: citymanager@worcesterma.gov



All of this work has put us in a far better financial position than in previous fiscal years, and in spite of a slow economy. My Fiscal Year 2013 Budget Recommendation before you shows those signs of stability, reflecting marginal improvements to the local economy. All revenue sources combined, the annual budget increases from \$525.5 million in Fiscal Year 2012 to \$542.8 million in Fiscal Year 2013, an increase of \$16.3 million in revenues, of which \$13.6 million is dedicated to fund public education. The balance of \$2.7 million is allocated to costs in the municipal budget, including pensions, debt service, snow removal, as well as support for operational departments. The following table summarizes revenues contained within the attached documents:

Revenues	FY11 Act	FY12	FY13	Change
Property Tax Levy	216.3	224.6	235.2	10.6
State Aid General City	39.4	39.4	39.3	(0.1)
State Aid Education	193.4	201.1	210.4	9.2
State Aid Charter Schools	4.0	3.8	4.6	0.9
State MSBA	16.1	15.2	15.2	-
Local (Permits/Motor Vehicle)	39.1	35.3	35.9	0.6
Other Available Funds	1.3	3.0	1.2	(1.9)
Free Cash	0.5	3.0	-	(3.0)
Total Revenues	510.2	525.5	541.8	16.3

My FY2013 Budget Recommendation reflects the priorities set forth by this City Council and the community at large and addresses the needs to fulfill these priorities. Each department re-evaluated these priorities and these needs. This budget preserves core municipal services in all areas of government; maintains a compliment of 406 uniformed firefighter positions and funds 31 firefighter positions for the current recruit class; adds 25 new police officer recruits; and increases funding for Worcester Public Schools (WPS) and Charter Schools by \$13.6 million. It funds the opening of our pool, beaches and spray park, and our yard waste drop-off sites; and maintains hours and current levels of service at the Worcester Public Library, its branches and the Library Express. It meets the parameters for fiscal responsibility established by the City's Five Point Financial Plan and does not apply one-time revenues to support recurring operating costs.

My FY2013 Budget Recommendation also includes contractual wage increases for all employees (2% on July 1, 2012 and 1% on January 1, 2013) after three consecutive years of zero-percent wage increases. These wages and health care reforms were negotiated in our collective bargaining contracts settled prior to Fiscal Year 2012. In addition, this budget recognizes the significant gaps in staffing positions that have been eliminated or left vacant over the last three years and the need to restore these critical, strategic positions if we are to continue to fulfill the goals set forth by this City Council and our community. It also recognizes a 10% increase in the snow removal budget in accordance with the Five Point Financial Plan; and an increase of \$1.8 million to address our long-term pension obligations.

The previously detailed \$1.3 million budget gap has been closed through a combination of reductions in fixed costs, including employee health insurance, unemployment compensation, energy and marginally positive revenue trends, particularly in the categories of motor vehicle excise and building permits. Final review of health insurance, unemployment compensation, utilities, and departmental ordinary maintenance expenditures reduced the final budget by an additional \$1 million, balancing the FY13 budget and reducing the expenditure growth over FY12 to 1.2%.

I have great confidence in our State House Delegation and their knowledge of how important our Local Aid is for basic municipal services. Their decisions to date to add \$2.6 million to our base Unrestricted Local Aid this year is a tremendous assist to us to stabilize municipal services. I must however, plan for a contingency if actual State revenues reverse these decisions as the State Budget process advances and potentially decreases our Unrestricted Local Aid by \$2.6 million. I have identified areas from my recommendation that would need to be eliminated to address this potential gap, including the State educational formula driven \$750,000 to the Worcester Public Schools, the WPD Summer Impact Overtime and other one-time necessary expenses.

The following provides details department by department of highlights of my FY13 Budget Recommendation.

Public Education

This budget includes increased funding of \$13.6 million, (or a 4.6% increase), to the Worcester Public Schools, inclusive of Charter School funding. Approximately \$3.6 million of this funding is an increase in the City's contribution to the WPS based on the State's foundation formula. Additionally, recent actions, including the City's efforts to engage in competitive reverse auctions to reduce electricity rates and the final implementation of employee health care reforms, will allow the WPS to redeploy approximately \$4 million in health insurance savings and \$1 million in energy savings to their classrooms.

Public Safety

This budget places a high priority on public safety. We have reached unprecedented low staffing levels due to the increasing average age, retirements, and hiring freezes. I have listened intently to City Council and to the concerns of our community relative to staffing levels in these departments. There can be no doubt that before any other priority can be realized, the basic safety of the City must be a known quantity. This budget retains seventeen (17) firefighters who were funded through the Federal SAFER Grant, which will expire at the end of this fiscal year. It also sustains thirty-one (31) firefighter positions to be filled by the recruit class that was added in FY2012; these additional positions will maintain the budgeted compliment of 406 uniformed personnel in light of the retirements expected to take place in the upcoming fiscal year. The budget reduces the number of Deputy Chiefs from 3 to 2 and adjusts salaries to reflect the adjustment in the Table of Organization and the differential with District Chiefs following the last contract. This budget also includes the addition of 25 police officer recruits and funding for continued patrols to address Summer Impact, problem bars, and community impact neighborhood meetings.

Public Works and Parks

This budget fully funds the opening of the pool, beaches and spray parks. There are no reductions in key services, such as street sweeping or parks maintenance. It includes critical positions for water cross connections in the Water Department and a field-position dedicated to streetlight maintenance oversight.

Worcester Public Library

This budget maintains current hours and levels of services at Main Branch and two branches. It restructures management positions (new titles) and adds three positions. It also reflects the recently signed agreement with the College of the Holy Cross to fund the new Library Express for accessible, community-wide door-to-door library services.

Public Health

The Division currently services five (5) neighboring towns and anticipates adding new inter-municipal agreements in the coming year. This budget will add Regional Health Specialists and will restructure current staffing levels to address the needs in City and neighboring towns. These positions are funded by contracted towns and a State grant.

Economic Development

This budget reflects significant cuts to the Federal Community Development Block Grant Program and the HOME Affordable Housing Program. These reductions will require a restructuring of staffing to address the administrative funding reduction in FY13. The budget also adds a Grant Compliance Position for improved oversight and management of grant funding.

Inspectional Services

This budget restores critical positions that were cut during the height of the economic downturn but are vital given the volume of requests made annually and the potential loss of revenues from these inspections. These positions include a Wiring Inspector, a Sealer of Weights and Measures, and a Principal Sanitary Inspector. This budget also reflects the positive revenue estimates expected from these increased inspections.

Other Departments

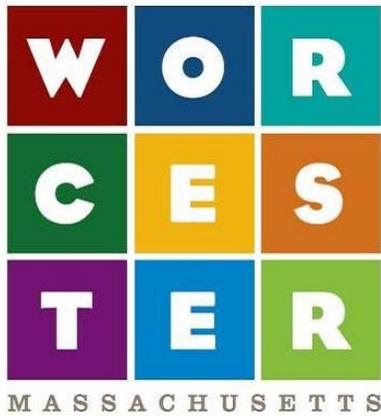
This budget includes a City-wide computer replacement program upgrade for Technical Services, in light of the City's aging technology. It eliminates two positions in the Office of the City Manager: Chief of Clerk of Works and Director of Administration and adds an Assistant City Manager of Operations. It also includes an Assistant Human Resources Director.

I respectfully recommend your approval of the appropriations shown in the Statement of Amounts included in the attached Annual Budget for Fiscal Year 2013.

Sincerely,



Michael V. O'Brien
City Manager



Fiscal Year 2013 Revenue and Expenditure Overview

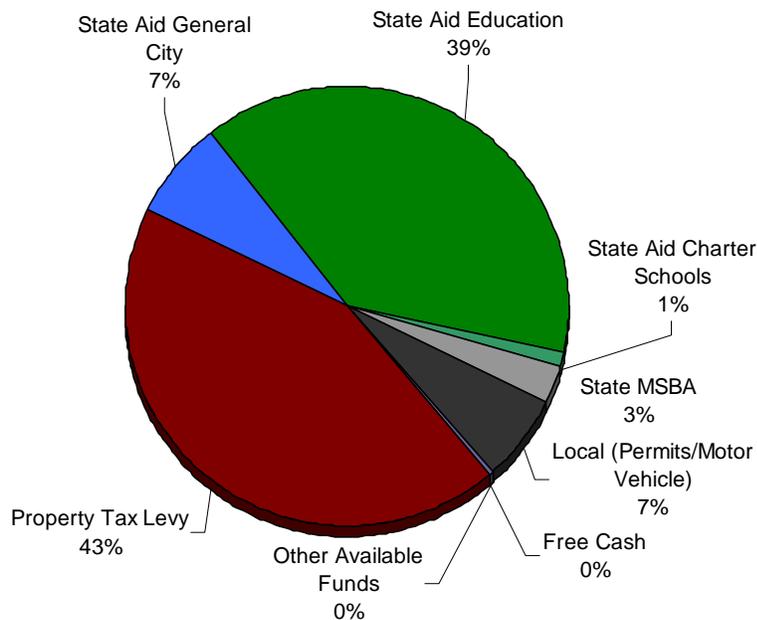
The Fiscal Year 2013 recommended budget is structurally balanced and uses no one time revenue sources. Each of the revenues or other funding sources for the appropriation recommendation in this budget are detailed below. Expenditure appropriation recommendations are summarized in this overview and detailed in each of the departmental sections that follow.

Revenue Overview

The Fiscal Year 2013 budget is funded through \$541.8M in revenues. This is comprised of \$235.2 in property taxes, and \$39.3M in Unrestricted and other State Aid for City operations, \$210.4M in State Aid for Education, \$4.6M in Charter School reimbursements. These amounts are based on the Local Aid proposal included in the House Budget for Fiscal Year 2013. Other revenues include \$15.2M in reimbursements for schools construction, \$35.2M in local receipts, and \$1.2M in other available funds. The revenue projection retains \$10M in unused tax levy capacity, unchanged from Fiscal Year 2012. Transfers in from reserve funds which are appropriated in to the general fund budget have been reduced to reflect current trends in those revenue sources.

Revenues	FY11 Act	FY12	FY13	Change
Property Tax Levy	216.3	224.6	235.2	10.6
State Aid General City	39.4	39.4	39.3	(0.1)
State Aid Education	193.4	201.1	210.4	9.2
State Aid Charter Schools	4.0	3.8	4.6	0.9
State MSBA	16.1	15.2	15.2	-
Local (Permits/Motor Vehicle)	39.1	35.3	35.9	0.6
Other Available Funds	1.3	3.0	1.2	(1.9)
Free Cash	0.5	3.0	-	(3.0)
Total Revenues	510.2	525.5	541.8	16.3

FY13 Revenue Breakdown



Property Taxes

The Fiscal Year 2013 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 Fiscal Year 2013 budget assumes new growth of \$3.65M, a reduction from the Fiscal Year 2012 new growth amount of \$4.6M. The tax levy amount recognized for the Fiscal 2013 budget maintains \$10M in unused levy capacity.

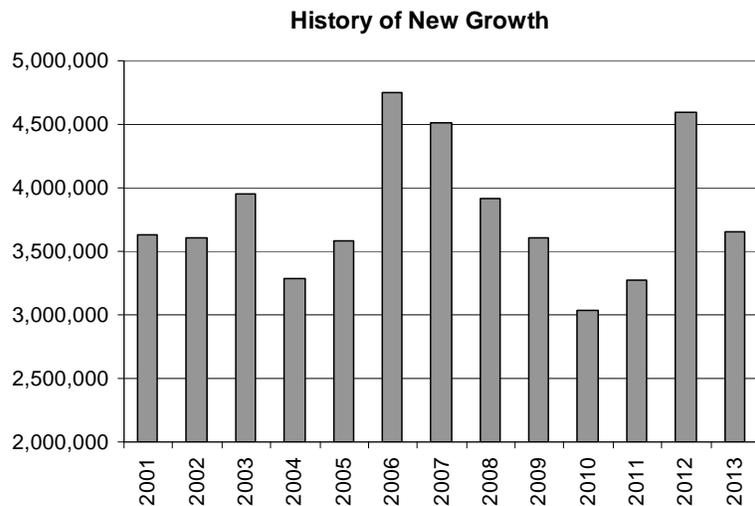
Property Tax Statutes

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

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

The “Levy Ceiling” is the upper limit of the two separate means to restrict the tax levy to be raised. Proposition 2 1/2 provides that a community’s tax levy cannot exceed 2.5% of the total taxable assessed value of the community. The “Levy Ceiling” is the absolute limit to how much

tax levy a community may raise. The Levy Ceiling would be reached when a community has a single tax rate of 25.00 per 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 which are applicable under state requirements. The Commonwealth of Massachusetts reimburses the City for loss of taxes because of real estate exemptions to the elderly, veterans, surviving spouses, and the legally blind. Under Chapter 59 of the Massachusetts General Laws, municipalities are partially reimbursed for the exemptions that are granted. 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 Year 2013 is set at \$3.0M. The following table includes all elements of the City’s property tax revenue estimate for Fiscal Year 2013.

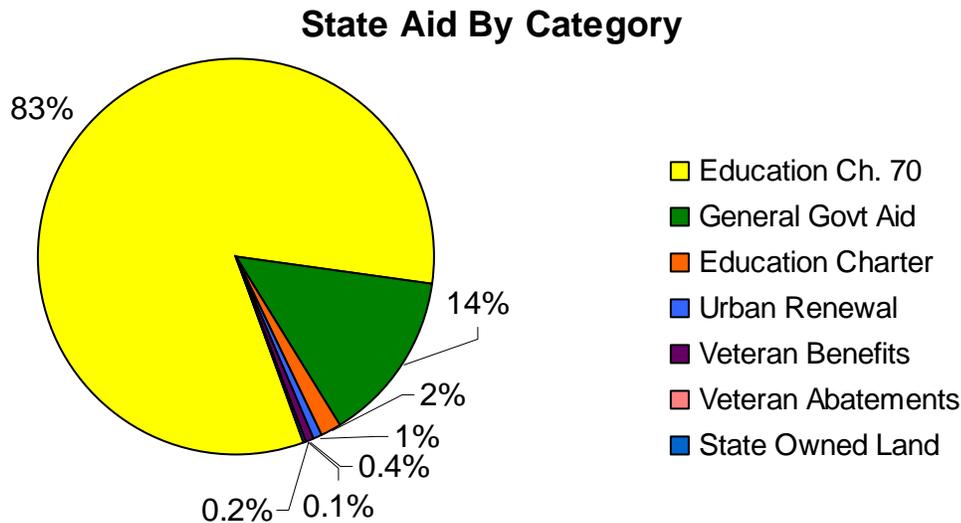
Property Tax Revenues			
	2011	2012	2013
Prior Year Levy	207,502,880	218,261,680	228,569,013
Levy Limit	219,534,516	228,293,316	238,600,649
2.5% Increase	5,488,363	5,707,333	5,965,016
New Growth	3,270,437	4,600,000	3,650,000
New Limit	228,293,316	238,600,649	248,215,665
Use of Unused Capacity	2,000,000		
New Total Levy	218,261,680	228,569,013	238,184,029
Less Overlay	(3,110,000)	(3,931,421)	(3,000,000)
Available Tax Levy	215,151,680	224,637,592	235,184,029

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 Overview and trends

The Fiscal Year 2013 budget proposal includes estimates for State Aid based on the House Ways and Means proposed budget. The following chart indicates the breakdown of state funding among the aid categories based on that proposal for Fiscal Year 2013. 84% of the City’s aid from the state is directed toward public education. 13% is allocated for direct general government aid:



State Aid Category	FY08 Actual	FY13 Budget	FY08 to FY12 %
Education Chapter 70	174,025,314	210,364,137	20.9%
Education Charter School	5,082,267	4,624,213	-9.0%
Education Subtotal	179,107,581	214,988,350	20.0%

State Aid Category	FY08 Actual	FY13 Budget	FY08 to FY12 %
General Revenue Sharing	51,721,578	35,150,026	-32.0%
Urban Renewal	2,410,000	2,410,000	0.0%
Veteran's Benefits	347,564	1,141,894	228.5%
Vet/Eld Abatements	668,998	217,366	-67.5%
State Owned Land	615,428	417,839	-32.1%
Regional Lib	119,655	0	-100.0%
Quinn Bill	2,190,117	0	-100.0%
Subtotal General	58,073,340	39,337,125	-32.3%

Total	237,180,921	254,325,475	7.2%
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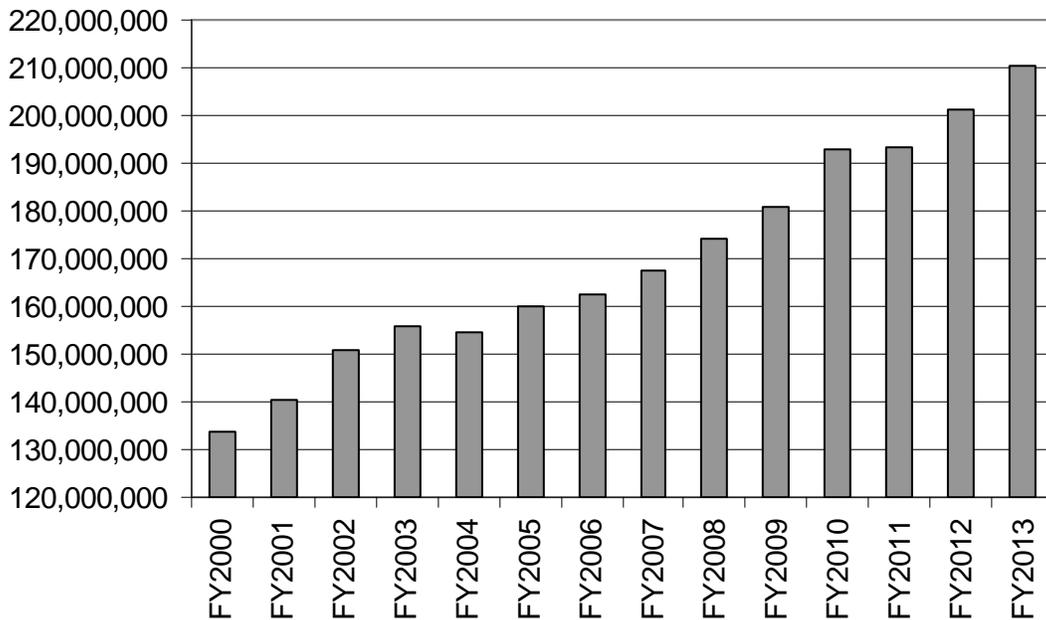
The table above shows the general trend since Fiscal Year 2008 for state funding for the City of Worcester. Over this period, Education aid has increased by 20 percent. The trend for state aid to support general municipal services over this period has shown a deep decline, an overall net reduction of recurring revenue of 32%.

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 Year 2013.

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 funding required to provide an adequate education per state law. The state then uses a separate formula to determine the city’s ability to pay for education with 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 \$210,364,137 for Fiscal 2013.

State Education Aid FY00 to FY13



Charter School Reimbursement

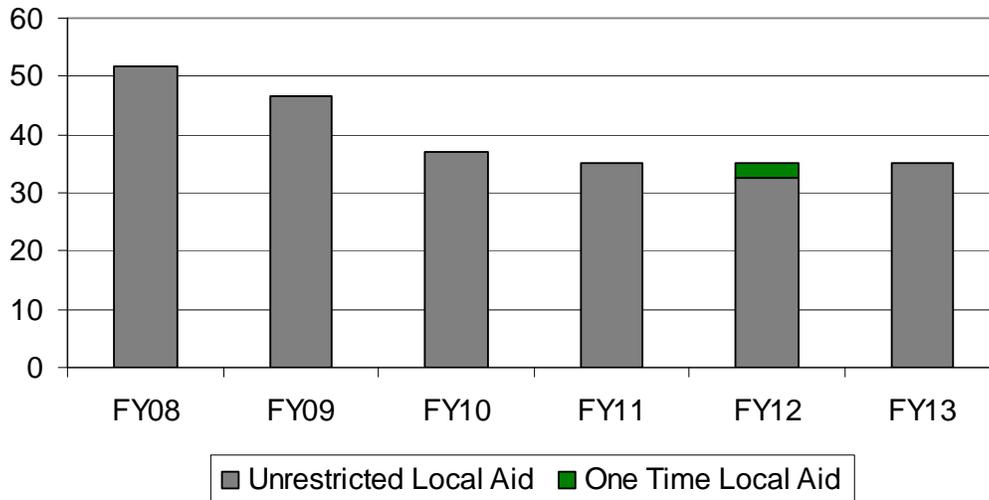
The Commonwealth provides a declining reimbursement amount to cities and towns for each student that chooses to attend a Charter School. The state provides full reimbursement of any new charter school costs each year based upon the tuition formula, but gradually phases out the

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 2013 the Charter Tuition Reimbursement and School Choice Tuition is budgeted at \$4,624,213 based on the preliminary amounts released by the Commonwealth. This amount is subject to change as final enrollments in the City’s three charter schools are tabulated.

Unrestricted General Government Aid

This aid category, formerly “Lottery Aid” and “Additional Assistance”, 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 Year 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 Year 2008.

General Government Aid



Urban Renewal

Worcester receives, through the Cherry Sheet, aid from the state for The Urban Renewal Project; better know as Worcester’s Medical Complex. 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 the Medical City project. The Fiscal 2013 amount for this revenue item will remain level funded at \$2,410,000. This amount will be reduced to \$945,856 in Fiscal Year 2014 representing the City’s last payment for this urban renewal project.

Veterans Benefits

The Commonwealth of Massachusetts reimburses the City of Worcester 75% of the cost of veterans' benefits. These reimbursements are received approximately one year after they are paid. As a result, 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 Year 2013 revenue estimate for this revenue source is \$1,141,894 based on the current information from the Department of Revenue.

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 \$417,839.

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.

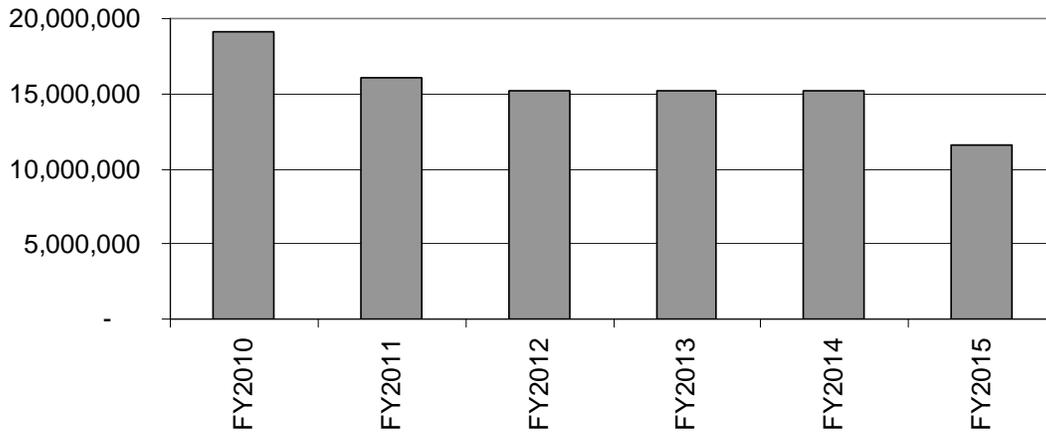
Veterans, Elderly and Disabled Tax Exemption aid

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 Year 2013 budget includes a Cherry Sheet allocation of \$217,366 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 direct funding rather than reimbursements. 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:

School Construction Reimbursement



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.

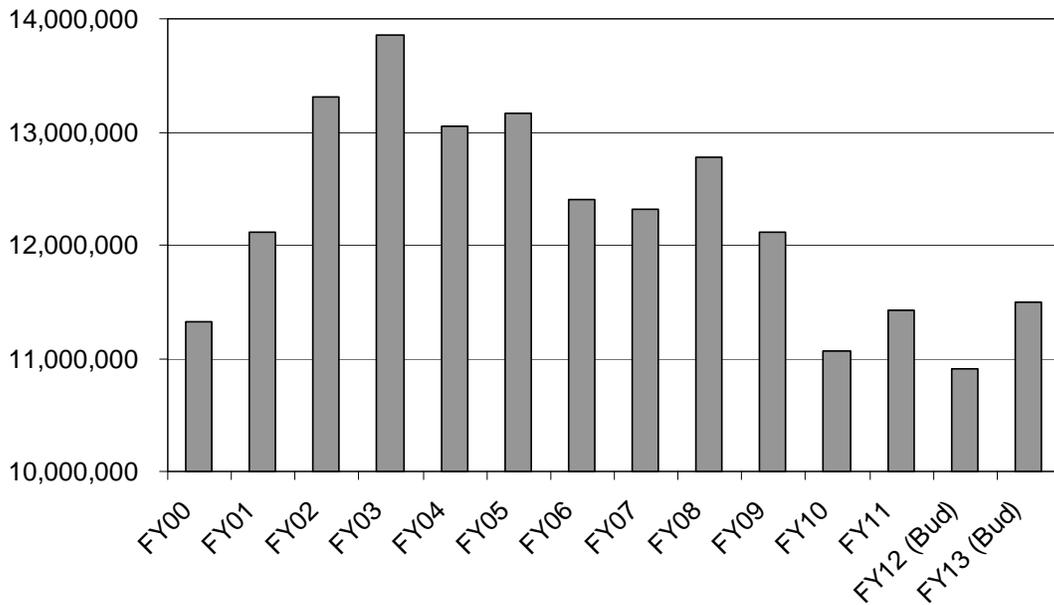
Category	FY11 Actual	FY12 Budget	FY13 Budget
Motor Vehicle	11,421,791	10,900,000	11,500,000
Other Excise	2,838,375	2,840,000	2,840,000
Penalties and Interest	2,201,212	2,372,000	2,333,000
In lieu	1,778,650	850,000	750,000
Charges Trash	3,303,918	3,200,000	3,200,000
Other Charges	284,049	235,000	200,000
Fees	1,616,325	1,442,420	1,498,000
Federal Reimbursement (Medicaid)	2,610,882	2,600,000	1,900,000
Dept Rev Cemeteries	263,142	230,000	250,000
Dept Rev Rec.	68,286	50,000	65,000
Other Dept	279,671	259,000	279,500
Licenses and Permits	4,864,744	4,037,910	4,790,000
Special Assessments	376,318	370,000	370,000
Fines and Forfeits	2,806,076	2,750,000	2,900,000
Investment Income	635,026	600,000	600,000
Misc Recurring	3,565,698	2,600,000	2,450,000
Total Local Receipts	38,914,163	35,336,330	35,925,500

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. This revenue source has been declining over the last four years, but has shown signs of reaching a bottom in Fiscal Year 2011. Actual collections for Fiscal Year 2011 and Fiscal Year 2012 have come in ahead of original budgeted estimates. As a result, the Fiscal Year 2013 revenue estimate has been increased to \$11.5M.

Motor Vehicle Excise



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 Year 2010 and implemented during the last three quarters of Fiscal Year 2010. The hotel and meals tax is estimated to be \$2.84M in Fiscal Year 2013, a level estimate with Fiscal Year 2012.

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. \$2.3M is estimated from this revenue source in Fiscal Year 2013.

Trash Fees

On November 29, 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. To use the City's collection program, residents

must dispose of solid waste in City approved yellow trash bags. The revenue estimate has been maintained at the same level as Fiscal Year 2012 to \$3.2M for this category.

Licenses and Permits

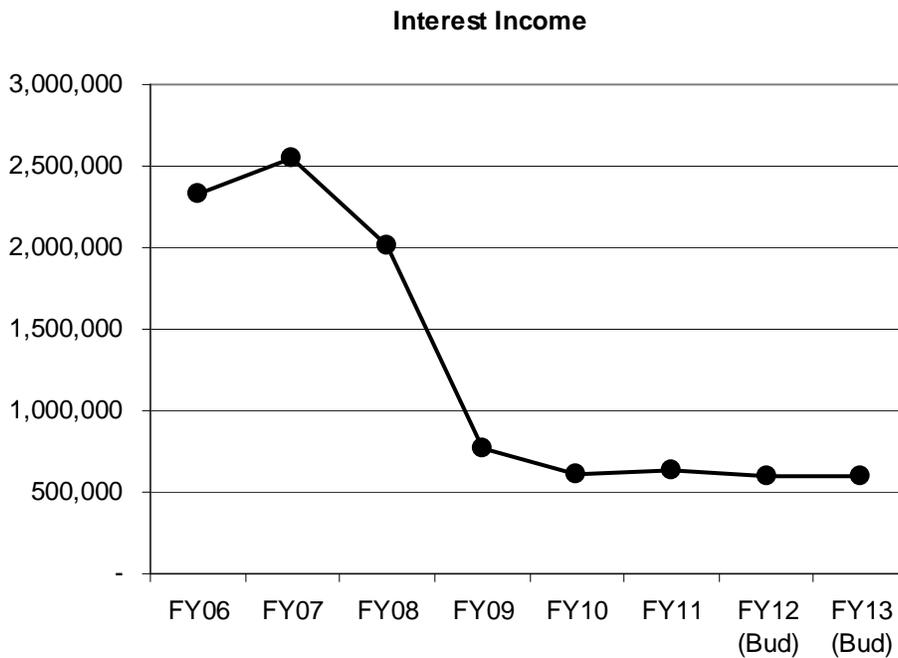
Revenues are collected associated with licenses and permits issued by the city. These include building permits, electrical and plumbing permits. This category also includes charges for weights and measures, liquor licenses, and other City licenses. This category is budgeted at \$4.79M based on estimated economic activity in Fiscal Year 2013.

Fines and Forfeits

Parking tickets are a means to enforce parking regulations with revenues ranging from \$10 for a meter violation to \$200 for parking in a Handicap zone. Other income includes boot removal fees, court fines assessed through motor vehicle violations, and health violations. Late fees assessed on delinquent bills are also placed within this category of revenue. This category is budgeted at \$2.9M for Fiscal Year 2013.

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 in the last two years as interest rates have been maintained at historic lows. This revenue source has fallen from a high of \$4.5M in Fiscal Year 2005 to its current level of less than \$650,000. Interest income has reached a low point of \$600,000 that is now carried forward in the Fiscal Year 2013 revenue estimate.



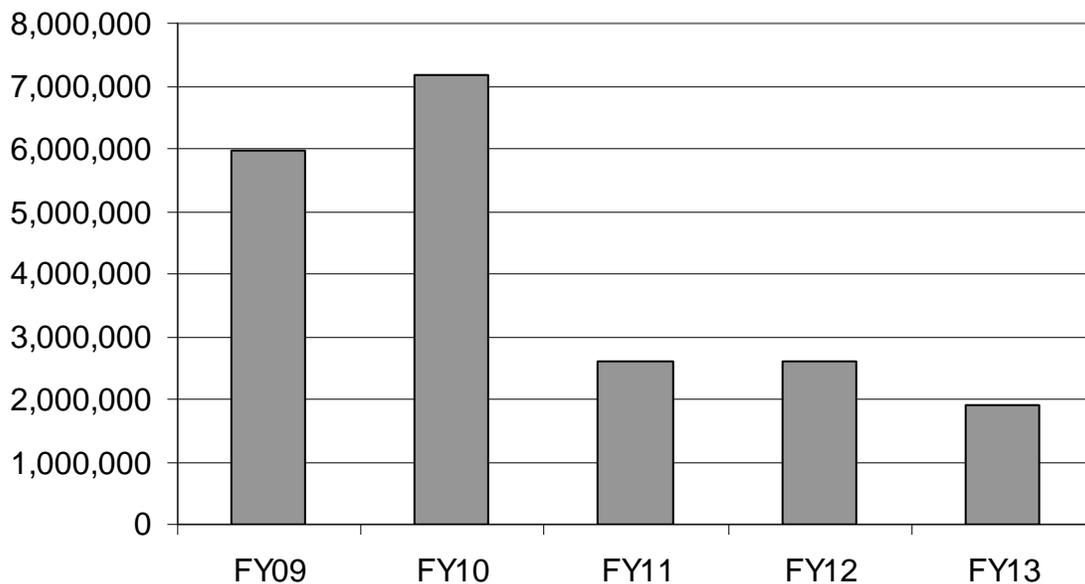
Payment In Lieu of Taxes

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 \$750,000 for Fiscal Year 2013.

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. Due to changes in State and Federal Regulations and reimbursement structures, it is anticipated that this revenue source will decline in Fiscal Year 2012. The Fiscal Year 2013 budget includes an estimate of \$1.9M from this revenue source.

Federal Medicaid Reimbursements



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 Year 2013 miscellaneous recurrent revenue estimate of \$1.8M. This is a reduction from Fiscal Year 2012 in recognition of the cuts in various grant funding sources currently being implemented.

Cemetery Fees

Hope Cemetery generates most of its revenue from burial fees. Burial fees range from \$100 to \$1,000 per burial depending on the day of the week and whether the deceased is an adult or child. Other revenues include fees charged for foundations, repair orders, canopy tents, liner boxes and other miscellaneous receipts. The Perpetual Care Trust Fund receives forty percent of the sale of lots and graves. The general fund budget is built on an estimate of \$250,000 from this revenue source.

Recreation Fees

The City charges various organizations and individuals for the use of City parks through the department of Parks and Recreations. Fees range from \$3 to \$10 depending on whether renters want a blanket or individual permit or a lit or unlit field. 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 \$65,000 for Fiscal Year 2013.

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 Year 2013 estimate for this revenue source is \$1.49M.

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.

Charges for Services

This category represents the annual rental amount collected for the tenants of the Worcester Memorial Auditorium. Based on current leases for space at the Auditorium, this revenue category is estimated to generate \$200,000 in Fiscal Year 2013.

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 \$370,000 for Fiscal Year 2013, equal to the estimate from Fiscal Year 2012.

Other Revenue/ Funding Sources

Free Cash

Free cash is certified by the Department of Revenue by the Bureau of Accounts based upon the submission of a community's June 30 balance sheet. A community will receive notification of the amount certified, and subsequently, the amount available for appropriation. No Free Cash is projected for appropriation in the Fiscal Year 2013 budget. Should Free Cash be certified for appropriation by the Department of Revenue, 50% of that amount will be recommended for appropriation into the City's Bond Rating Stabilization Fund.

Other Available Funds

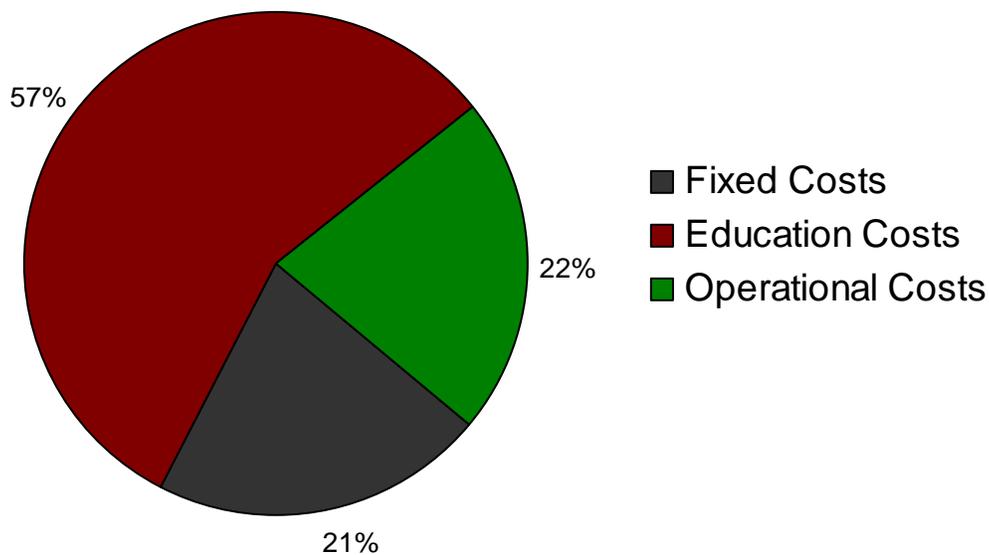
Other available funds consist of revenues transferred in from various reserve accounts that are classified as another available fund for the purposes of the Fiscal 2013 budget. These are recurring revenue sources and not one time transfers in to the operating budget.

Other Available Funds (Non Local Receipt)		FROM	FY2012	FY2013
DPW Engineering	Chapter 90 Funds		73,000	73,000
DPW Engineering	Conservation Commission	330-15	30,730	-
DPW Engineering	Construction Inspection Fee	330-12	145,000	145,000
DPW Engineering	Sewer Connection	330-10	117,930	117,930
DPW Engineering	Off Street Parking	330-03	169,442	169,442
DPW Engineering	Parking Meters	330-04	183,562	183,562
DPW Streets	Chapter 90 Funds		300,000	343,023
Subtotal DPW Engineering Funding			1,019,664	1,031,957
		FROM		
Treasury Parking Ticket Processing		330-04	10,000	10,000
Treasury Parking Ticket Processing		330-03	90,000	90,000
Parks/Hope Cemetery	Lots & Graves	332-01	43,750	-
Parks/Hope Cemetery	Perpetual Care Trust	359-76	50,000	-
Hope Cemetery Debt	Princ. Service		52,241	33,100
Hope Cemetery Debt	Interest Service		29,839	5,957
Subtotal Other Funds			275,830	139,057
Appropriation from 9C Reserve Fund/Overlay			1,736,308	-
Total Other Available Funds (Non Local Receipts)			3,031,802	1,171,014

Fiscal Year 2013 Expenditure Overview

The Fiscal Year 2013 budget appropriates \$541.8 in revenues to fund the following cost centers. The City’s expenditure budget is broken into three large categories—Education (Including Worcester Public Schools and Charter and Choice School Tuition), City Operations, and City Fixed Costs. The following chart shows the breakdown by percentage of these expenditures in those three categories.

Expenditure Breakdown



Education costs account for 57% of all city expenditures. Fixed costs, including debt service, pensions, health benefits, and snow removal, account for 21% 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 Year 2013 budget is \$284.5M, which represents an increase of \$11.4M from Fiscal Year 2012. 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.

City Fixed Costs

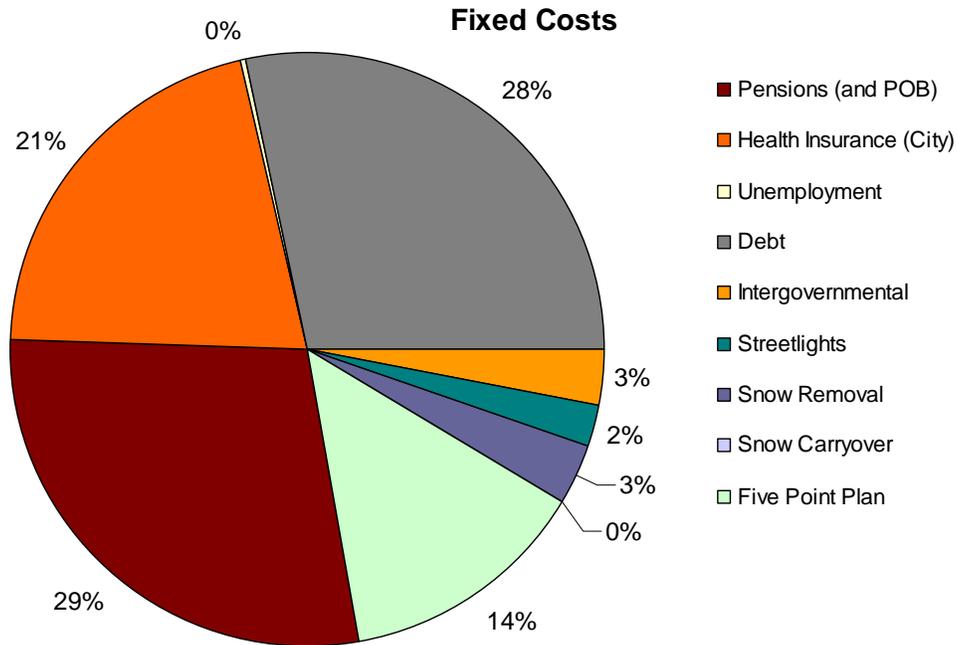
City side fixed costs are comprised of Health Insurance, Pensions, Debt Service, Snow Removal and Snow Carryover, Street lighting, and Intergovernmental charges.

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, collectively totaling over \$70M. The City side health insurance cost for Fiscal Year 2013 is budgeted at \$23.0M. This amount includes costs for employee and retiree premiums, public safety Injured On Duty medical claims, Workers Compensation claims, as well as Federal Medicare costs. The budget reflects estimated savings associated with full implementation of new GIC-like plan designs for all employees and retirees.

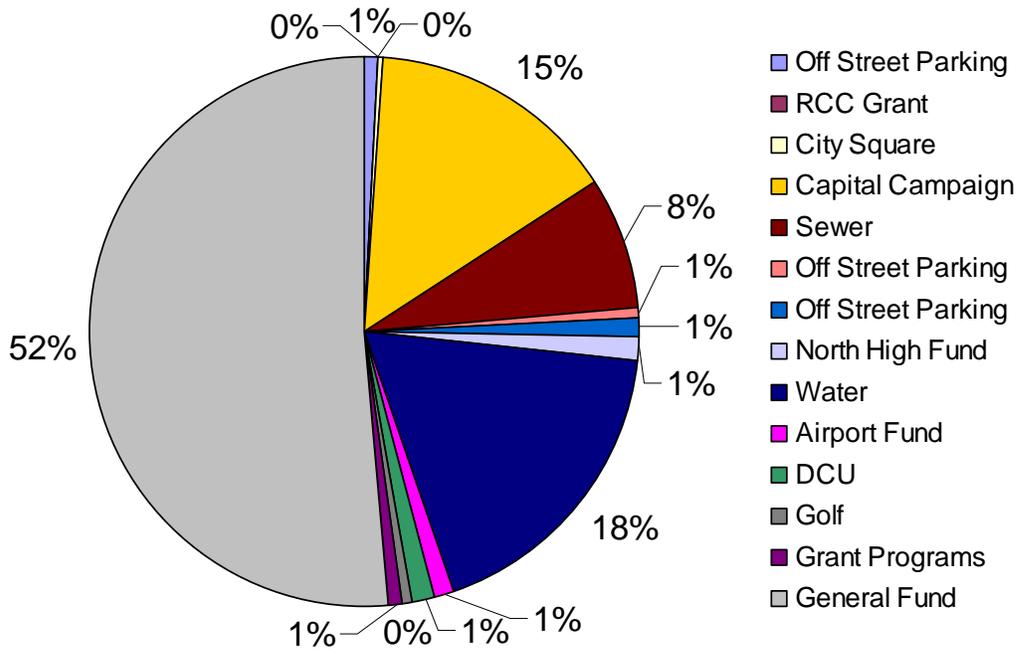
Pensions

The combined pension contribution required for the City of Worcester is \$35.3M. In addition the City must make a debt service payment of \$16M on the Pension Obligation Bonds issued to fund the City’s unfunded pension liability in 1998. Some of these obligations are funded through the City’s enterprise funds and the Worcester Public Schools. The combined tax levy obligation for pension assessment is \$20.4M and pension obligation bond debt service payment is \$10.6M for Fiscal Year 2013. This reflects a pension funding schedule that is extended out to Fiscal Year 2035. The Debt Service on the Pension Obligation Bond will cease after Fiscal Year 2028.



Debt Service

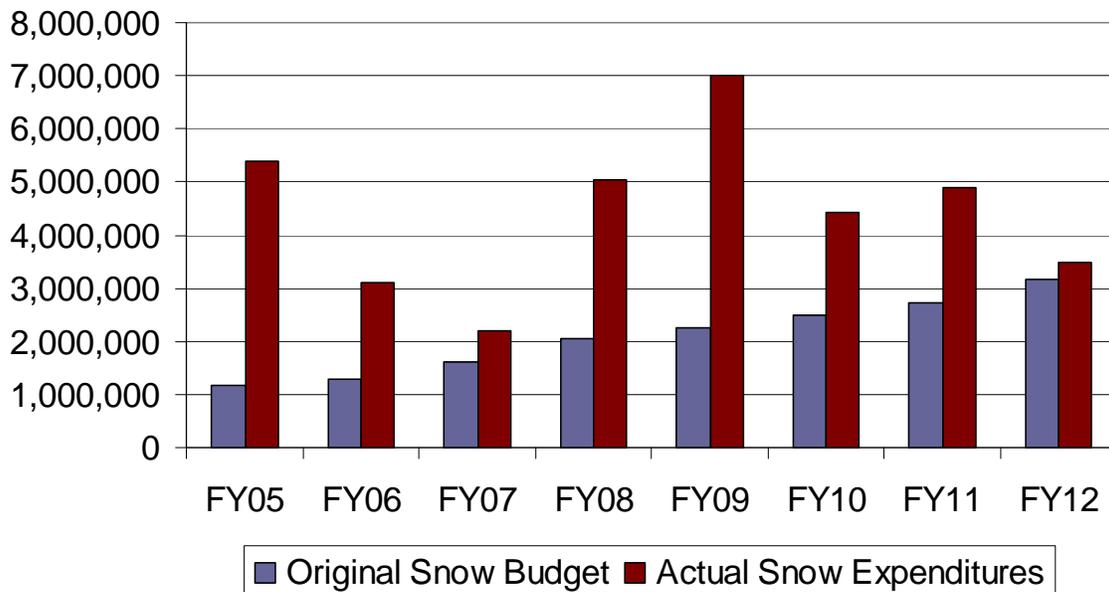
The City’s borrowing for equipment, infrastructure improvements including streets and sidewalks, public buildings including the construction and rehabilitation of public schools are funded through municipal bond issues. Debt Service payments meeting all City and enterprise fund obligations for these borrowings totals \$64.7M. For Fiscal Year 2013, \$31.0M in principal and interest payments are to be paid by the City’s operating budget, and the remainder is funded through enterprise funds and grant programs. The following chart illustrates the breakdown of debt service by funding sources.



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 Year 2013 is \$3.47M. 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 Year 2005. The Fiscal Year 2012 amount shown below includes the costs for the October Nor’Easter, 75% of which will be reimbursed by the Federal Government, reducing this net expenditure amount to under \$2.6M for the year. There is no snow removal carryover budgeted for Fiscal Year 2013.

Snow Budget and Spending



Unemployment

The City must fund unemployment benefits for workers who have lost their jobs. Recent state and federal benefit extensions have increased the amount of time laid-off workers can remain on the rolls, increasing the exposure that the city will have to pay these benefits for a longer period of time. The Fiscal Year 2013 budget for unemployment is estimated at \$300,000, a reduction from the last three years as we are not anticipating layoffs in the current budget proposal.

Street lighting

The City has acquired ownership and maintenance control of the City’s street lighting network. The cost 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 Year 2013 at \$2.4M.

Intergovernmental Charges

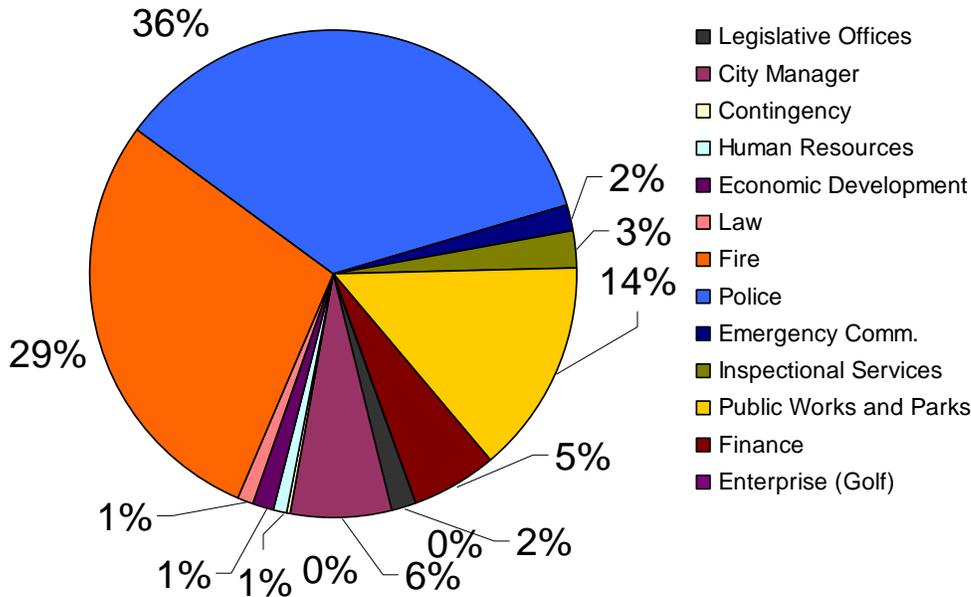
The Commonwealth of Massachusetts mandates certain intergovernmental charges, including charges for the Regional Transit Authority, and Registry of Motor Vehicle fees. This also includes the City’s funding for the Central Mass Regional Planning Commission. These are projected to be \$3.5M in Fiscal Year 2013.

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 Year 2013, the amount available for operational budgets is \$118.9M. 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 individual tax levy line item appropriations for each legal appropriation account including salaries, overtime, ordinary maintenance, debt service, capital outlay, and fringe benefits.

Operational Expenditures



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

In total, City revenues increased \$16.3M from Fiscal Year 2012 to Fiscal Year 2013. This increase was the net effect of an increase of \$10.6M in Property Tax revenues and a \$10.1M increase in state aid for education. These increases are offset in part by the following revenue reductions: \$88,000 other State Aid categories, a decrease of \$1.8M in other available funds, and a reduction of \$3.0M in Free Cash.

Overall expenditures increased \$16.3M from Fiscal Year 2012 to 2013. This increase was the net effect of the following changes in major expenditure categories:

Fixed Costs decreased \$2.4M in total, reflecting decreases in Health Insurance of \$2.0M, and a reduction in Five Point Plan fund deposits which were increased with the use of Free Cash in Fiscal Year 2012. These decreases are offset in part by increases in the pension assessment, snow removal, and streetlights.

Education costs increased \$13.6M due to an increase in Charter School assessments of \$2.2M and an increase in the Worcester Public Schools appropriation of \$11.4M.

Revenue and Expenditure Summary

Finally, Operational Departmental budgets increased by \$5.1M following the restoration of positions due to achieved health insurance savings and the recognition of wage increases implemented along with health insurance reform.

Enterprise Fund Overview

Enterprise Revenue and Expenditure Summary

	Water		Sewer		Golf	
Total Estimated Revenue	\$	27,404,739	\$	34,285,908	\$	1,196,433
Tax Levy	\$	-	\$	-	\$	150,000
Total Funding Sources	\$	27,404,739	\$	34,285,908	\$	1,346,433
Expenditure	Water		Sewer		Golf	
Salary	\$	5,883,695	\$	2,825,403	\$	219,845
Overtime	\$	615,000	\$	205,000	\$	-
OM	\$	3,439,023	\$	18,866,976	\$	728,513
Capital	\$	25,000	\$	24,500	\$	-
Debt	\$	11,204,120	\$	6,259,728	\$	280,346
Benefits	\$	4,235,123	\$	2,973,310	\$	87,926
Transfer of Services	\$	2,002,778	\$	3,130,991	\$	29,803
Total	\$	27,404,739	\$	34,285,908	\$	1,346,433

Water Revenues

Water revenues are projected to increase consistent with the rate escalation required to meet anticipated expenditures for Fiscal Year 2013. These revenue sources are expected to cover operational costs for Fiscal Year 2013, requiring no tax levy subsidy for this enterprise division. The total appropriation for the Water department is \$27.4M 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 \$34.3M in Fiscal Year 2013. These revenues are expected to cover 100% of operational costs in Fiscal Year 2013, requiring no tax levy subsidy for this enterprise division. The total appropriation for the Sewer Department is \$34.3M 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 increase to \$1,196,433 inclusive of concessions and merchandise. The Fiscal Year 2013 budget for the golf course includes an anticipated transfer in from the general fund of \$150,000 primarily due to increased debt services costs.

Fiscal Year 2013 Budget Summary

Revenue Summary	FY11 Actual	FY2012 Budget	FY2013 Budget
Property Tax Levy	216,325,187	224,579,133	235,184,029
State Aid City	39,420,079	39,425,462	39,337,125
State Aid Education	193,424,620	201,135,279	210,364,137
State Aid Charter Schools	4,023,526	3,766,851	4,624,213
State MSBA Reimbursement	16,113,046	15,203,374	15,203,374
Local Receipts	39,067,065	35,336,330	35,925,500
Other Available Funds	1,295,494	3,031,802	1,171,014
Free Cash	523,333	3,024,375	-
Total Revenues	510,192,350	525,502,606	541,809,392
Expenditure Summary			
	FY11 Actual	FY2012 Budget	FY2013 Budget
Fixed Costs			
Pensions (and POB)	28,992,475	29,207,368	30,970,783
Health Insurance (Comp/IOD)	26,476,531	25,341,974	23,020,269
Unemployment	244,319	500,000	300,000
Debt Service	30,458,110	30,760,825	31,045,357
Intergovernmental Charges	3,307,933	3,402,412	3,507,645
Streetlights	2,076,828	1,987,828	2,357,828
Snow Removal	4,893,592	3,156,883	3,472,571
Five Point Plan Funding	15,531,091	17,809,300	15,085,797
Total Fixed Costs	111,980,879	112,166,590	109,760,250
Education			
Worcester Public Schools	260,039,621	273,087,211	284,501,812
Charter Schools	25,110,946	26,441,552	28,676,520
Total Education	285,150,567	299,528,763	313,178,332
Expenditure Summary			
	FY11 Actual	FY2012 Budget	FY2013 Budget
City Operations			
Legislative Offices	1,961,010	2,145,488	2,122,243
City Manager's Office	6,811,662	6,850,576	7,287,650
Public Health	132,104	246,952	334,132
City Manager's Contingency	-	79,710	500,000
Human Resources	1,002,347	988,436	1,079,805
Economic Development	1,240,396	1,491,844	1,686,216
Law	1,569,932	1,314,932	1,340,294
Fire	31,723,245	32,474,993	33,940,872
Police	38,833,533	39,699,230	42,134,713
Emergency Communications	1,884,170	2,113,085	2,124,852
Inspectional Services	2,489,787	2,789,013	2,974,278
Public Works and Parks	14,518,161	17,103,577	16,823,132
Administration and Finance	6,259,630	6,509,417	6,372,623
Enterprise (Golf)			150,000
City Operations Total	108,425,977	113,807,253	118,870,810
Total Expenditures	505,557,423	525,502,606	541,809,392

FISCAL 2012 BUDGET PROCEDURE

The preparation of the Annual Budget for the City of Worcester is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget process for Fiscal 2013 was initiated in October 2011, and at that time, the budget staff met with the City Manager to establish the general budgetary guidelines and expectations for the coming year.

Following this session, the Administration and Finance Department Budget Division updated the City's Five Year Fiscal forecast after budget meetings with city departments and divisions. In conjunction with the City's budget staff, each department then prepared Fiscal 2013 operating budget. The operating budgets, including expenditure and revenue estimates, were submitted to the City Manager in March 2012.

Throughout March and 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 is 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. From the end of March into April the Budget Division staff in cooperation with departments and divisions finalized the Annual 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 City Manager will submit the Fiscal 2013 Annual Budget to the City Council on May 11, 2012.

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 2013 Annual Budget becomes effective on July 1, 2012.

Following the appropriation 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 2011 budget:

October 2011: Current year budget status meetings are held with departments to address current fiscal year issues and identified implications for Fiscal Year 2012

November 2011: The finance office develops initial budget projections and develops a complete Five Year Forecast, establishing initial revenue and expenditure estimates for the coming fiscal year. Department meetings begin formal budget process, assessing needs and budgetary issues citywide.

December 2011– March 2012: 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 2012-May 2012: City Manager complete budget recommendations. Finance Office finalizes budget document for submission to council

FISCAL 2013 FINANCE POLICIES

City Charter Article Five—Financial Policies (Operating Budget)

Section 5-1. SUBMISSION OF BUDGET

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

- (1) Ordinary maintenance, which shall also include debt and interest charges matured and maturing during the next fiscal year, and shall be subdivided as follows:
 - (A) Salaries and wages of officers, officials and employees other than laborers or persons performing the duties of laborers; and
 - (B) Ordinary maintenance not included under sub-section (A); and,
- (2) Proposed expenditures for other than ordinary maintenance, including additional equipment, the estimated cost of which exceeds one thousand dollars.

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

Section 5-2. ACTION ON THE BUDGET

(a) Public hearing:

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

(b) Adoption:

The city council may, by majority vote, make appropriations for the purposes recommended and may reduce or reject any amount recommended in the annual budget, but except on recommendation of the city manager, shall not increase any amount in or the total of the annual

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

(c) Failure to submit budget recommendations:

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

Section 5-3. SUPPLEMENTARY APPROPRIATIONS

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

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

Section 5-4. TRANSFER OF APPROPRIATIONS

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

such transfer by the department having control of the appropriation from which the transfer is proposed to be made. No approval other than that expressly provided herein shall be required for any transfer under the provisions of this section.

Five Point 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:

Supports the tenets of the five point plan as articulated by the City Managers report including reporting and authorizes the creation of the North High Construction Fund and the Bond Rating Stabilization Fund.

Establishes 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.

Establishes an annual borrowing cap

Establishes 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.

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, donations. The following summary reflects the actual results from the Fiscal Year ending June 30, 2010 and as presented in the City's audited financial statements. The amounts shown for Fiscal Years 2012 and 2013 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 fund balance. 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.

FISCAL 2013 FINANCE POLICIES

General Fund	Actual FY10	Actual FY11	Budget FY12	Budget FY13
Revenue	487,650,758	502,214,943	525,502,607	541,809,392
Expenditure	(474,109,932)	(489,862,355)	(507,693,306)	(526,723,595)
Transfer In	5,787,396	10,001,848		
Transfer Out	(14,088,290)	(18,643,292)	(15,347,112)	(14,135,797)
Beginning Fund Balance	5,308,005	10,547,937	14,259,081	16,721,270
Ending Fund Balance	10,547,937	14,259,081	16,721,270	17,671,270
Change in Fund Balance	5,239,932	3,711,144	2,462,189	950,000

Enterprise Golf	Actual FY10	Actual FY11	Budget FY12	Budget FY13
Revenue	986,994	1,035,472	1,228,727	1,196,433
Expenditure	(1,138,924)	(1,223,184)	(1,228,727)	(1,346,433)
Transfer In	176,561	208,801		150,000
Transfer Out	(24,631)	(21,089)	-	-
Beginning Fund Balance	-	-	-	-
Ending Fund Balance	-	-	-	-
Change in Fund Balance	-	-	-	-

(Cont.)

Enterprise Sewer	Actual FY10	Actual FY11	Budget FY12	Budget FY13
Revenue	28,756,425	32,255,276	33,848,314	34,285,908
Expenditure	(29,121,400)	(30,625,328)	(33,848,314)	(34,285,908)
Transfer In	913,879	-	-	-
Transfer Out	(564,982)	(616,858)	-	-
Beginning Fund Balance	23,968	7,890	1,020,980	1,020,980
Ending Fund Balance	7,890	1,020,980	1,020,980	1,020,980
Change in Fund Balance	(16,078)	-	-	-

Enterprise Water	Actual FY10	Actual FY11	Budget FY12	Budget FY13
Revenue	24,030,681	27,679,760	\$ 26,914,973.00	\$ 27,404,739.00
Expenditure	(24,750,845)	(25,189,257)	(26,914,973.00)	(27,404,739.00)
Transfer In	808,443	-	-	-
Transfer Out	(788,452)	(850,111)	-	-
Beginning Fund Balance	706,780	6,607	1,646,999	1,646,999
Ending Fund Balance	6,607	1,646,999	1,646,999	1,646,999
Change in Fund Balance	(700,173)	1,640,392	-	-

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-A-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.

TAX LEVY BUDGET				
	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 310,750.00	\$ 324,000.00	91000	\$ 324,000.00
ORDINARY MAINTENANCE	19,221.00	26,867.00	92000	26,867.00
TOTAL	\$ 329,971.00	\$ 350,867.00		\$ 350,867.00
TOTAL POSITIONS				
	11	11		11

BUDGET SUMMARY INFORMATION

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The recommended Fiscal 2013 budget for the Office of the City Council is \$350,867, which represents a level funded budget compared the Fiscal 2012 budget. The total Personal Services budget is recommended to be level funded at \$324,000. The Total Ordinary Maintenance budget for Fiscal 2013 is also level funded at \$26,867.



CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
CITY COUNCIL- DEPARTMENT #010

FY12				FY13	
TOTAL	APPROVED	PAY		TOTAL	RECOMMENDED
POSITIONS	FY12 AMOUNT	GRADE	TITLE	POSITIONS	FY13 AMOUNT
1	\$ 34,000.00	FL	MAYOR	1	\$ 34,000.00
10	290,000.00	FL	COUNCILOR	10	290,000.00
11	<u>324,000.00</u>	010-91000	TOTAL RECOMMENDED PERSONAL SERVICES	11	<u>324,000.00</u>
<hr/>					
	\$ 26,867.00		ORDINARY MAINTENANCE		\$ 26,867.00
	<u>\$ 26,867.00</u>	010-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 26,867.00</u>
<hr/>					
	<u>\$ 350,867.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 350,867.00</u>

OFFICE OF THE MAYOR

Joseph M. Petty, Mayor

City Hall - Room 305

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1153

Departmental Overview:

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 100,365.00	\$ 101,398.00	91000	\$ 104,036.00
OVERTIME	-	-	97000	-
ORDINARY MAINTENANCE	5,181.00	5,777.00	92000	5,777.00
TOTAL	\$ 105,546.00	\$ 107,175.00		\$ 109,813.00
TOTAL POSITIONS	3	2		2

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The total Fiscal 2013 budget for the Office of the Mayor is recommended to be \$109,813, which represents a total increase of \$2,638 from the Fiscal 2012 budget amount of \$107,175. Total Personal Services budget for Fiscal 2013 is \$104,036 compared to \$101,398. This increase of \$2,638 is reflective of wage and step increases in Fiscal 2013. The salary increases include a 2% increase as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance.

The Ordinary Maintenance budget for Fiscal 2013 is recommended to be level funded at \$5,777.



JOSEPH M. PETTY, MAYOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF MAYOR- DEPARTMENT #030**

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 51,298.00	39	SECRETARY TO MAYOR	1	\$ 58,410.00
2	50,100.00	35	ASSISTANT SECRETARY TO MAYOR	1	45,626.00
<u>3</u>	<u>\$ 101,398.00</u>	030-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>2</u>	<u>\$ 104,036.00</u>
<hr/>					
	\$ 5,777.00		REGULAR ORDINARY MAINTENANCE		\$ 5,777.00
	<u>\$ 5,777.00</u>	030-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 5,777.00</u>
<hr/>					
	<u>\$ 107,175.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 109,813.00</u>

OFFICE OF THE CITY CLERK

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

Departmental Mission Statement:

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

- Facilitate the operations of the City of Worcester as a municipal corporation
- 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

	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 576,812.71	\$ 510,778.00	91000	\$ 534,455.00
OVERTIME	5,436.43	5,800.00	97000	3,000.00
ORDINARY MAINTENANCE	36,163.70	36,024.00	92000	36,024.00
TOTAL	\$ 618,412.84	\$ 552,602.00		\$ 573,479.00
TOTAL POSITIONS	11	11		10
ELIMINATED POSITIONS	0	1		0
TOTAL FUNDED POSITIONS	11	10		10

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The City Clerk’s tax levy budget for Fiscal 2013 is recommended to be \$573,479 which is an increase of \$20,877 from the budget for Fiscal 2012 of \$552,602.

The Personal Services budget for Fiscal 2013 is recommended to be \$534,455 which is an increase of \$23,677 from the Fiscal 2012 budget amount of \$510,778. This increase is a result of the City Council approving an increase in salaries for the City Clerk & the Assistant City Clerk; the salary increase include a 2% wage increase as of July 1, 2012 and a 1% wage increase as of January 1, 2013 and includes step increases for employees that have not achieved the maximum step per the salary ordinance for a cost of \$25,640. This increase is offset by a decrease in the EM Incentive for Fiscal 2012 being budgeted for two Assistant City Clerks and Fiscal 2013 being based on one Assistant Clerk for a savings of \$1,963.

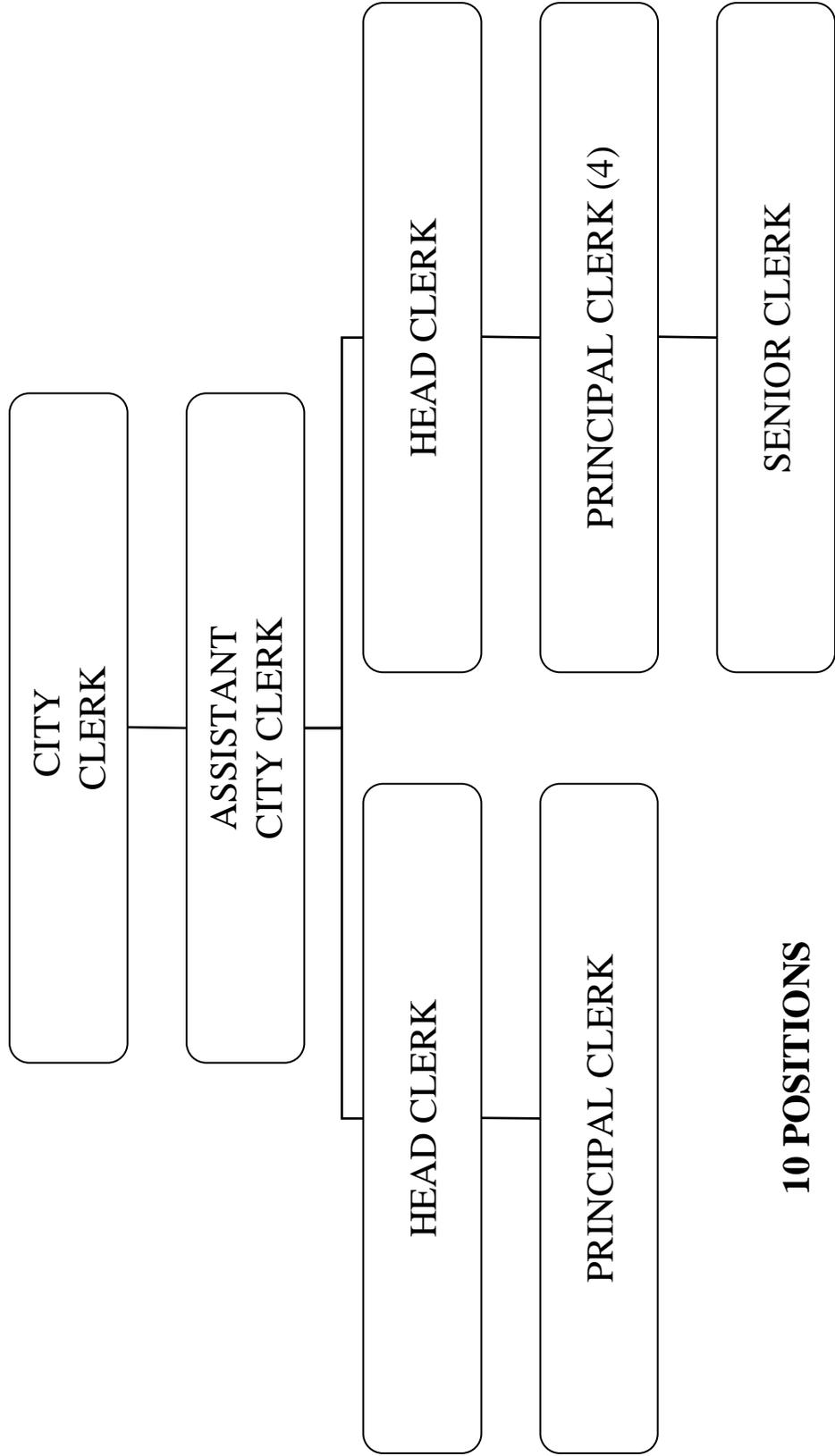
The Overtime budget for Fiscal 2013 is recommended to be \$3,000 which is a decrease of \$2,800 from the Fiscal 2012 amount of \$5,800. This decrease is based on the actual amounts used for the Fiscal 2012 elections and there only being two elections in Fiscal 2013.

The recommended Ordinary Maintenance budget for Fiscal 2013 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 2013
DEPARTMENT OF THE CITY CLERK
DIVISION OF THE CITY CLERK - DIVISION #100

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 125,560.00	56EM	CITY CLERK	1	\$ 138,477.00
1	66,260.00	44EM	ASSISTANT CITY CLERK	1	71,262.00
2	86,084.00	30	HEAD CLERK	2	89,666.00
5	191,507.00	27	PRINCIPAL CLERK & TYPIST	5	194,284.00
1	32,936.00	22	SENIOR CLERK TYPIST	1	34,298.00
<u>10</u>	<u>\$ 502,347.00</u>		TOTAL SALARIES	<u>10</u>	<u>\$ 527,987.00</u>
	9,681.00		EM INCENTIVE PAY		7,718.00
	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>\$ 510,778.00</u>	100-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 534,455.00</u>
	\$ 5,800.00		OVERTIME		\$ 3,000.00
	<u>\$ 5,800.00</u>	100-97000	TOTAL RECOMMENDED OVERTIME		<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>	100-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 36,024.00</u>
	<u>\$ 552,602.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 573,479.00</u>

BOARD OF ELECTION COMMISSIONERS

David J. Rushford

City Clerk

455 Main Street, Room 208

Worcester, Massachusetts 01608

(508) 799-1134

Divisional Mission Statement:

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

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

Divisional Overview:

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

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2011	Budget for	Account	Appropriation
EXPENDITURES		Fiscal 2012	Number	Fiscal 2013
SALARIES	\$ 267,819.09	\$ 452,699.00	91000	\$ 322,915.00
OVERTIME	240.49	-	97000	-
ORDINARY MAINTENANCE	80,024.18	118,985.00	92000	110,885.00
TOTAL	\$ 348,083.76	\$ 571,684.00		\$ 433,800.00
<hr/>				
TOTAL POSITIONS	7	8		7
NEW POSITION	0	1		0
UNFUNDED POSITIONS	0	1		0
TOTAL FUNDED POSITIONS	7	7		7

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The gross departmental tax levy budget for Fiscal 2013 is \$433,800, which is a decrease of \$137,884 from the Fiscal 2012 amount of \$571,684.

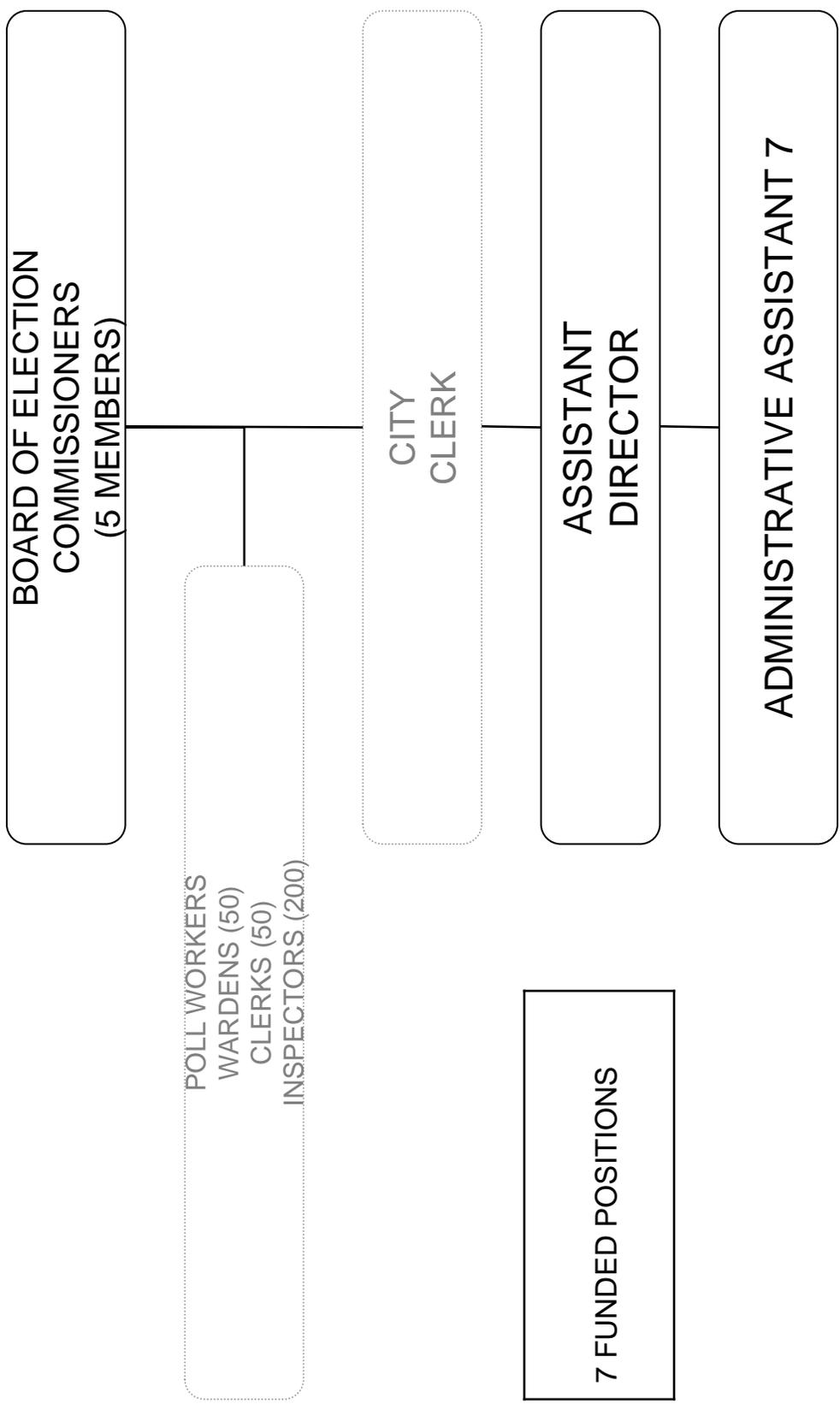
The recommended personal services tax levy budget for Fiscal 2013 is \$322,915, which is a decrease of \$129,784 from the Fiscal 2012 amount of \$452,699. This decrease is a result of there only being two elections in Fiscal 2013 compared to three elections in Fiscal 2012 although the budget for each election is recommended to be increased based on actual amounts for Fiscal 2012 for a net savings of \$93,000 and a reimbursement from the State in Fiscal 2013 in the amount of \$48,128. The decrease is offset by a salary increase which includes a 2% wage increase as of July 1, 2012 and a 1% wage increase as of January 1, 2013 and includes step increases for employees that have not achieved the maximum step per salary ordinance for a cost of \$11,344.

The Fiscal 2013 tax levy Ordinary Maintenance budget is recommended to be \$110,885 which is a decrease of \$8,100 from the Fiscal 2012 tax levy amount of \$118,985. This decrease is the result of having two elections in Fiscal 2013 compared to three elections in Fiscal 2012.

CITY OF WORCESTER

DEPARTMENT OF CITY CLERK

ELECTION COMMISSION DIVISION





DAVID J. RUSHFORD, CITY CLERK
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF THE CITY CLERK
DIVISION OF ELECTION COMMISSION - DIVISION #150

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
5	\$ 4,500.00	FL	ELECTION COMMISSIONER	5	\$ 4,500.00
1	54,953.00	38M	ASSISTANT DIRECTOR OF ELECTIONS	1	62,710.00
1	41,246.00	35	ADMINISTRATIVE ASSISTANT 7	1	44,833.00
7	\$ 100,699.00		REGULAR SALARIES	7	\$ 112,043.00
	353,000.00		MISCELLANEOUS SALARIES		260,000.00
	(1,000.00)		VACANCY FACTOR		(1,000.00)
7	\$ 452,699.00		TOTAL RECOMMENDED SALARIES	7	\$ 371,043.00
	-		FUNDING SOURCES:		
	-		STATE REIMBURSEMENTS FOR STATEWIDE ELECTION		(48,128.00)
	-		TOTAL FUNDING SOURCES		(48,128.00)
7	\$ 452,699.00	150-91000	TOTAL RECOMMENDED PERSONAL SERVICES	7	\$ 322,915.00
	\$ 2,250.00		LEASES & RENTALS		\$ 2,250.00
	10,500.00		MAINTENANCE & REPAIR		10,500.00
	26,000.00		POSTAGE		26,000.00
	20,100.00		OTHER PERSONAL SERVICES		12,000.00
	28,935.00		PRINTING		28,935.00
	1,200.00		OFFICE SUPPLIES		1,200.00
	3,500.00		OTHER SUPPLIES		3,500.00
	26,500.00		OTHER CHARGES & EXPENDITURES		26,500.00
	\$ 118,985.00	150-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 110,885.00
	\$ 571,684.00		TOTAL RECOMMENDED TAX LEVY		\$ 433,800.00

AUDITING DEPARTMENT

James A. DelSignore

City Auditor

City Hall - Room 102

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1053

Departmental Mission Statement:

The mission of the Auditing Department is to:

- Perform pre-audits of all invoices and payrolls submitted for payment by the City departments.
- 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

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2011	Budget for	Number	Appropriation
EXPENDITURES		Fiscal 2012		Fiscal 2013
SALARIES	\$ 474,825.60	\$ 478,408.00	91000	\$ 494,532.00
OVERTIME	1,625.53	2,193.00	97000	2,193.00
ORDINARY MAINTENANCE	82,544.51	82,559.00	92000	157,559.00
TOTAL	\$ 558,995.64	\$ 563,160.00		\$ 654,284.00
TOTAL POSITIONS	9	9		9

FISCAL 2013 BUDGET OVERVIEW

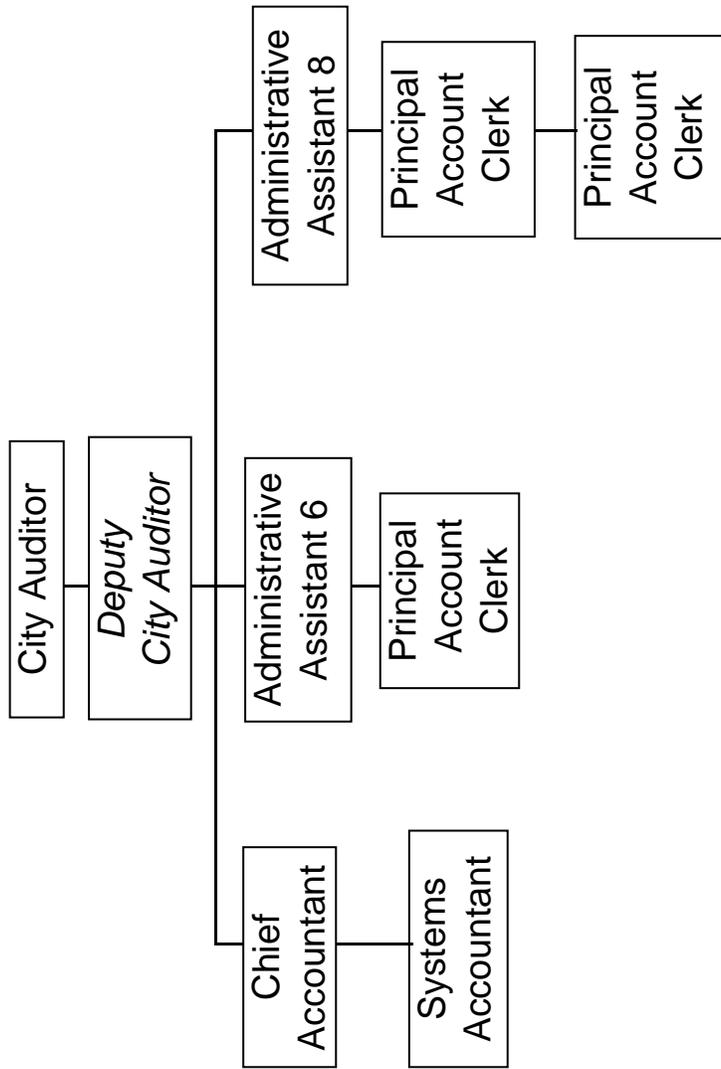
Expenditures: The Auditing Department’s tax levy budget for Fiscal 2013 is recommended to be \$654,284 which is an increase of \$91,124 from the Fiscal 2012 amount of \$563,160.

The recommended Personal Services budget for Fiscal 2013 is \$494,532 which is an increase of \$16,124 from the Fiscal 2012 budget of \$478,408. The salary increases include a 2% increase as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance. The table of organization includes an additional Principal Account Clerk position and the elimination of a Senior Account Clerk position. This increase is offset by the elimination of the EM incentive pay in the amount of \$5,020 and an increase in funding sources of \$1,751.

The recommended tax levy overtime budget for Fiscal 2013 is recommended to be level funded at \$2,193.

The tax levy ordinary maintenance budget for Fiscal 2013 is recommended to be \$157,559 which is an increase of \$75,000 from the Fiscal 2012 amount of \$82,559.00. This increase represents the cost of the School Audit.

AUDITING DEPARTMENT ORGANIZATIONAL CHART



8	FUNDED POSITIONS
1	UNFUNDED POSITIONS
9	TOTAL POSITIONS



JAMES A. DELSIGNORE, CITY AUDITOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

AUDITING DEPARTMENT - DEPARTMENT #650

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 127,285.00	56EM	CITY AUDITOR	1	\$ 130,281.00
0	-	48EM	DEPUTY AUDITOR	0	-
1	70,450.00	42M	CHIEF ACCOUNTANT	1	72,267.00
1	57,984.00	38	SYSTEM ACCOUNTANT	1	59,528.00
1	52,502.00	38M	ADMINISTRATIVE ASSISTANT 8	1	59,604.00
1	47,267.00	33	ADMINISTRATIVE ASSISTANT 6	1	49,815.00
2	80,180.00	28	PRINCIPAL ACCOUNT CLERK	3	121,905.00
1	32,437.00	25	SENIOR ACCOUNT CLERK	0	-
8	\$ 468,105.00		REGULAR SALARIES	8	\$ 493,400.00
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	\$ -	48EM	DEPUTY AUDITOR	1	\$ -
1	\$ -		REGULAR SALARIES	1	\$ -
	30,000.00		PROFESSIONAL SERVICES		30,000.00
	10,765.00		CONTRACTUAL STIPENDS AND EXTRAS		10,765.00
	5,020.00		EM INCENTIVE PAY		-
	(2,809.00)		VACANCY FACTOR		(2,809.00)
	2,400.00		BUDGET SUPPLEMENT		-
9	513,481.00		TOTAL SALARIES	9	531,356.00
			FUNDING SOURCES:		
	(19,687.00)		WATER REVENUES		(20,670.00)
	(13,968.00)		SEWER REVENUES		(14,666.00)
	(1,418.00)		GOLF COURSE REVENUES		(1,488.00)
	<u>(35,073.00)</u>		TOTAL FUNDING SOURCES		<u>(36,824.00)</u>
9	\$ 478,408.00	650-91000	TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 494,532.00
	2,193.00		OVERTIME		2,193.00
	<u>2,193.00</u>	650-97000	TOTAL RECOMMENDED OVERTIME		<u>2,193.00</u>
	\$ -	92120	SCHOOL AUDIT		\$ 75,000.00
	76,000.00	92120	CITY AUDIT		76,000.00
	2,150.00	92120	OTHER PERSONAL SERVICES		2,150.00
	1,000.00	92111	MAINTENANCE & REPAIR		1,000.00
	5,250.00	92206	OFFICE SUPPLIES		5,250.00
	900.00	92110	OTHER SUPPLIES		900.00
	<u>\$ 85,300.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 160,300.00</u>
			FUNDING SOURCES:		
	(67.00)	92971	CREDIT FROM GOLF COURSE		(67.00)
	(996.00)	92938	CREDIT FROM SEWER		(996.00)
	<u>(1,678.00)</u>	92972	CREDIT FROM WATER		<u>(1,678.00)</u>
	<u>(2,741.00)</u>		TOTAL FUNDING SOURCES		<u>(2,741.00)</u>
	<u>\$ 82,559.00</u>	650-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 157,559.00</u>
	<u>\$ 563,160.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 654,284.00</u>

CONTRIBUTORY PENSIONS

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

Departmental Overview:

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

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

In accordance with the provisions of Chapter 32, it has been determined that the City of Worcester will need to appropriate \$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 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
CONTRIBUTORY	\$ 16,861,091.02	\$ 18,592,045.00	96000	\$ 20,227,011.00
TOTAL	\$ 16,861,091.02	\$ 18,592,045.00		\$ 20,227,011.00

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The City of Worcester's tax levy pension assessment for Contributory retirement cost for Fiscal 2013 is \$20,227,011 which is an increase of \$1,634,966 from the Fiscal 2012 amount of \$18,592,045.



**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2013
CONTRIBUTORY PENSIONS- DEPARTMENT #161**

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 19,055,640.00	CONTRIBUTORY PENSIONS	\$ 20,919,527.00
<u>19,055,640.00</u>	TOTAL FRINGE BENEFITS	<u>20,919,527.00</u>
	FUNDING SOURCES:	
(127,855.00)	CREDIT FROM AIRPORT	-
(32,858.00)	CREDIT FROM GOLF	(35,523.00)
(974,809.00)	CREDIT FROM SEWER	(961,571.00)
(1,298,087.00)	CREDIT FROM WATER	(1,291,402.00)
(16,571.00)	CREDIT FROM FINANCE GRANTS	(16,134.00)
(24,440.00)	CREDIT FROM ECONOMIC DEVELOPMENT GRANTS	(87,667.00)
(20,455.00)	CREDIT FROM CABLE SERVICES	(10,380.00)
(10,835.00)	CREDIT FROM HEALTH DEPARTMENT GRANTS	(59,047.00)
(10,020.00)	CREDIT FROM INSPECTIONAL SERVICES GRANTS	(43,037.00)
(28,905.00)	CREDIT FROM ELDER AFFAIRS GRANTS	(11,769.00)
(45,003.00)	CREDIT FROM WORKFORCE INVESTMENT BOARD	(48,620.00)
(179,216.00)	CREDIT FROM WORKFORCE CAREER CENTER	(193,618.00)
<u>(2,823,286.00)</u>	TOTAL FUNDING SOURCES	<u>(2,758,768.00)</u>
<u>\$ 16,232,354.00</u>	161-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 18,160,759.00</u>
<u>\$ 16,232,354.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 18,160,759.00</u>



CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2013
CONTRIBUTORY PENSIONS- DEPARTMENT #161
EARLY RETIREMENT COSTS

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 1,052,724.00	EARLY RETIREMENT CONTRIBUTIONS- FY03	\$ 1,052,724.00
372,235.00	EARLY RETIREMENT CONTRIBUTIONS- FY04	-
449,812.00	EARLY RETIREMENT CONTRIBUTIONS- FY11	449,812.00
<u>\$ 1,874,771.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 1,502,536.00</u>
	FUNDING SOURCES:	
(20,929.00)	CREDIT FROM AIRPORT	(20,929.00)
(986.00)	CREDIT FROM GOLF	(541.00)
(211,392.00)	CREDIT FROM SEWER	(170,453.00)
(296,296.00)	CREDIT FROM WATER	(258,375.00)
<u>(529,603.00)</u>	TOTAL FUNDING SOURCES	<u>(450,298.00)</u>
<u>\$ 1,345,168.00</u>	161-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 1,052,238.00</u>
<u>\$ 1,345,168.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,052,238.00</u>



CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2013
CONTRIBUTORY PENSIONS- DEPARTMENT #161
SECTION 90 PENSIONS

TITLE

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
<u>\$ 1,067,316.00</u>	SECTION 90 CONTRIBUTORY PAYMENTS	<u>\$ 1,064,938.00</u>
<u>1,067,316.00</u>	TOTAL FRINGE BENEFITS	<u>1,064,938.00</u>
	FUNDING SOURCES:	
(474.00)	CREDIT FROM AIRPORT	(471.00)
(57.00)	CREDIT FROM GOLF	(53.00)
(21,051.00)	CREDIT FROM SEWER	(19,752.00)
<u>(31,211.00)</u>	CREDIT FROM WATER	<u>(30,648.00)</u>
<u>(52,793.00)</u>	TOTAL FUNDING SOURCES	<u>(50,924.00)</u>
<u>\$ 1,014,523.00</u>	161-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 1,014,014.00</u>
<u>\$ 1,014,523.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,014,014.00</u>



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

<u>DEPARTMENT</u>	<u>FY13 NORMAL</u>	<u>FY13 2003 ERI</u>	<u>FY13 2004 ERI</u>	<u>FY13 2011 ERI</u>	<u>FY13 SECTION 90</u>	<u>FY13 UNFUNDED LIABILITY</u>	<u>FY13 NEW NORMAL</u>
<u>LEGISLATIVE OFFICES:</u>							
COUNCIL	45,922.46	-	-	-	1,116.00	-	47,038.46
MAYOR	16,721.35	1,506.00	-	-	-	-	18,227.35
AUDITING	97,484.87	15,513.00	-	20,461.00	1,896.00	-	135,354.87
CITY CLERK	121,604.45	1,709.00	-	-	1,561.00	-	124,874.45
ELECTION COMMISSION	-	-	-	5,522.00	-	-	5,522.00
TOTAL	281,733.13	18,728.00	-	25,983.00	4,573.00	-	331,017.13
<u>CITY MANAGER'S OFFICE:</u>							
CITY MANAGER	132,470.70	4,791.00	-	-	-	-	137,261.70
TOTAL	132,470.70	4,791.00	-	-	-	-	137,261.70
<u>HUMAN RESOURCES:</u>							
HUMAN RESOURCES	166,212.23	14,416.00	-	-	1,338.00	-	181,966.23
TOTAL	166,212.23	14,416.00	-	-	1,338.00	-	181,966.23
<u>OFFICE OF ECONOMIC DEVELOPMENT:</u>							
ECONOMIC DEVELOPMENT	355,121.06	-	-	-	-	-	355,121.06
NEIGHBORHOOD SERVICES	-	-	-	-	-	-	-
PLANNING & REGULATORY SERVICES	-	-	-	-	-	-	-
CABLE SERVICES	22,890.02	-	-	-	-	-	22,890.02
AIRPORT	-	-	-	20,929.00	471.00	-	21,400.00
WORKFORCE DEVELOPMENT	469,237.38	-	-	-	-	-	469,237.38
TOTAL	847,248.46	-	-	20,929.00	471.00	-	868,648.46
<u>LAW DEPARTMENT:</u>							
LAW	187,727.86	-	-	-	-	-	187,727.86
TOTAL	187,727.86	-	-	-	-	-	187,727.86
<u>PUBLIC SAFETY:</u>							
POLICE	6,740,906.69	112,960.00	-	13,502.00	365,851.00	-	7,233,219.69
FIRE	5,962,528.83	297,105.00	-	-	426,198.00	-	6,685,831.83
COMMUNICATIONS	467,250.74	5,498.00	-	-	-	-	472,748.74
TOTAL	13,170,686.26	415,563.00	-	13,502.00	792,049.00	-	14,391,800.26
<u>INSPECTIONAL SERVICES:</u>							
INSPECTIONAL SERVICES	549,683.46	-	-	31,635.00	-	-	581,318.46
TOTAL	549,683.46	-	-	31,635.00	-	-	581,318.46
<u>HEALTH & HUMAN SERVICES:</u>							
ELDER AFFAIRS	86,687.09	5,188.00	-	-	3,853.00	-	95,728.09
HEALTH	164,905.89	43,855.00	-	6,677.00	24,410.00	-	239,847.89
LIBRARY	681,963.71	72,264.00	-	51,630.00	7,914.00	-	813,771.71
TOTAL	933,556.69	121,307.00	-	58,307.00	36,177.00	-	1,149,347.69
<u>PUBLIC WORKS & FACILITIES:</u>							
ADMINISTRATION	333,395.82	29,080.00	-	-	4,013.00	-	366,488.82
ENGINEERING	538,011.70	32,601.00	-	38,227.00	3,679.00	-	612,518.70
STREETS	507,696.71	58,910.00	-	38,227.00	21,067.00	-	625,900.71
CENTRAL GARAGE	193,749.31	10,341.00	-	19,114.00	-	-	223,204.31
SANITATION	147,302.56	72,905.00	-	28,671.00	16,385.00	-	265,263.56
TRAFFIC ENGINEERING	-	28,357.00	-	-	-	-	28,357.00
PARKS	449,754.48	49,038.00	-	11,714.00	6,571.00	-	517,077.48
CITY MESSENGER	-	1,434.00	-	-	-	-	1,434.00
SEWER	494,007.04	74,603.00	-	32,987.00	11,351.00	-	612,948.04
WATER	982,139.06	99,052.00	-	126,091.00	25,859.00	-	1,233,141.06
GOLF	31,073.42	-	-	-	-	-	31,073.42
TOTAL	3,677,130.10	456,321.00	-	295,031.00	88,925.00	-	4,517,407.10
<u>ADMINISTRATION & FINANCE:</u>							
ASSESSOR	106,663.88	3,214.00	-	-	1,561.00	-	111,438.88
BUDGET	156,695.22	-	-	-	-	-	156,695.22
PURCHASING	52,055.45	18,384.00	-	-	-	-	70,439.45
TECHNICAL SERVICES	331,515.44	-	-	-	-	-	331,515.44
TREASURY	265,339.83	-	-	4,425.00	5,011.00	-	274,775.83
TOTAL	912,269.82	21,598.00	-	4,425.00	6,572.00	-	944,864.82
<u>OTHER DEPARTMENTS:</u>							
RETIREMENT	60,808.44	-	-	-	2,119.00	-	62,927.44
CITY HOSPITAL	-	-	-	-	126,290.00	-	126,290.00
BELMONT HOME	-	-	-	-	6,424.00	-	6,424.00
TOTAL	60,808.44	-	-	-	134,833.00	-	195,641.44
TOTAL CITY DEPARTMENTS	20,919,527.15	1,052,724.00	-	449,812.00	1,064,938.00	-	23,487,001.15
PUBLIC SCHOOL	8,255,999.85	356,315.00	-	106,535.00	49,599.00	-	8,768,448.85
WHA	2,928,467.00	148,593.00	-	-	-	-	3,077,060.00
TOTAL WITH SCHOOL & WHA	32,103,994.00	1,557,632.00	-	556,347.00	1,114,537.00	-	35,332,510.00

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 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
NON-CONTRIBUTORY	\$ 144,762.76	\$ 147,920.00	96000	\$ 150,867.00
TOTAL	\$ 144,762.76	\$ 147,920.00		\$ 150,867.00

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The total tax levy budget in fiscal year 2013 for Non-Contributory pensions is projected to be \$150,867 which is an increase of \$2,947 from the fiscal year 2012 budget of \$147,920. The increase is a result of a projected 3% increase for retirees on the first \$13,000 salary which is offset by fewer retired city employees and retiree's spouses receiving pension benefits.



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

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 157,188.00	NON-CONTRIBUTORY PENSIONS	\$ 160,369.00
<u>157,188.00</u>	TOTAL FRINGE BENEFITS	<u>160,369.00</u>
	FUNDING SOURCES:	
(9,268.00)	CREDIT FROM SEWER	(9,502.00)
<u>(9,268.00)</u>	TOTAL FUNDING SOURCES	<u>(9,502.00)</u>
<u>\$ 147,920.00</u>	162-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 150,867.00</u>
<u>\$ 147,920.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 150,867.00</u>

OFFICE OF THE CITY MANAGER

Michael V. O'Brien

City Manager

City Hall Room 309

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

Department Mission Statement:

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

- Protect the health, safety and welfare of all citizens.
- Encourage economic development that will broaden the tax base and expand employment opportunities.
- Become the most livable medium sized city in the northeast by providing municipal standards both effectively and efficiently.
- Work with educational and cultural institutions to enrich the lives of all members of our community.
- Embrace cultural diversity.
- Promote civic pride and civility.
- Promote equal opportunity.
- Encourage citizens to participate in the democratic process.
- Ensure that all city residents are treated fairly and equally by reducing bias, bigotry and prejudices.
- Promote ways to increase respect in our community and 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

EXECUTIVE OFFICE OF THE CITY MANAGER

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

In Fiscal Year 2010, the Office of the City Manager was reconfigured to include the Human Services Divisions as direct reports to the Office of the City Manager. The Human Services Divisions of the Office of the City Manager interacts with the most vulnerable segment of our community. These divisions provide a comprehensive portfolio of client outreach, service assistance, referral opportunities, and citizen support to those who are least able to help themselves. This matrix of citizen assistance serves as critical support to individuals in an effort to improve the resident's quality of life. In Fiscal Year 2013, the position of Assistant City Manager for Operations has been re-established in the Executive Office of the City Manager. The Chief Clerk of Works and a Director of Administration position have been eliminated. The Assistant City Manager of Operations position is necessary to oversee all aspects of City government and in the absence of the City Manager serve in this capacity.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2011	Budget for	Number	Appropriation
		Fiscal 2012		Fiscal 2013
EXPENDITURES				
SALARIES	\$ 685,190.00	\$ 781,891.00	91000	\$ 876,098.00
ORDINARY MAINTENANCE	1,417,956.00	1,334,280.00	92000	1,459,280.00
TOTAL	\$ 2,103,146.00	\$ 2,116,171.00		\$ 2,335,378.00
TOTAL POSITIONS	11	12		12

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The tax levy budget for the Office of the City Manager for Fiscal 2013 is recommended to be \$2,335,378, which is an increase of \$219,207 compared to the Fiscal 2012 amount of \$2,116,171.

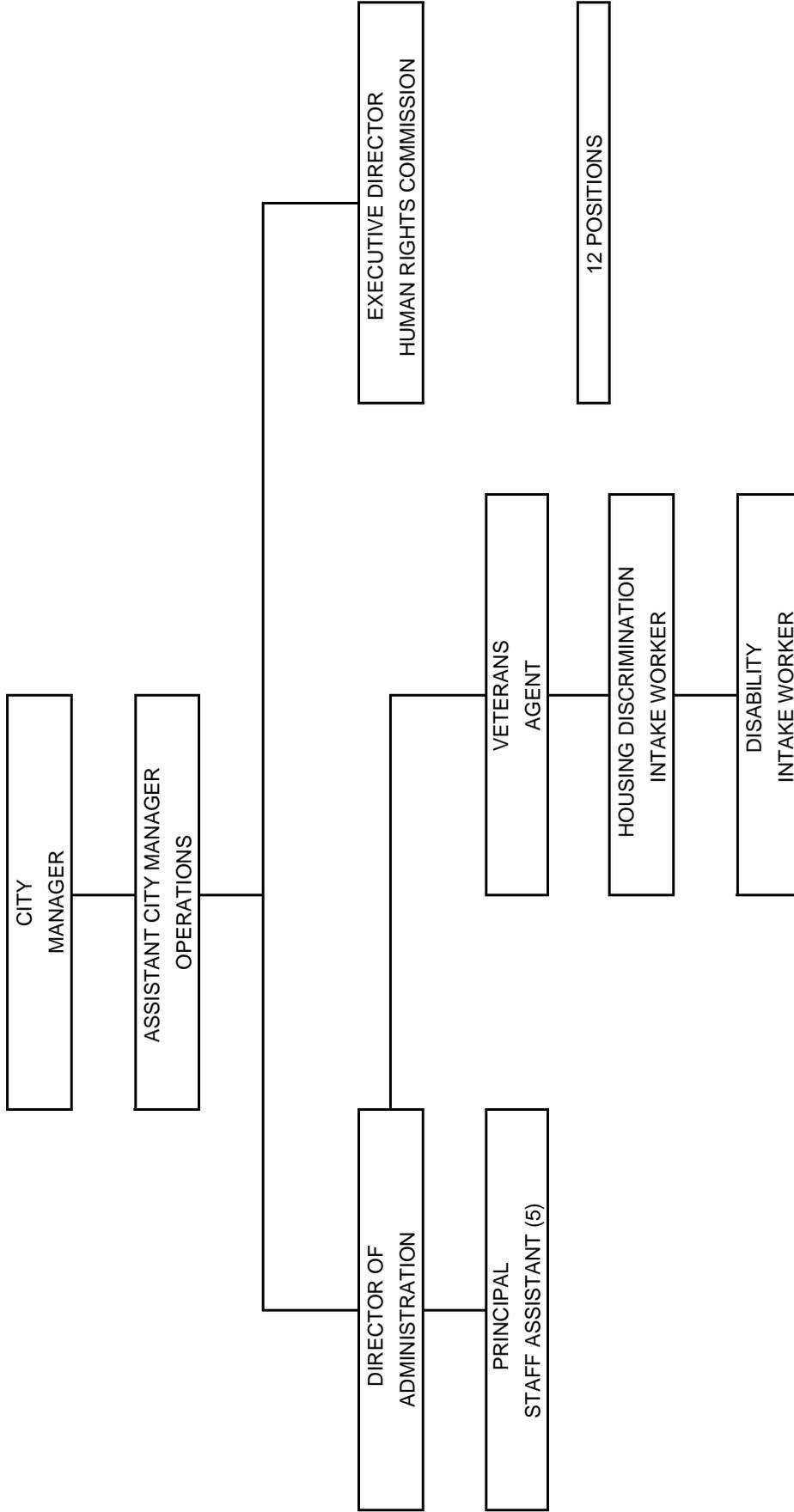
The personal service tax levy budget for Fiscal 2013 is recommended to be \$876,098, representing an increase of \$94,207 (\$79,207 for Regular Salaries and \$15,000 for Temporary Services) respectively compared to the Fiscal 2012 budget of \$781,891. The salary increase

includes a 2% as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance. The budget recognizes the elimination of the Chief Clerk of the Works position and a Director of Administration position. The budget provides for an Assistant City Manager for Operations and one additional Principal Staff Assistant position.

The tax levy ordinary maintenance budget for the City Manager's Office for Fiscal 2013 is recommended to be level funded at \$1,459,280. The Veteran Services Ordinary Maintenance budget has been increased from \$1,218,250 to \$1,318,150, an increase of a \$100,000 to fund increased requirements for veteran benefits. 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 balance of \$141,130 in Ordinary Maintenance will fund the City Manager and Human Rights office. This amount will fund various 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 2013
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF ADMINISTRATION- DIVISION #040

FY12				FY13	
TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 182,777.00	FL	CITY MANAGER	1	\$ 186,712.00
0	-	58CM	ASSISTANT CITY MANAGER FOR OPERATIONS	1	145,000.00
1	102,466.00	51EM	CHIEF CLERK OF WORKS	0	-
2	153,896.00	47EM	DIRECTOR OF ADMINISTRATION	1	85,000.00
4	243,791.00	40M	PRINCIPAL STAFF ASSISTANT	5	311,635.00
8	682,930.00		TOTAL REGULAR SALARIES	8	728,347.00
	(6,750.00)		VACANCY FACTOR		(6,750.00)
	4,502.00		EM INCENTIVE PAY		4,502.00
	12,000.00		DEFERRED COMPENSATION		16,500.00
8	\$ 692,682.00		TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 742,599.00
1	\$ 27,437.00	42EM	EXECUTIVE DIRECTOR HUMAN RIGHTS COMM	1	\$ 56,033.00
1	61,824.00	42EM	VETERANS AGENT	1	63,154.00
1	20,407.00	FL	HOUSING DISCRIMINATION INTAKE WORKER	1	33,280.00
1	9,696.00	FL	DISABILITY INTAKE WORKER	1	9,360.00
4	119,364.00		TOTAL RECOMMENDED PERSONAL SERVICES	4	161,827.00
	-		TEMPORARY SERVICES VETERANS		15,000.00
	(1,750.00)		VACANCY FACTOR		(1,750.00)
	1,702.00		EM INCENTIVE PAY		1,702.00
	119,316.00		TOTAL SALARIES		176,779.00
	(10,000.00)		MASS. COMMISSION AGAINST DISCRIMINATION		(10,000.00)
	(20,107.00)		HUD GRANT		(33,280.00)
	(30,107.00)		TOTAL FUNDING SOURCES		(43,280.00)
12	\$ 781,891.00	040-91000	TOTAL RECOMMENDED PERSONAL SERVICES	12	\$ 876,098.00
	\$ 80,000.00		CITY MANAGER ORDINARY MAINTENANCE		\$ 80,000.00
	25,680.00		MASSACHUSETTS MUNICIPAL ASSOCIATION DUES		25,680.00
	-		SEASONAL WREATH INSTALLATION		25,000.00
	5,000.00		NEIGHBORHOOD EVENT SPONSORSHIP		5,000.00
	110,680.00		TOTAL CITY MANAGER'S ORDINARY MAINTENANCE		135,680.00
	17,850.00		FLAGS & WREATHS FOR VETERAN'S GRAVES		17,850.00
	10,300.00		VETERAN'S ORDINARY MAINTENANCE		10,300.00
	1,190,000.00		VETERAN'S BENEFITS		1,290,000.00
	1,218,150.00		TOTAL VETERAN'S ORDINARY MAINTENANCE		1,318,150.00
	5,450.00		HUMAN RIGHTS ORDINARY MAINTENANCE		5,450.00
	5,450.00		TOTAL HUMAN RIGHTS ORDINARY MAINTENANCE		5,450.00
	\$ 1,334,280.00	040-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 1,459,280.00
	\$ 2,116,171.00		TOTAL RECOMMENDED TAX LEVY		\$ 2,335,378.00

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 2013 Budget includes a gross amount of \$500,000 for the City Manager's Contingency Account. This is an increase of \$420,290, compared to the total appropriation into contingency in Fiscal 2012. These funds have been identified primarily to provide a funding source for potential spikes in fuel cost during the fiscal year. In addition, the account includes an amount in preparation for the settlement of bargaining relative to the Emergency Medical Dispatch requirement for dispatchers in the Department of Emergency Communications. At the conclusion of that bargaining, a transfer of funds will be recommended from this account to the Emergency Communications Department to fund that agreement.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ -	\$ 79,710.00	92000	\$ 500,000.00
TOTAL	\$ -	\$ 79,710.00		\$ 500,000.00



MICHAEL V. O'BRIEN, CITY MANAGER

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
CITY MANAGER'S CONTINGENCY - DEPARTMENT #900**

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 79,710.00	TOTAL CONTINGENCY	\$ 500,000.00
<u>\$ 79,710.00</u>	92000 TOTAL CONTINGENCY SALARIES	<u>\$ 500,000.00</u>
<hr/>		
<u>\$ 79,710.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 500,000.00</u>

OFFICE OF ELDER AFFAIRS

Amy Vogel Waters

Director

128 Providence Street

Worcester, Massachusetts 01604

(508) 799-1232

Divisional Mission Statement:

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

Divisional Overview:

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

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

The consistent growth and success of the Senior Center is a tribute to the level of services provided, as well as the creative partnerships developed with over 250 instructors and organizations that provide over 285 different programs. Leasing space to elder service providers generates income as well as enhances service delivery. Continual attention to diversity issues maintain a lively multi-cultural atmosphere in which thousands of seniors take charge of their health and thrive. The City's most vulnerable seniors are identified by the Division's innovative collaboration, the Senior Support Team, which provides follow up services to emergency response calls involving seniors in an effort to prevent further calls to

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2011	Budget for	Number	Appropriation
EXPENDITURES		Fiscal 2012		Fiscal 2013
SALARIES	\$ 229,242.23	\$ 286,457.00	91000	\$ 313,282.00
OVERTIME	1,205.58	2,124.00	97000	2,124.00
ORDINARY MAINTENANCE	312,131.20	322,704.00	92000	271,063.00
TOTAL	\$ 542,579.01	\$ 611,285.00		\$ 586,469.00
TOTAL POSITIONS	8	8		8

FISCAL 2013 BUDGET OVERVIEW

Expenditures: The total recommended tax levy budget for Fiscal 2013 for the Division of Elder Affairs is \$586,469, a decrease of \$24,816 from the Fiscal 2012 amount of \$611,285.

The personal service tax levy budget is recommended to be \$313,282, an increase of \$26,825 from the Fiscal 2012 amount of \$286,457. This increase is reflective of a decrease in State Council on Aging funding as well as step increases and scheduled wage increases. The salary increases include a 2% increase as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance.

The overtime tax levy budget is recommended to be level funded with the Fiscal 2012 amount of \$2,124.

The recommended tax levy ordinary maintenance budget for Fiscal 2013 is \$271,063, a decrease of \$51,641 from the Fiscal 2012 amount of \$322,704. This decrease is due to adjustments to the divisions’ utility budgets which reflect lower rates as well as additional funding being allocated in Fiscal 2012 due to water damage.



AMY VOGEL WATERS - DIRECTOR

**City of Worcester
Office of Elder Affairs
Fiscal Year Activity Report**

Divisional Activity Reporting

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.

	Act. FY 11	Proj FY12	Proj FY13
Maintain a broad array of information, referral, advocacy, and support services			
General Information Units Provided	6,291	5,990	5,900
Direct Services Units Provided	46,663	39,000	40,000
Unduplicated Beneficiaries (estimated)	5,266	5,000	5,000

Notes:

Maintain a broad array of health promotion programs and services			
Different types of health programs provided	103	104	105
Unduplicated Beneficiaries (estimated)	3,596	3,600	3,500

Notes

Maintain a broad array of educations programs			
Different educational, arts, cultural, intergenerational and recreational programs provided	182	180	180
Unduplicated Beneficiaries (estimated)	4,732	4,600	4,600

Notes

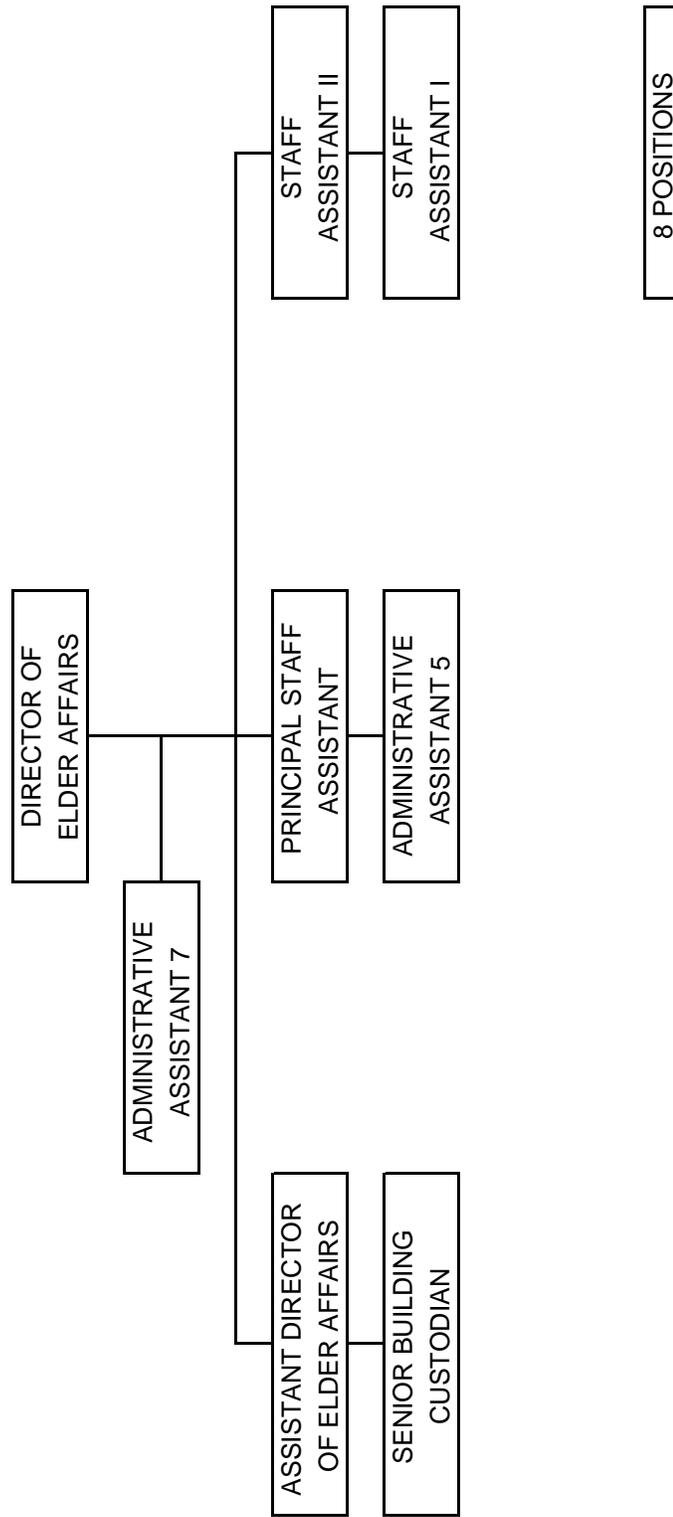
Promote cost effective and quality service provisions			
Partnerships to provide programs and services	250	298	250
Annual Consumer Satisfaction Survey	98%	98%	98%
Federal, State and Private Funding for programs and services	\$ 271,610	\$ 251,252	\$ 250,000
Revenue Generated through rentals and fees	\$ 44,690	\$ 46,000	\$ 46,000

Notes

CITY OF WORCESTER

EXECUTIVE OFFICE OF THE CITY MANAGER

ELDER AFFAIRS DIVISION





AMY VOGEL WATERS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER

DIVISION OF ELDER AFFAIRS - DIVISION #340

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 76,818.00	44EM	DIRECTOR OF ELDER AFFAIRS	1	\$ 78,761.00
1	65,647.00	40M	ASSISTANT DIRECTOR OF ELDER AFFAIRS	1	67,348.00
1	61,290.00	40M	PRINCIPAL STAFF ASSISTANT	1	65,169.00
1	51,887.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	53,309.00
1	44,702.00	35	STAFF ASSISTANT 2	1	47,524.00
1	46,667.00	32	STAFF ASSISTANT 1	1	47,974.00
1	36,838.00	31	ADMINISTRATIVE ASSISTANT, GRADE 5	1	39,515.00
1	40,342.00	30	SENIOR BUILDING CUSTODIAN	1	42,890.00
8	424,191.00		REGULAR SALARIES	8	442,490.00
	(1,250.00)		VACANCY FACTOR		(1,250.00)
	2,813.00		EM INCENTIVE PAY		2,813.00
	1,515.00		BUDGET SUPPLEMENT		-
8	427,269.00		TOTAL RECOMMENDED SALARIES	8	444,053.00
	(140,812.00)		FUNDING SOURCES:		(130,771.00)
	(140,812.00)		STATE COUNCIL ON AGING GRANT		(130,771.00)
			TOTAL FUNDING SOURCES		(130,771.00)
8	\$ 286,457.00	340-91000	TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 313,282.00
	2,124.00		OVERTIME		2,124.00
	\$ 2,124.00	340-97000	TOTAL RECOMMENDED OVERTIME		\$ 2,124.00
\$	99,959.00	92120	PROGRAMS	\$	99,959.00
	39,394.00	92120	SENIOR CENTER OPERATION		14,394.00
	30,000.00	92111	MAINTENANCE & REPAIR		30,600.00
	7,700.00	92112	TELEPHONES		7,700.00
	2,500.00	92206	OFFICE SUPPLIES		2,500.00
	5,000.00	92210	OTHER SUPPLIES		5,000.00
	70,748.00	92208	NATURAL GAS		50,000.00
	59,303.00	92104	ELECTRICITY		52,810.00
	8,100.00	92401	OTHER CHARGES & EXPENDITURES		8,100.00
	322,704.00		ORDINARY MAINTENANCE		271,063.00
\$	322,704.00	340-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$	271,063.00
\$	33,352.00		FRINGE BENEFITS:	\$	28,264.00
	14,715.00		HEALTH INSURANCE		13,665.00
	48,067.00		RETIREMENT		41,929.00
			TOTAL FRINGE BENEFITS		
	(48,067.00)		FUNDING SOURCES:		(41,929.00)
	(48,067.00)		STATE GRANTS		(41,929.00)
			TOTAL FUNDING SOURCES		(41,929.00)
\$	-	340-96000	TOTAL RECOMMENDED FRINGE BENEFITS	\$	-
\$	611,285.00		TOTAL RECOMMENDED TAX LEVY	\$	586,469.00

WORCESTER PUBLIC LIBRARY

Mark J. Contois

Head Librarian

3 Salem Square

Worcester, Massachusetts 01608

(508) 799-1655

Divisional Mission Statement:

The mission of the Worcester Public Library is to:

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

Divisional Overview:

In an information rich and culturally diverse society, the Worcester Public Library is a source of civic activity and pride, offering opportunities for the development of a literate and informed citizenry. 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

TAX LEVY BUDGET				
	Actual Budget for Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 2,761,232.36	\$ 2,734,859.00	91000	\$ 2,926,108.00
OVERTIME	65,334.24	65,232.00	97000	66,863.00
ORDINARY MAINTENANCE	1,338,254.41	1,321,829.00	92000	1,371,632.00
TOTAL	\$ 4,164,821.01	\$ 4,121,920.00		\$ 4,364,603.00
TOTAL POSITIONS	83	84		87

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The budget for the Worcester Public Library for Fiscal 2013 is recommended to be \$4,364,603, which is an increase of \$242,683 from the Fiscal 2012 amount of \$4,121,920.

The total recommended personal services tax levy budget for Fiscal 2013 is recommended to be \$2,926,108, which is an increase of \$191,249 from the Fiscal 2012 amount of \$2,734,859. Personal services increases are reflective of the establishment one Branch Services Coordinator, one Graduate Librarian Grade 4 and one Graduate Librarian Grade 2. One part-time Librarian Grade 2 position was increased to a full time position which decreases the vacancy factor in Fiscal 2013. Also contributing to this increase is the funding of two Bookmobile Operator positions that were only partially funded in Fiscal 2012 as well as scheduled wage increases and step increases. The salary increases include a 2% increase as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance.

This increase in personal services is offset by the elimination of one vacant Librarian Grade 1 as well as an increase in Bookmobile funding for Fiscal 2013. Budget neutral changes include both Division Head positions receiving title changes to Youth Services Coordinator and Reference Services Coordinator with no salary increases. The Library Resources Division is being increased by one Graduate Librarian Grade 2 which will be fully funded.

The tax levy overtime for Fiscal 2013 is recommended to be \$66,863.00, which is an increase of \$1,631 from the Fiscal 2012 amount of \$65,232. This increase reflects the aforementioned wage increases effective July 1, 2012 and January 1, 2013.

The tax levy ordinary maintenance for Fiscal 2013 is recommended to be \$1,371,632, which is an increase of \$49,803 from the Fiscal 2012 amount of \$1,321,829. This increase is due to the library's obligation to acquire library materials consistent with state requirements, increases in the building maintenance, building supplies and postage line items. Also included in this increase is the allocation of \$15,000 for diesel fuel for the mobile library. Offsetting this increase are decreases in

the utility line items of gas and electricity due to the City's new energy contracts that reflect reduced rates.



Mark J. Contois, Head Librarian

City of Worcester

Worcester Public Library

Fiscal Year Activity Report

Vision

The Worcester Public Library will be a welcoming destination and the leading provider of resources to inform, enlighten and enrich our diverse community.

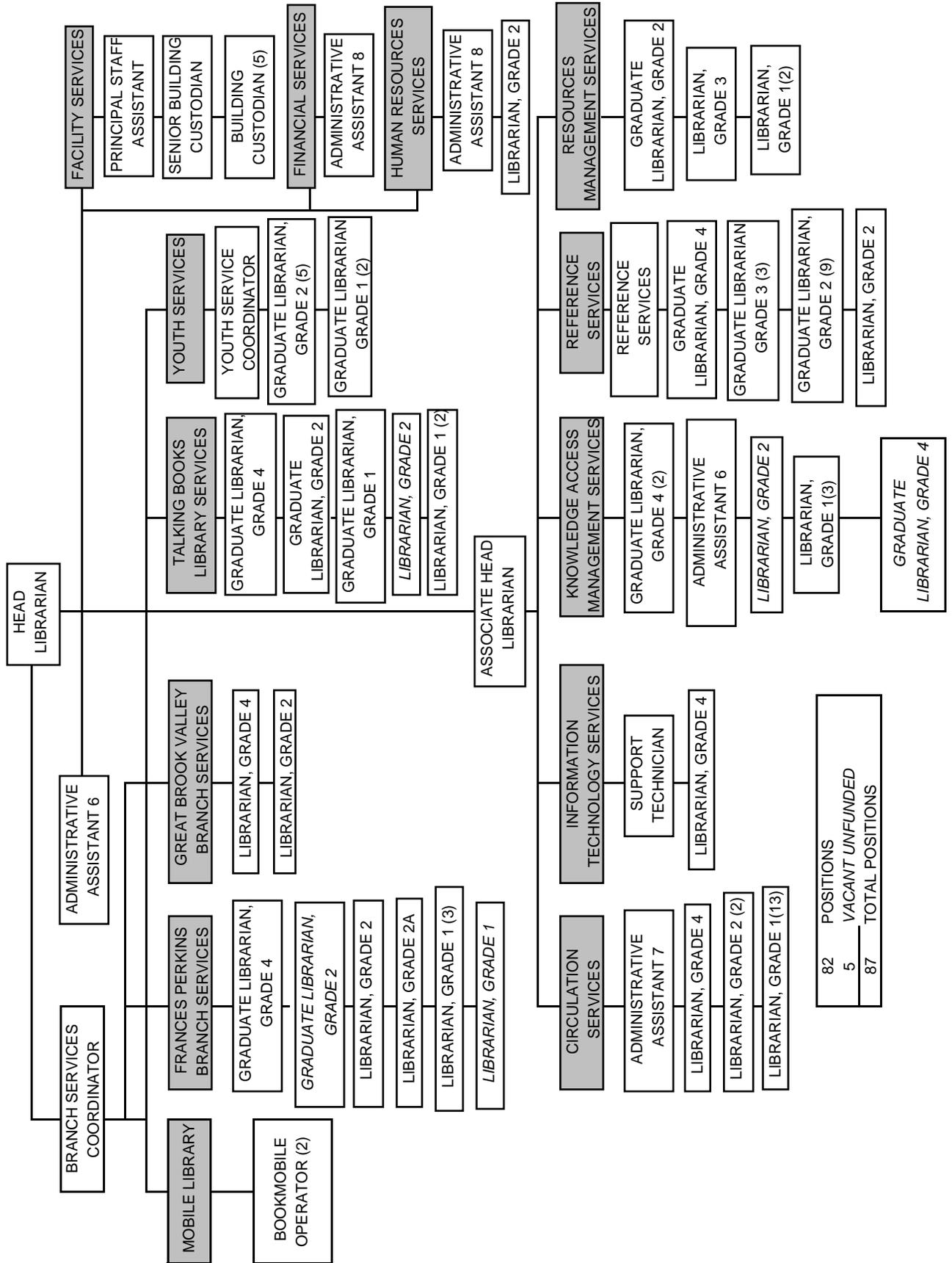
Mission

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

	Act. FY11	Proj. FY12	Proj. FY13
Hours Opens			
Total Hours Main Library Open	3,179	3,179	3,179
Total Hours Branches Open	3,076	3,076	4,636
Total Hours Open on Saturday	447	447	447
Total Hours Open on Sunday	115	115	115
Usage			
Reference Transactions	120,510	121,540	127,617
Attendance in Library	854,900	865,200	908,460
Programs			
Number of children's programs held	463	103	155
Number of adult and YA programs held	247	62	114
Total Programs	710	165	269
Attendance			
Total attendance at all children's programs	14,420	3,204	3,724
Total attendance at all adult and YA	5,115	1,314	1,834
Total Programs	19,535	4,518	5,558
Volunteers			
Total number of persons volunteering	134	134	209
Estimated number of hours volunteered	10,712	10,712	13,712
Borrowers			
Number of Registered Borrowers	110,725	113,300	163,300
Meeting Rooms			
Number of meetings	1,081	1,030	1,080
Circulations/Books			
Adult & YA	304,630	309,000	286,111
Children	194,894	206,000	222,480

	Act. FY11	Proj. FY12	Proj. FY13
Circulations/Magazines			
Adult & YA	8,191	8,755	9,455
Children	1,597	1,648	1,780
Circulations/Audio Visuals			
Adult & YA	226,620	247,200	266,976
Children	43,791	46,350	50,058
Circulations/Electronic Formats			
Adult & YA	1,683	1,854	2,002
Children	1,503	1,545	1,669
Circulations/Miscellaneous			
Adult & YA	1,343	1,339	1,446
Children	2,154	2,060	2,225
TOTAL Circulations			
Adult & YA	542,467	568,148	565,991
Children	243,939	257,603	278,211
TOTAL	786,406	825,751	844,202

CITY OF WORCESTER WORCESTER PUBLIC LIBRARY



82	TOTAL POSITIONS
5	VACANT UNFUNDED
87	TOTAL POSITIONS



MARK CONTOIS, HEAD LIBRARIAN
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF PUBLIC LIBRARY- DIVISION #550

FY12				FY13	
TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 98,053.00	53EM	HEAD LIBRARIAN	1	\$ 100,445.00
2	150,010.00	44M	DIVISION HEAD	0	-
1	78,843.00	48M	ASSOCIATE HEAD LIBRARIAN	1	85,651.00
0	-	44M	YOUTH SERVICES COORDINATOR	1	77,925.00
0	-	44M	REFERENCE SERVICES COORDINATOR	1	77,925.00
0	-	44M	BRANCH SERVICES COORDINATOR	1	60,537.00
3	183,745.00	40P	GRADUATE LIBRARIAN, GRADE 4	4	238,095.00
1	65,647.00	40M	PRINCIPAL STAFF ASSISTANT	1	67,348.00
2	122,190.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	2	125,420.00
3	184,476.00	37P	GRADUATE LIBRARIAN, GRADE 3	3	189,315.00
13	725,744.00	36P	GRADUATE LIBRARIAN, GRADE 2	14	775,903.00
1	55,834.00	37	SUPPORT TECHNICIAN	1	57,334.00
1	50,685.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	53,309.00
2	94,595.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	2	98,975.00
1	41,726.00	31P	GRADUATE LIBRARIAN, GRADE 1	1	44,261.00
3	135,036.00	31	LIBRARIAN, GRADE 4	3	139,335.00
1	44,725.00	30	SENIOR BUILDING CUSTODIAN	1	45,988.00
1	43,180.00	29	LIBRARIAN, GRADE 3	1	44,417.00
2	17,508.00	27	BOOKMOBILE OPERATOR	2	62,212.00
1	37,626.00	26	LIBRARIAN, GRADE 2A	1	38,739.00
4	148,163.00	25	LIBRARIAN, GRADE 2	4	153,776.00
5	178,917.00	25	BUILDING CUSTODIAN	5	186,772.00
19	596,822.00	21	LIBRARIAN, GRADE 1	18	587,942.00
67	3,053,525.00		TOTAL REGULAR SALARIES WITHOUT PAGES	69	3,311,624.00
	51,333.00		TOTAL PAGES SALARIES		51,333.00
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	\$ -	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ -
1	-	36P	GRADUATE LIBRARIAN, GRADE 2	1	-
1	-	25	LIBRARIAN, GRADE 2	1	-
1	-	21	LIBRARIAN, GRADE 1	1	-
4	-		REGULAR SALARIES	4	-
71	3,104,858.00		REGULAR SALARIES WITH PAGES	73	3,362,957.00
	(121,991.00)		VACANCY FACTOR		(106,849.00)
	19,500.00		BUDGET SUPPLEMENT		-
71	3,002,367.00		TOTAL RECOMMENDED SALARIES	73	3,256,108.00
FUNDING SOURCES:					
	(250,000.00)		PILOT		(250,000.00)
	(17,508.00)		BOOKMOBILE FUNDING		(80,000.00)
	(267,508.00)		TOTAL FUNDING SOURCES		(330,000.00)
71	\$ 2,734,859.00	550-91000	TOTAL RECOMMENDED PERSONAL SERVICES	73	\$ 2,926,108.00
REGULAR OVERTIME					
	17,632.00		REGULAR OVERTIME		18,073.00
	47,600.00		SUNDAY OVERTIME		48,790.00
	65,232.00	550-97000	RECOMMENDED OVERTIME		66,863.00
MAINTENANCE					
\$	242,244.00	92104	ELECTRICITY	\$	208,400.00
	75,945.00	92208	NATURAL GAS		65,000.00
	2,040.00	92228	AUTO FUEL		2,881.00
	-	92231	DIESEL FUEL		15,000.00
	3,068.00	92105	LEASES & RENTALS		3,068.00
	105,492.00	92111	MAINTENANCE & REPAIR		112,228.00
	30,105.00	92112	TELEPHONE		30,105.00
	9,934.00	92113	POSTAGE		12,934.00
	149,810.00	92120	OTHER PERSONAL SERVICES		158,534.00
	500.00	92201	AUTOMOTIVE SUPPLIES		500.00
	34,289.00	34289	BUILDING SUPPLIES		48,689.00
	6,297.00	92206	OFFICE SUPPLIES		6,297.00
	137,474.00	92210	OTHER SUPPLIES		144,644.00
	501,506.00	92202	LIBRARY MATERIALS		563,352.00
\$	1,298,704.00		RECOMMENDED ORDINARY MAINTENANCE	\$	1,371,632.00
	23,125.00	92999	BUDGET SUPPLEMENT		-
\$	1,321,829.00	550-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$	1,371,632.00
\$	4,121,920.00		TOTAL RECOMMENDED TAX LEVY	\$	4,364,603.00



MARK CONTOIS, HEAD LIBRARIAN
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF PUBLIC LIBRARY- DIVISION #550

FY12		FY13			
TOTAL POSITIONS	PROPOSED FY12 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	PROPOSED FY13 AMOUNT
LIBRARY RESOURCES					
1	\$ 68,444.64	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 70,219.00
0	-	36P	GRADUATE LIBRARIAN, GRADE 2	1	41,911.00
1	40,210.80	31P	GRADUATE LIBRARIAN, GRADE 1	1	44,261.00
2	75,251.52	25	LIBRARIAN, GRADE 2	2	77,478.00
3	94,608.88	21	LIBRARIAN, GRADE 1	3	99,385.00
7	278,515.84		REGULAR SALARIES	8	333,254.00
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7	278,515.84		TOTAL REGULAR SALARIES	8	333,254.00
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7	\$ 278,515.84		TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 333,254.00
<hr/>					
	71,517.25		FRINGE BENEFITS		71,517.25
	\$ 350,033.09		TOTAL EXPENSES- LIBRARY RESOURCES		\$ 404,771.25
<hr/>					
	(278,515.84)		FUNDING SOURCES-STATE REVENUES:		(333,254.00)
	(71,517.25)		SALARIES		(71,517.25)
	(350,033.09)		FRINGE BENEFITS		(404,771.25)
	\$ -		TOTAL CREDITS- LIBRARY RESOURCES		\$ -
			TOTAL RECOMMENDED TAX LEVY		\$ -

TALKING BOOK SERVICES					
1	\$ 68,757.84	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 70,219.00
1	59,737.68	36P	GRADUATE LIBRARIAN, GRADE 2	1	60,994.00
1	49,986.72	31P	GRADUATE LIBRARIAN, GRADE 1	1	51,042.00
2	66,607.20	21	LIBRARIAN, GRADE 1	2	68,014.00
5	245,089.44		REGULAR SALARIES	5	250,269.00
<hr/>					
VACANT UNFUNDED POSITIONS:					
1	-	25	LIBRARIAN, GRADE 2	1	-
1	-		REGULAR SALARIES	1	-
<hr/>					
6	245,089.44		TOTAL REGULAR SALARIES	6	250,269.00
<hr/>					
6	\$ 245,089.44		TOTAL RECOMMENDED PERSONAL SERVICES	6	\$ 250,269.00
<hr/>					
	2,000.00		TOTAL OVERTIME		3,000.00
	128,687.70		ORDINARY MAINTENANCE		119,203.58
	45,365.86		FRINGE BENEFITS		48,670.42
	\$ 421,143.00		TOTAL EXPENSES- TALKING BOOKS		\$ 421,143.00
<hr/>					
	(245,089.44)		FUNDING SOURCES-STATE REVENUES:		(250,269.00)
	(2,000.00)		SALARIES		(3,000.00)
	(128,687.70)		OVERTIME		(119,203.58)
	(45,365.86)		ORDINARY MAINTENANCE		(48,670.42)
	\$ (421,143.00)		FRINGE BENEFITS		\$ (421,143.00)
			TOTAL CREDITS- TALKING BOOKS		\$ -
	\$ -		TOTAL RECOMMENDED TAX LEVY		\$ -

DEPARTMENT OF ECONOMIC DEVELOPMENT

Timothy J. McGourthy
Chief Development Officer

44 Front Street - Suite 520
Worcester, Massachusetts 01608
(508) 799-1400

Department Mission Statement:

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

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

Departmental Overview:

The Department of Economic Development's goal is to create an environment within Worcester conducive to both business and residential activity. The City of Worcester 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 and 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 over \$12 million 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

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2011	Budget for	Number	Appropriation
		Fiscal 2012		Fiscal 2013
EXPENDITURES				
SALARIES	\$ 603,178.89	\$ 839,618.00	91000	\$ 1,028,906.00
ORDINARY MAINTENANCE	79,118.32	109,590.00	92000	104,590.00
TOTAL	\$ 682,297.21	\$ 949,208.00		\$ 1,133,496.00
TOTAL POSITIONS	30	33		34

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

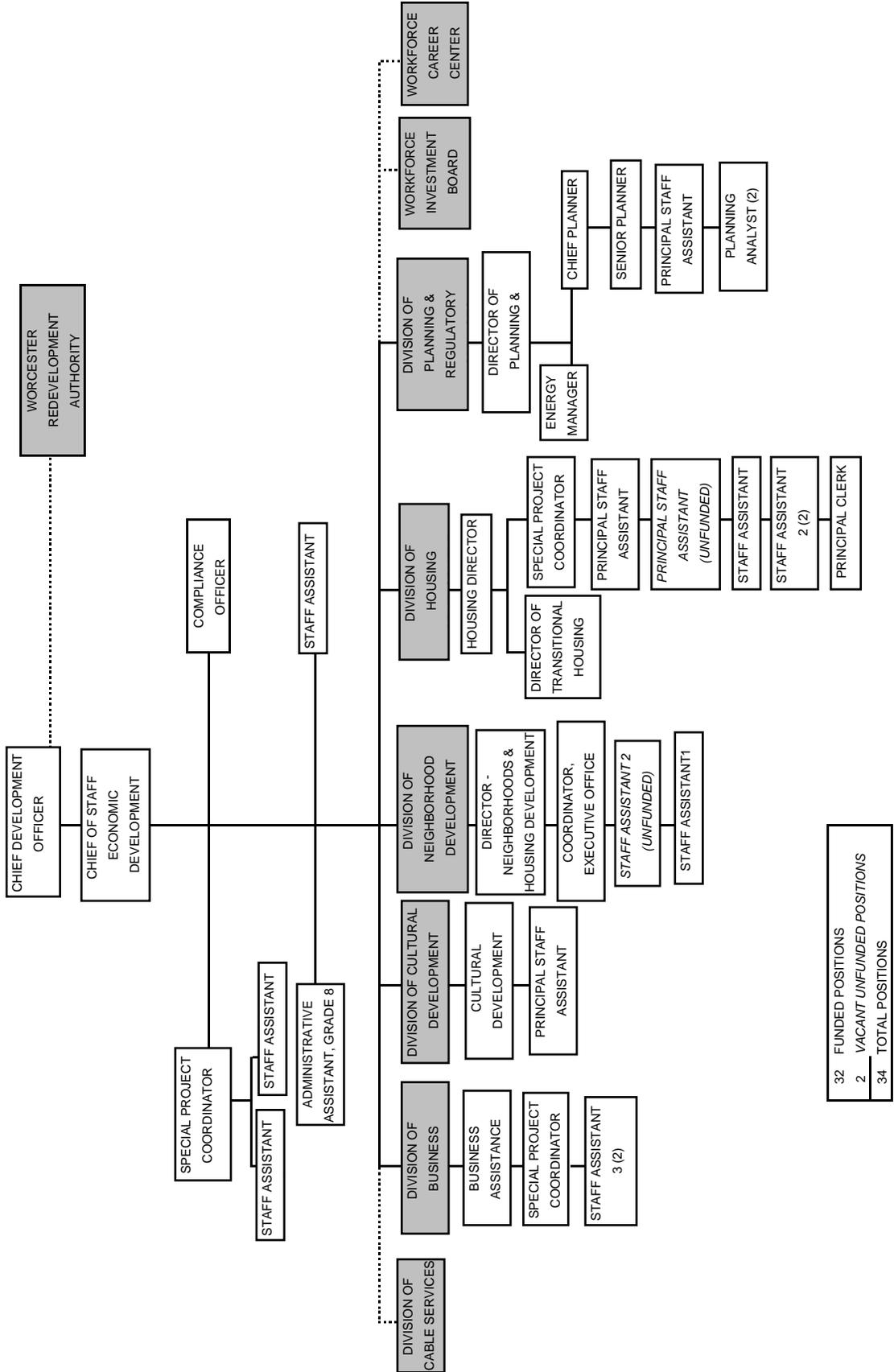
The Department of Economic Development’s tax levy budget for Fiscal 2013 is recommended to be \$1,133,496, which is an increase of \$184,288 from the Fiscal 2011 amount of \$949,208.

The recommended Fiscal 2013 tax levy personal services budget is \$1,028,906, an increase of \$189,288 from the Fiscal 2012 amount of \$839,618. This increase is reflective of a reduction in various grant funding sources as well as wage and step increases for employees. The salary increases include a 2% increase as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance. Other contributing factors include an increase in EM Incentive Pay, the addition of one Staff Assistant III in the Business Assistance Division and a wage increase of \$7,571 for the Director of Planning & Regulatory Services. This increase is offset by an increase in District Improvement Financing and Cable Revenues, an increase in the departmental vacancy factor and the elimination of one Staff Assistant II position in the Business Assistance Division. The position of Compliance Officer has been added to the table of organization and is fully grant funded and requires no tax levy appropriation.

The tax levy Ordinary Maintenance account for Fiscal 2013 is recommended to be \$104,590, a reduction of \$5,000 from the Fiscal 2012 amount of \$109,590.

CITY OF WORCESTER

DEPARTMENT OF ECONOMIC DEVELOPMENT



32	FUNDED POSITIONS
2	VACANT UNFUNDED POSITIONS
34	TOTAL POSITIONS



TIMOTHY J. MCGOURTHY, CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF ECONOMIC DEVELOPMENT #043

FY12				FY13			
TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT		
DEPARTMENT OF ECONOMIC DEVELOPMENT ADMINISTRATION:							
1	\$ 109,829.00	58CM	CHIEF DEVELOPMENT OFFICER	1	\$ 119,218.00		
1	94,754.00	48EM	CHIEF OF STAFF ECONOMIC DEVELOPMENT	1	97,500.00		
1	64,147.00	45M	SPECIAL PROJECT COORDINATOR	1	68,766.00		
0	-	42M	COMPLIANCE OFFICER	1	60,537.00		
1	61,095.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	62,710.00		
1	51,887.00	35	STAFF ASSISTANT 2	1	53,309.00		
2	85,853.00	37	STAFF ASSISTANT 3	2	93,318.00		
7	\$ 467,565.00		TOTAL REGULAR SALARIES	8	\$ 555,358.00		
	1,906.00		EM INCENTIVE PAY		4,418.00		
7	\$ 469,471.00		TOTAL RECOMMENDED SALARIES	8	\$ 559,776.00		
			FUNDING SOURCES:				
	\$ (152,611.00)		FEDERAL GRANTS		\$ (148,721.00)		
	(27,934.00)		DISTRICT IMPROVEMENT FINANCING		(58,416.00)		
	(18,303.00)		CABLE REVENUES		(19,036.00)		
	(40,206.00)		WORKFORCE DEVELOPMENT FUNDS		(33,540.00)		
	(239,054.00)		TOTAL FUNDING SOURCES		(259,713.00)		
7	\$ 230,417.00		TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	8	\$ 300,063.00		
DIVISION OF BUSINESS ASSISTANCE:							
1	\$ 77,288.00	45M	BUSINESS ASSISTANCE DIRECTOR	1	\$ 80,837.00		
1	39,422.00	45M	SPECIAL PROJECT COORDINATOR	1	45,724.00		
1	49,655.00	37	STAFF ASSISTANT 3	2	112,702.00		
1	51,887.00	35	STAFF ASSISTANT 2	0	-		
4	\$ 218,252.00		TOTAL REGULAR SALARIES	4	\$ 239,263.00		
DIVISION OF CULTURAL DEVELOPMENT:							
1	\$ 78,843.00	45M	CULTURAL DEVELOPMENT OFFICER	1	\$ 80,837.00		
1	49,236.00	40M	PRINCIPAL STAFF ASSISTANT	1	50,511.00		
2	\$ 128,079.00		TOTAL REGULAR SALARIES	2	\$ 131,348.00		
DIVISION OF NEIGHBORHOOD DEVELOPMENT:							
1	\$ 95,881.00	48EM	DIRECTOR - NEIGHBORHOODS & HOUSING DEVELOPMENT	0	\$ -		
0	\$ -	48EM	DIR. OF NEIGHBORHOOD DEVELOPEMENT	1	98,228.00		
1	78,614.00	42EM	COORDINATOR, EXECUTIVE OFFICE	1	80,595.00		
1	46,667.00	32	STAFF ASSISTANT 1	1	47,974.00		
3	221,162.00		TOTAL REGULAR SALARIES	3	226,797.00		
AUTHORIZED POSITIONS WITHOUT FUNDING:							
1	-	35	STAFF ASSISTANT 2	1	-		
1	-		REGULAR SALARIES	1	-		
DIVISION OF HOUSING DEVELOPMENT:							
1	\$ 78,843.00	42EM	HOUSING DIRECTOR	1	\$ 76,608.00		
1	55,019.00	42EM	DIRECTOR OF TRANSITIONAL HOUSING	0	-		
0	-	37	MANAGER OF TRANSITIONAL HOUSING	1	57,334.00		
1	70,168.00	45M	SPECIAL PROJECT COORDINATOR	1	74,704.00		
1	63,088.00	40M	PRINCIPAL STAFF ASSISTANT	1	67,111.00		
1	55,834.00	37	STAFF ASSISTANT 3	1	49,815.00		
2	90,460.00	35	STAFF ASSISTANT 2	2	96,081.00		
1	34,265.00	27	PRINCIPAL CLERK	1	35,307.00		
8	447,677.00		TOTAL REGULAR SALARIES	8	456,960.00		
AUTHORIZED POSITIONS WITHOUT FUNDING:							
1	-	40M	PRINCIPAL STAFF ASSISTANT	1	-		
1	-		REGULAR SALARIES	1	-		



TIMOTHY J. MCGOURTHY, CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF ECONOMIC DEVELOPMENT #043

FY12				FY13		
TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT	
DIVISION OF PLANNING & REGULATORY SERVICES:						
1	\$ 87,759.00	48EM	DIRECTOR OF PLANNING & REGULATORY SERVICES	1	\$ 95,330.00	
1	78,843.00	45M	ENERGY MANAGER (ESCOS)	1	80,837.00	
1	68,153.00	45M	CHIEF PLANNER	1	72,267.00	
1	70,450.00	42M	SENIOR PLANNER	1	58,371.00	
1	63,309.00	40M	PRINCIPAL STAFF ASSISTANT	1	67,348.00	
2	107,363.00	37	PLANNING ANALYST	2	92,848.00	
7	\$ 475,877.00		TOTAL REGULAR SALARIES	7	\$ 467,001.00	
26	1,491,047.00		TOTAL REGULAR SALARIES	26	1,521,369.00	
	(38,714.00)		VACANCY FACTOR		(64,148.00)	
	9,724.00		EM INCENTIVE PAY		10,049.00	
	3,440.00		BUDGET SUPPLEMENT		-	
26	\$ 1,465,497.00		TOTAL RECOMMENDED SALARIES	26	\$ 1,467,270.00	
	(812,223.00)		FEDERAL GRANTS		(708,113.00)	
	(44,073.00)		ENERGY PROJECTS (CAP/ESCOS)		(30,314.00)	
	(856,296.00)		TOTAL FUNDING SOURCES		(738,427.00)	
26	\$ 609,201.00		TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICE	26	\$ 728,843.00	
33	\$ 839,618.00	043-91000	TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICE	34	\$ 1,028,906.00	
	35,000.00	92105	LEASES & RENTALS		35,000.00	
	2,500.00	92111	MAINTENANCE & REPAIR		2,500.00	
	8,000.00	92112	TELEPHONES		8,000.00	
	1,000.00	92113	POSTAGE		1,000.00	
	1,000.00	92119	NETWORK, HARDWARE, SOFTWARE		1,000.00	
	31,750.00	92120	OTHER PERSONAL SERVICES		26,750.00	
	10,700.00	92126	NEWSPAPER ADVERTISING		10,700.00	
	2,750.00	92134	REGISTRATION FEES		2,750.00	
	6,190.00	92145	PRINTING		6,190.00	
	500.00	92202	BOOKS		500.00	
	10,500.00	92206	OFFICE SUPPLIES		10,500.00	
	6,700.00	92260	SUBSCRIPTIONS		6,700.00	
	5,000.00	92401	OTHER CHARGES & EXPENDITURES		5,000.00	
	\$ 121,590.00		TOTAL ORDINARY MAINTENANCE		\$ 116,590.00	
	(12,000.00)	92915	FEDERAL GRANTS		(12,000.00)	
	(12,000.00)		TOTAL FUNDING SOURCES		(12,000.00)	
	\$ 109,590.00	043-92000	TOTAL RECOMMENDED TAX LEVY ORDINARY MAINTENANCE		\$ 104,590.00	
	\$ 196,916.00		HEALTH INSURANCE		\$ 118,433.00	
	126,650.00		RETIREMENT		98,772.00	
	323,566.00		TOTAL FRINGE BENEFITS		217,205.00	
	(292,284.11)		FEDERAL GRANTS		(198,885.00)	
	(31,281.89)		DIF FUNDING		(10,586.00)	
	-		ENERGY PROJECTS		(7,734.00)	
	(323,566.00)		TOTAL FUNDING SOURCES		(217,205.00)	
	\$ -	043-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -	
	\$ 949,208.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,133,496.00	

**FISCAL YEAR 2013
DEPARTMENT OF ECONOMIC DEVELOPMENT
FUNDING SOURCES**

DIVISION: ADMINISTRATION

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 114,935.00	\$ 26,850.00	\$ 141,785.00
EECBG	1,513.00	464.00	1,977.00
2012 LEAD HAZARD GRANT	9,383.00	2,877.00	12,260.00
2009 LEAD HAZARD GRANT	4,419.00	1,355.00	5,774.00
HOME	5,995.00	1,302.00	7,297.00
SUSTAINABLE COMMUNITIES	5,332.00	1,915.00	7,247.00
EMERGENCY SHELTER	726.00	223.00	949.00
SUPPORTING HOUSING	1,332.00	408.00	1,740.00
TRANSITIONAL HOUSING	303.00	93.00	396.00
NEIGHBORHOOD STABILIZATION	1,150.00	353.00	1,503.00
EPA GRANTS	1,877.00	575.00	2,452.00
MTC	1,756.00	538.00	2,294.00
	<u>\$ 148,721.00</u>	<u>\$ 36,953.00</u>	<u>\$ 185,674.00</u>

DIVISION: BUSINESS ASSISTANCE

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 55,736.00	\$ 8,576.00	\$ 64,312.00
EPA GRANTS	33,664.00	7,180.00	40,844.00
	<u>\$ 89,400.00</u>	<u>\$ 15,756.00</u>	<u>\$ 105,156.00</u>

DIVISION: CULTURAL DEVELOPMENT

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 4,042.00	\$ 1,034.00	\$ 5,076.00
	<u>\$ 4,042.00</u>	<u>\$ 1,034.00</u>	<u>\$ 5,076.00</u>

DIVISION: NEIGHBORHOOD DEVELOPMENT

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 224,714.00	\$ 41,087.00	\$ 265,801.00
EMERGENCY SHELTER	6,096.00	1,479.00	7,575.00
SUPPORTING HOUSING	2,506.00	382.00	2,888.00
	<u>\$ 233,316.00</u>	<u>\$ 42,948.00</u>	<u>\$ 276,264.00</u>

DIVISION: HOUSING DEVELOPMENT

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 47,172.00	\$ 12,266.00	\$ 59,438.00
EECBG	-	-	-
2012 LEAD HAZARD GRANT	133,197.00	38,240.00	171,437.00
2009 LEAD HAZARD GRANT	64,211.00	18,516.00	82,727.00
HOME	44,861.00	10,434.00	55,295.00
SUSTAINABLE COMMUNITIES	2,298.00	607.00	2,905.00
EMERGENCY SHELTER	2,867.00	808.00	3,675.00
SUPPORTING HOUSING	2,293.00	646.00	2,939.00
TRANSITIONAL HOUSING	573.00	162.00	735.00
NEIGHBORHOOD STABILIZATION	11,982.00	3,393.00	15,375.00
	<u>\$ 309,454.00</u>	<u>\$ 85,072.00</u>	<u>\$ 394,526.00</u>

DIVISION: PLANNING & REGULATORY

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 28,335.00	\$ 6,800.00	\$ 35,135.00
EECBG	21,561.00	5,587.00	27,148.00
MTC	22,005.00	4,735.00	26,740.00
	<u>\$ 71,901.00</u>	<u>\$ 17,122.00</u>	<u>\$ 89,023.00</u>

DEPARTMENT TOTAL	\$ 856,834.00	\$ 198,885.00	\$ 1,055,719.00
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Timothy J. McGourthy
Chief Development Officer
City Hall Room 309
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1175

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 2013, 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) has broken ground on a state-of-the-art \$11 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 January 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.

In addition to progress made on site, Union Station is surrounded by many development initiatives at various stages of completion. Phase 1 of CitySquare is well underway, with the demolition of the former Worcester Galleria/Worcester Common Outlets Mall substantially complete. The demolition has enabled the construction of a 210,000 square foot commercial office building that will be the new home to Unum as well as up to a 66,000 square foot medical office building to house Saint Vincent Hospital’s new comprehensive cancer center. The developments at CitySquare are bolstered by the investment of more than \$100 million to the east of Union Station by the freight rail company CSX for the expansion of its terminals as well as a \$20 million capital investment into the renovation and refurbishment of the DCU Center Arena.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2011	Budget for	Account	Appropriation
		Fiscal 2012	Number	Fiscal 2013
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 887,184.22	\$ 876,740.00	92000	\$ 1,018,707.00
TOTAL EXPENDITURES	\$ 887,184.22	\$ 876,740.00		\$ 1,018,707.00
FUNDING SOURCES				
OPERATING REVENUE	\$ 479,086.22	\$ 456,612.00		\$ 465,987.00
GENERAL REVENUE FUNDS	408,098.00	420,128.00		552,720.00
TOTAL FUNDING SOURCE	\$ 887,184.22	\$ 876,740.00		\$ 1,018,707.00

FISCAL 2013 BUDGET OVERVIEW

The total Fiscal 2013 tax levy appropriation is \$552,720 which is an increase of \$132,592 from the Fiscal 2012 City Council approved tax levy budget of \$420,128.

Ordinary Maintenance: Union Station

The recommended Fiscal 2013 Ordinary Maintenance Budget for Union Station totals \$1,018,707, which is an increase of \$132,592 from the Fiscal 2012 City Council approved budget of \$876,740. The increase is due to the Worcester Redevelopment Authority outsourcing the property management of Union Station.

Revenues: Union Station

The projected operating revenue to fund Union Station operations during Fiscal 2013 is \$465,987. This amount is derived from the following existing retail leases, kiosk licenses and special event revenues:

Tenant Leases:	<u>Annual Revenue</u>
CMRPC	\$127,755
VHB	\$141,242
Maxwell Silverman's Banquet Center	\$ 87,670
Fusion	\$ 37,964
Amtrak	\$ 12,360
Healthy Foods	\$ 3,000
Greyhound	\$ 54,636
Misc.	<u>\$ 1,360</u>
Total Tenant Lease and Special Event Revenue:	\$465,987



MICHAEL V. O'BRIEN, CITY MANAGER

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF UNION STATION- DIVISION #480**

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
<u>UNION STATION AND BUSPORT OPERATIONS</u>		
\$ 108,000.00	JANITORIAL SERVICES	\$ 108,410.00
67,574.00	MAINTENANCE & REPAIR	81,824.00
154,030.00	SECURITY	154,150.00
115,833.00	SNOW REMOVAL & GROUNDS	115,833.00
55,203.00	UNION STATION PROPERTY MANAGEMENT	200,000.00
74,400.00	TENANT PARKING	80,400.00
1,500.00	OTHER ORDINARY MAINTENANCE	1,500.00
15,800.00	INSURANCE	15,800.00
16,500.00	GENERAL & ADMINISTRATIVE	16,500.00
267,900.00	UTILITIES	244,290.00
\$ 876,740.00	ORDINARY MAINTENANCE UNION STATION	\$ 1,018,707.00
FUNDING SOURCES:		
(456,612.00)	TENANT REVENUE	(465,987.00)
\$ (456,612.00)	TOTAL FUNDING SOURCES	\$ (465,987.00)
TOTAL RECOMMENDED ORDINARY		
\$ 420,128.00	MAINTENANCE- UNION STATION AND BUSPORTS	\$ 552,720.00
<hr/>		
\$ 420,128.00	480-92000 TOTAL RECOMMENDED TAX LEVY	\$ 552,720.00

WORKFORCE INVESTMENT BOARD

Jeffery Turgeon, Director

44 Front Street

Worcester, Massachusetts 01608

(508)799-1590

Workforce Investment Board Mission Statement:

The Central Massachusetts Workforce Investment Board is a public/private partnership serving needs of both employers and employees. The board collaboratively develops and implements strategies for job readiness and skills advancement, 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 Regional Employment 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 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 478,410.83	\$ 513,026.00	91000	\$ 546,066.00
ORDINARY MAINTENANCE	134,700.00	161,800.00	92000	186,800.00
CAPITAL OUTLAY	3,600.00	3,600.00	93000	3,600.00
FRINGE BENEFITS	118,729.00	116,585.00	96000	142,503.00
TOTAL	\$ 735,439.83	\$ 795,011.00		\$ 878,969.00
TOTAL TAX LEVY	\$ -	\$ -		\$ -
TOTAL POSITIONS	8	9		9

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The departmental budget for Fiscal 2013 is \$878,969, which is an increase of \$83,958 from the Fiscal 2012 amount of \$795,011.

The recommended personal services budget for Fiscal 2013 is \$546,066, which is an increase of \$33,040 from the Fiscal 2012 amount of \$513,026. This increase is reflective of additional interdepartmental salary charges, wage increases and step increases. The salary increases include a 2% increase as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance.

The total ordinary maintenance budget for Fiscal 2013 is recommended to be \$186,800 which is an increase of \$25,000 from the Fiscal 2012 budget. This increase is reflective of the Youth Parks Steward Program which is fully funded through UMass Memorial Healthcare.

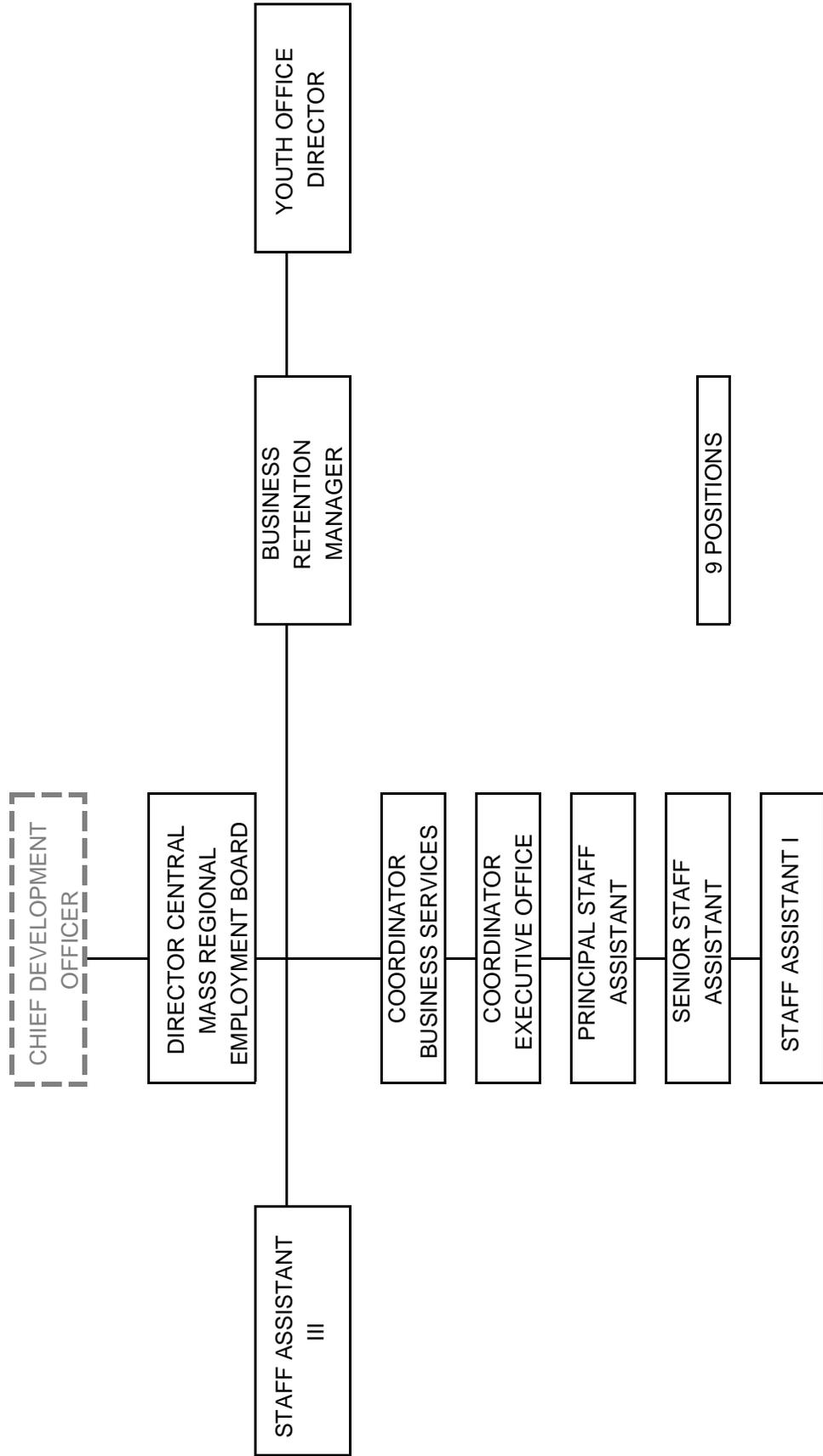
The recommended fringe benefits budget for Fiscal 2013 is \$142,503 which is an increase of \$25,918 from the Fiscal 2012 amount of \$116,585. This increase is reflective of three currently vacant positions that are budgeted at the highest health plan rates.

The recommended capital outlay budget for Fiscal 2013 is level funded at \$3,600.

CITY OF WORCESTER

DEPARTMENT OF ECONOMIC DEVELOPMENT

WORKFORCE INVESTMENT BOARD DIVISION





TURGEON, JEFFERY - DIRECTOR

CITY OF WORCESTER - NET COST FISCAL 2013

DEPARTMENT OF ECONOMIC DEVELOPMENT

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

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
CENTRAL MASSACHUSETTS WORKFORCE INVESTMENT BOARD (CMWIB):					
1	\$ 86,736.00	48EM	DIRECTOR CENTRAL MASS REGIONAL EMPLOY. BOARD	1	\$ 88,889.00
1	80,514.00	43EM	COORDINATOR OF BUSINESS SERVICES	1	73,964.00
1	62,223.00	42EM	COORDINATOR, EXECUTIVE OFFICE	1	63,858.00
1	19,711.00	46EM	BUSINESS RETENTION MANAGER	1	45,724.00
1	65,647.00	40M	YOUTH OFFICE DIRECTOR	1	67,348.00
1	65,647.00	40M	PRINCIPAL STAFF ASSISTANT	1	52,404.00
1	49,298.00	39M	SENIOR STAFF ASSISTANT	1	50,667.00
1	45,930.00	37	STAFF ASSISTANT 3	1	49,809.00
1	37,710.00	32	STAFF ASSISTANT 1	1	38,822.00
9	\$ 513,416.00		REGULAR SALARIES	9	\$ 531,485.00
9	\$ 513,416.00		TOTAL REGULAR SALARIES	9	\$ 531,485.00
	2,869.00		INTERDEPARTMENTAL CHARGE		16,770.00
	(8,000.00)		VACANCY FACTOR		(8,000.00)
9	\$ 513,026.00	31S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 546,066.00
	\$ 161,800.00		ORDINARY MAINTENANCE		\$ 161,800.00
	-		YOUTH PARKS STEWARD PROGRAM		25,000.00
	\$ 161,800.00	31S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 186,800.00
	\$ 3,600.00		CAPITAL PURCHASE		\$ 3,600.00
	\$ 3,600.00	31S-93000	TOTAL RECOMMENDED CAPITAL		\$ 3,600.00
	\$ 66,092.00		HEALTH INSURANCE		\$ 92,755.00
	50,493.00		RETIREMENT		49,748.00
	\$ 116,585.00	31S-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ 142,503.00
	\$ 795,011.00		TOTAL CENTRAL MASS. WORKFORCE INVESTMENT BOARD BUDGET		\$ 878,969.00
	\$ (722,503.00)		FUNDING SOURCES:		\$ (779,583.00)
	-		FEDERAL GRANTS		(99,386.00)
	\$ (722,503.00)		UMASS MEMORIAL HEALTHCARE		\$ (878,969.00)
	\$ 72,508.00	031-91000	TOTAL RECOMMENDED TAX LEVY		\$ -

WORKFORCE CENTRAL CAREER CENTER

Donald H. Anderson, Director

44 Front Street

Worcester, Massachusetts 01608

(508)799-8000

Workforce Development Mission Statement:

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

- To be the leading resource in Southern Worcester County for easily accessible, high quality workforce development services and 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

	Actuals Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 2,049,108.78	\$ 2,048,428.00	91000	\$ 2,175,567.00
ORDINARY MAINTENANCE	516,000.00	516,000.00	92000	774,517.00
CAPITAL OUTLAY	15,000.00	15,000.00	93000	15,000.00
FRINGE BENEFITS	539,669.00	495,246.00	96000	489,750.00
TOTAL	\$ 3,119,777.78	\$ 3,074,674.00		\$ 3,454,834.00
TOTAL POSITIONS	35	35		37

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The departmental budget for Fiscal 2013 is \$3,454,834, which is an increase of \$380,160 from the Fiscal 2012 amount of \$3,074,674.

The recommended personal services budget for Fiscal 2013 is \$2,175,567, which is an increase of \$127,139 from the Fiscal 2012 amount of \$2,048,428. This increase is reflective of the addition of two new Staff Assistant 2 positions as well as wage increases for all employees and step increases. The salary increases include a 2% increase as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance.

The total ordinary maintenance budget for Fiscal 2013 is recommended to be \$774,517, an increase of \$258,517 from the Fiscal 2012 budgeted amount of \$516,000. This increase is reflective of increased expenses for leases and rentals as well as network and data obligations.

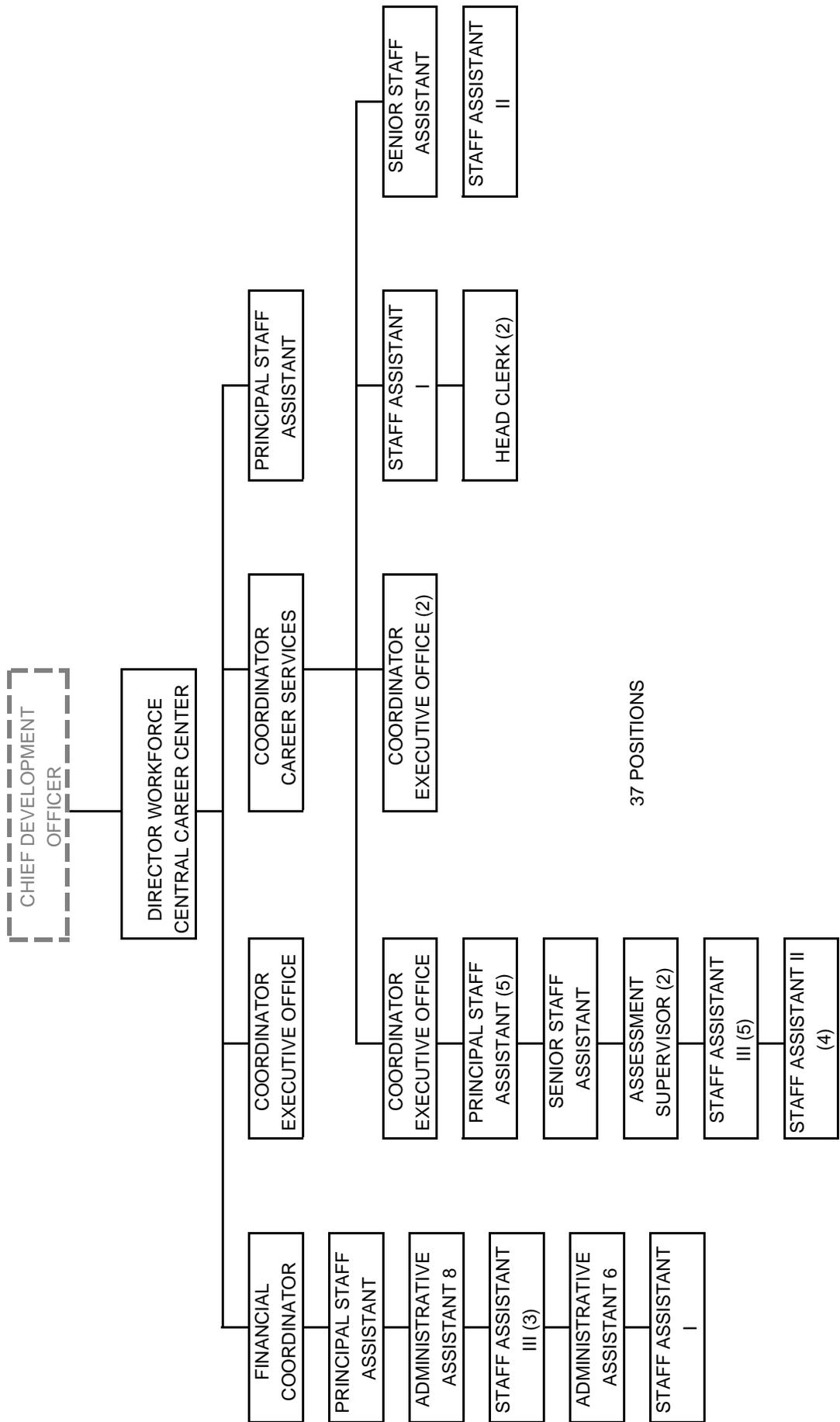
The recommended fringe benefits budget for Fiscal 2013 is \$489,750 which is a decrease of \$5,496 from the Fiscal 2012 amount of \$495,246.

The recommended capital outlay budget for Fiscal 2013 is recommended to be level funded at \$15,000.

CITY OF WORCESTER

DEPARTMENT OF ECONOMIC DEVELOPMENT

WORKFORCE CENTRAL CAREER CENTER





DONALD H. ANDERSON, DIRECTOR

CITY OF WORCESTER - NET COST FISCAL 2013

DEPARTMENT OF ECONOMIC DEVELOPMENT

DIVISION OF WORKFORCE CENTRAL CAREER CENTER- DIVISION #31S

FY12 TOTAL POSITIONS	APPROVED FY12	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13
WORKFORCE CENTRAL CAREER CENTER (WFCCC):					
1	\$ 91,476.00	48EM	DIRECTOR WORKFORCE CENTRAL CAREER CENTER	1	\$ 93,729.00
1	84,210.00	45EM	COORDINATOR CAREER SERVICE	1	86,309.00
1	80,514.00	43EM	FINANCIAL COORDINATOR	1	82,535.00
4	319,070.00	42EM	COORDINATOR, EXECUTIVE OFFICE	4	327,091.00
7	431,763.00	40M	PRINCIPAL STAFF ASSISTANT	7	433,580.00
2	126,618.00	39M	SENIOR STAFF ASSISTANT	2	129,934.00
1	61,095.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	63,023.00
1	55,834.00	37	ASSESSMENT SUPERVISOR	1	57,334.00
5	264,518.00	37	STAFF ASSISTANT 3	5	274,160.00
6	293,731.00	35	STAFF ASSISTANT 2	8	379,960.00
1	37,710.00	32	STAFF ASSISTANT 1	1	38,822.00
2	78,781.00	30	HEAD CLERK	2	81,076.00
1	43,670.00	37	ASSESSMENT SUPERVISOR	1	46,504.00
1	38,039.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	40,551.00
1	41,685.00	32	STAFF ASSISTANT 1	1	44,578.00
35	\$ 2,048,714.00		REGULAR SALARIES	37	\$ 2,179,186.00
35	\$ 2,048,714.00		TOTAL REGULAR SALARIES	37	\$ 2,179,186.00
	11,611.00		EM INCENTIVE PAY		11,611.00
	20,103.00		INTERDEPARTMENTAL CHARGE		16,770.00
	(32,000.00)		VACANCY FACTOR		(32,000.00)
35	\$ 2,048,428.00	31S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	37	\$ 2,175,567.00
	\$ 516,000.00		ORDINARY MAINTENANCE		\$ 774,517.00
	\$ 516,000.00	31S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 774,517.00
	\$ 15,000.00		CAPITAL PURCHASE		\$ 15,000.00
	\$ 15,000.00	31S-93000	TOTAL RECOMMENDED CAPITAL		\$ 15,000.00
	\$ 286,872.00		HEALTH INSURANCE		\$ 276,004.00
	208,374.00		RETIREMENT		213,746.00
	\$ 495,246.00	31S-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ 489,750.00
	\$ 3,074,674.00		TOTAL CENTRAL CAREER CENTER BUDGET		\$ 3,454,834.00
	\$ (3,074,674.00)		FUNDING SOURCES:		\$ (3,454,834.00)
	\$ (3,074,674.00)		FEDERAL GRANTS		\$ (3,454,834.00)
	\$ -		TOTAL FUNDING SOURCES		\$ -
	\$ -		TOTAL RECOMMENDED TAX LEVY		\$ -

WORCESTER'S MARKETING CAMPAIGN

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 150,000.00	\$ 150,000.00	92000	\$ -
FUNDING SOURCE	(150,000.00)	(150,000.00)		-
TOTAL EXPENDITURES	\$ -	\$ -		\$ -

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The Fiscal 2013 budget recommends no tax levy funding for the Marketing Campaign.



TIMOTHY J. MCGOURTHY, CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF ECONOMIC DEVELOPMENT
WORCESTER'S MARKETING CAMPAIGN- DIVISION #041

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 150,000.00	DESTINATION WORCESTER FY12	\$ -
<u>\$ 150,000.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ -</u>
FUNDING SOURCES:		
\$ (150,000.00)	DCU SPECIAL DISTRICT FINANCING ZONE	\$ -
<u>\$ (150,000.00)</u>	041-92000 TOTAL FUNDING SOURCES	<u>\$ -</u>
<hr/>		
<u>\$ -</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ -</u>

CABLE SERVICES

Judith A. Warren

Director

City Hall

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

Divisional Mission Statement:

The mission of the Cable Services Division is to:

- Administer the cable television franchise agreement and disburse funds received by that agreement
- Operate the government access channel
- Process customer inquiries, discounts and complaints with 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

	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 111,211.20	\$ 111,934.00	91000	\$ 119,981.00
OVERTIME	2,771.32	5,000.00	97000	5,000.00
ORDINARY MAINTENANCE	158,753.84	156,901.00	92000	166,979.00
FRINGE BENEFITS	48,074.00	52,910.00	96000	47,582.00
TOTAL	\$ 320,810.36	\$ 326,745.00		\$ 339,542.00
CABLE REVUES	\$ (320,810.36)	\$ (326,745.00)		\$ (339,542.00)
NET TOTAL	\$ -	\$ -		\$ -
TOTAL POSITIONS	2	2		2

FISCAL 2013 BUDGET OVERVIEW**Expenditures:**

Cable Service's recommended Fiscal 2013 budget is \$339,542, a \$12,797 increase over the approved budget for Fiscal 2012 of \$326,745. The recommended budget for Personal Services for Fiscal 2013 is \$119,981, which is an increase of \$8,047 from the Fiscal 2012 amount of \$111,934. The personal services increase reflects an increase for the Director of Cable Services as well as wage increases and automatic step increases for staff positions that are not at the maximum step. The salary increases include a 2% increase as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance.

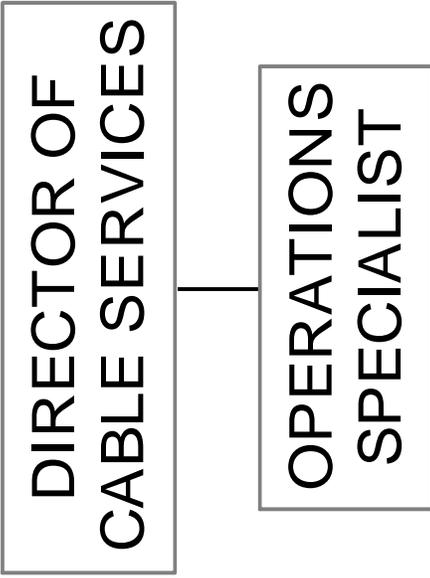
The recommended budget for Overtime for Fiscal 2013 is level funded at \$5,000.00.

The recommended budget for Ordinary Maintenance for Fiscal 2013 is \$166,979, which is an increase of \$10,078 from the Fiscal 2012 amount of \$156,901.

The recommended budget for fringe benefits for Fiscal 2013 is \$47,582 which is a decrease of \$5,328 from the Fiscal 2012 amount of \$52,910.

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 2013

DEPARTMENT OF ECONOMIC DEVELOPMENT

DIVISION OF CABLE SERVICES- DIVISION #04S616

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 70,450.00	45M	DIRECTOR OF CABLE SERVICES	1	\$ 77,925.00
1	40,884.00	28	OPERATIONS SPECIALIST	1	42,056.00
2	\$ 111,334.00		TOTAL RECOMMENDED SALARIES	2	\$ 119,981.00
	600.00		BUDGET SUPPLEMENT		-
2	\$ 111,934.00		TOTAL RECOMMENDED SALARIES	2	\$ 119,981.00
	(111,934.00)		FUNDING SOURCES:		(119,981.00)
	\$ (111,934.00)		CABLE LICENSE REVENUES		\$ (119,981.00)
			TOTAL FUNDING SOURCES		\$ (119,981.00)
2	\$ -	04S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	2	\$ -
	\$ 5,000.00		REGULAR OVERTIME		\$ 5,000.00
	\$ 5,000.00		TOTAL RECOMMENDED OVERTIME		\$ 5,000.00
	(5,000.00)		FUNDING SOURCES:		(5,000.00)
	\$ (5,000.00)		CABLE LICENSES REVENUES		\$ (5,000.00)
			TOTAL FUNDING SOURCES		\$ (5,000.00)
	\$ -	04S-97000	TOTAL RECOMMENDED OVERTIME		\$ -
	\$ 156,901.00		ORDINARY MAINTENANCE		\$ 166,979.00
	\$ 156,901.00		TOTAL ORDINARY MAINTENANCE		\$ 166,979.00
	(156,901.00)		FUNDING SOURCES:		(166,979.00)
	\$ (156,901.00)		CABLE LICENSE REVENUES		\$ (166,979.00)
			TOTAL FUNDING SOURCES		\$ (166,979.00)
	\$ -	04S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ -
	\$ 17,233.00		FRINGE BENEFITS:		
	11,634.00		HEALTH INSURANCE		\$ 9,898.00
	10,809.00		RETIREMENT		12,538.00
	13,234.00		CONTRIBUTORY PENSIONS		12,092.00
	\$ 52,910.00		PENSION OBLIGATION BONDS		13,054.00
			TOTAL FRINGE BENEFITS		\$ 47,582.00
	(52,910.00)		FUNDING SOURCES:		(47,582.00)
	\$ (52,910.00)		CABLE LICENSE REVENUES		\$ (47,582.00)
			TOTAL FUNDING SOURCES		\$ (47,582.00)
	\$ -	04S-94000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
	\$ -		TOTAL RECOMMENDED TAX LEVY		\$ -

LICENSE COMMISSION

Peter M. Lukes

Chairman

City Hall - Room 308

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 2011 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 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 1,116.47	\$ 1,200.00	92000	\$ 1,200.00
TOTAL	\$ 1,116.47	\$ 1,200.00		\$ 1,200.00
TOTAL POSITIONS	3	3		3

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The Fiscal 2013 budget for the License Commission is level funded at \$1,200.



PETER M. LUKES, CHAIRMAN

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

LICENSE COMMISSION- DEPARTMENT #190

APPROVED FY12 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY13 AMOUNT
<u>\$ 1,200.00</u>		LICENSE COMMISSION ORDINARY MAINTENANCE	<u>\$ 1,200.00</u>
<u>\$ 1,200.00</u>	190-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,200.00</u>
<u>\$ 1,200.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,200.00</u>

PUBLIC HEALTH

DR. MICHAEL P. HIRSCH ACTING COMMISSIONER

25 Meade Street

Worcester, Massachusetts 01610

(508) 799-8531

Department of Public Health Mission Statement:

The mission of the Department 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.

Public Health Department Overview:

Today, the many risk's 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 US (See Health of Worcester Report 2011). The list of current public health concerns includes new responsibilities including 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.

This past year, the Department released the Health of Worcester (HOW) Report 2011, allowing for a more data driven organization with a goal of collecting and analyzing data regularly to help inform the needs of the City and our regional partners. Building upon the HOW, Youth Survey 2011, and the Common Pathways/UMass Supplemental Report, the Department will collaborate with community based organizations, hospitals and health centers to develop a comprehensive community health improvement plan that will identify priorities and strategies for action.

Public Health Task Force:

The Department is heading into its third year post release of the *“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 department for the 21st century. As a way to build in a phased approach, in order to increase the capacity and capability of the department we offer the four

overarching strategic goals which are framed below; accompanied by their respective FY 13 objectives.

1. Improve Organizational Effectiveness:

- a. Reorganize the department staff to respond to the changing needs of public health and the region.
- b. Reconstitute the Board of Health.
- c. Develop a 24/7 electronic disease reporting system for area health care providers.
- d. Develop a Health Communications plan in order to effectively engage/educate the community and local leaders on public health policy, programs, and response to issues of significance.
- e. Properly train the public health workforce.
- f. Enhance customer service.

2. Mobilize a Coordinated Community Approach

- a. Conduct a comprehensive community health assessment with area partners.
- b. Develop a community health improvement plan based upon the assessment.
- c. Coordinate policy, systems and environmental change to improve population health.
- d. Strengthen relationships with academia: internships, service learning, field practice experiences.

3. Make Data-Driven and Evidence-Based Decisions

- a. Initiate the development of a real time syndromic surveillance.
- b. Develop a system to collect, review, and analyze quantitative and qualitative health data.
- c. Develop health information exchange systems.
- d. Report on the health of the community.

4. Build a Road to Sustainability

- a. Review fee schedules from inter-municipal partners and align costs with associated fees.
- b. Pursue federal and state grants that align with departmental priorities.
- c. Affordable Care Act: Collaborate with public health and healthcare partners in federal public health investments under Health Care Reform.
- d. Identify strategic and sustainable partnerships that can advance the department's mission.

The National Public Health Accreditation Board has developed standards for local and county health departments to become nationally accredited, much like their hospital counterparts. The Public Health Task Force has set a goal of for the Worcester Department of Public Health to achieve such accreditation by 2015. By focusing efforts on these four goals, the Department aims to reach accreditation by such time described.

Public Health Programs and Services:

In addition to aforementioned goals and objectives, the Department is responsible for providing oversight and support for a wide range of community-based public health services, focusing on the preservation and promotion of the community's health in Worcester and now greater Worcester region. Federal, state, and city policies require the Department to enforce and enhance various

public health regulations/programs to prevent the spread of communicable disease and reduce the prevalence of chronic illness within our community.

Communicable Disease

The public health nursing program is responsible for infectious disease surveillance, enabling the Department 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 flu 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.

Substance Abuse Prevention

The Department continues to administer three MA Department of Public Health (MA DPH) Bureau of Substance Abuse Services (BSAS) prevention grants and programs including the Worcester Cares – Opioid Coalition, Underage Drinking Project and the Worcester Regional Tobacco Control Collaborative. These programs are driven by the community and utilize research and evidenced-based strategies to reduce opioid overdoses, underage drinking and youth access to tobacco and other nicotine delivery products. Inspections of tobacco vendors are carried out, both to assure compliance with codes as well as to test their willingness to sell to minors.

Healthy Eating and Active Living Mass in Motion

The Department is entering year four of the Mass in Motion initiative. Launched by the Massachusetts Department of Public Health, Mass in Motion is a state-wide obesity prevention program that stresses the importance of healthy eating and physical activity. At the local level, the Department collaborates with many community partners to establish healthy dining recognition programs in restaurants (WooFood), expand access to farmers markets, increase community gardening, and collaborate with schools to make student’s diets healthier.

Moreover, the Department works with community partners to expand access to recreation facilities, improve conditions to support walking and bicycling, establish open space plans to promote safe physical activity, and encourage young people to be more active through walk to school initiatives, and more.

Health and Medical Preparedness

The Department also houses the central MA public health and medical emergency preparedness grants and programs including 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 each of which is necessary for a comprehensive integrated response effort within the City of Worcester and Central Massachusetts.

Central Massachusetts Regional Public Health Alliance

Building upon the FY12 inter-municipal agreements with the Towns of Leicester, Millbury and Shrewsbury, the department was able to foster new relationships with the Towns of Holden and West Boylston in order to compete for the Massachusetts Department of Public Health (MDPH) District Incentive Grant. The department has been awarded a four year \$325,000 implementation grant by the MDPH for the purposes of regionalizing local public health services. This six community partnership is collectively known as the *Central Massachusetts Regional Public Health Alliance*, with the City's Health Department acting as Host Agent. Collaborations with the medical school, local colleges and local health systems will allow the department 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 and beaches, recreational camps, food protection, septic, tobacco control, body art, tanning and lead poisoning prevention are also delivered through the department as part of the inter-municipal agreements with Holden, Leicester, Millbury, Shrewsbury, and West Boylston.

One common theme that runs through each of the above mentioned programs and services is the elimination of health disparities. As the department 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.

At this time approximately 70% of the cost of operating the Worcester Department of Public Health is being offset by non-tax levy sources. In addition to this, approximately \$100,000 in fees is added to the City's general fund.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 119,450.06	\$ 219,377.00	91000	\$ 294,132.00
OVERTIME	325.02	-	97000	-
ORDINARY MAINTENANCE	12,329.33	27,575.00	92000	40,000.00
TOTAL	\$ 132,104.41	\$ 246,952.00		\$ 334,132.00
TOTAL POSITIONS	10	14		18

FISCAL 2013 BUDGET OVERVIEW**Expenditures:**

The total recommended Fiscal 2013 tax levy budget for the Department of Public Health is \$334,132, which represents an increase of \$87,180 from the Fiscal 2012 amount of \$246,952.

The Department's recommended tax levy budget for personnel services in Fiscal 2013 is \$294,132, an increase of \$74,755 from the Fiscal 2012 amount of \$219,377. This increase is due to the addition of six new positions. Three of these positions are attributable to the Department's expanded regional services in Fiscal 2013. These positions include; one Staff Assistant I and two Public Health Specialist positions. Other positions being established in Fiscal 2013 include the Chief of Epidemiology & Health Protection Services, one Principal Staff Assistant and one Staff Assistant I. Other increases include an increase of \$4,000 in Regional Health Stipends, wage increases and step increases. The salary increases include a 2% increase as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance. This increase is offset by the elimination of the Region II Healthcare Preparedness Coordinator and one vacant Public Health Nurse Leader. Other offsets to this increase include an increase of \$40,000 in the Vacancy Factor, the elimination of Physician's Salaries as well as the elimination of Temporary Staff funding in Fiscal 2013.

The Department's total tax levy ordinary maintenance budget for Fiscal 2013 is recommended to be \$40,000, an increase of \$12,425 from the Fiscal 2012 amount of \$27,575. This increase is reflective of the City's obligation to provide matching ordinary maintenance funding for the Public Health District Incentive grant.



Dr. Michael P. Hirsh, Acting Commissioner

**City of Worcester
Department of Public Health
Fiscal Year Activity Report**

Department Activity Reporting

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.

	FY11	FY 12	Projected FY13
PERP Grant Program (purpose to enhance regional health and medical preparedness)	\$150,000	\$150,000	\$150,000
MassMAP - Long-term care mutual aide plan. (percentage of Region 2 facilities)	28/113 - 25%	113/113 - 100%	113/113 - 100%
RMCC planning	100%	100%	100%
HMAP expansion (to include home health, rehab hosp, local physicians, and others as identified)	1/3 Specialty Care Rehab. Hospitals 0/190 Home Health Agencies	2/3 Specialty Care Rehab. Hsopitals 10/190 Home Health Agencies	3/3 Specialty Care Rehab. Hospitals 50/190 Home Health Agencies
RMCC education and training	50%	75%	100%
HMAP education and training	50%	100%	100%
Quarterly Reports	yes	yes	yes
End of year report	yes	yes	yes
Stakeholder Engagement Events	2	4	6
Stakeholder Outreach - Newsletters, pamphlets, Worcester Medicine articles, Channel 13, etc.	5	5	7

Notes:

Hospital Preparedness Program

Regional Monthly Meeting Participation	10/10 - 100%	10/10 - 100%	10/10 - 100%
Regional Project - Healthcare Mutual Aid Plan (participants signed on)	14/14 - 100%	n/a	n/a
Regional Project Participation	10/10 - 100%	10/10 - 100%	10/10 - 100%
Nextel phone program (drill participation)	31/31 - 100%	31/31 - 100%	31/31 - 100%
Region 2 Hosp Expenditure reports completed	9/10 - 90%	10/10 - 100%	10/10 - 100%
Hospital Plans updated (percentage of facilities)	10/10 - 100%	10/10 - 100%	10/10 - 100%
All hospital HVA updates (percentage of facilities)	10/10 - 100%	10/10 - 100%	10/10 - 100%
Regional Hospital HVA completed (yes/no)	yes	yes	yes
Quarterly site visits - 10 regional facilities	10/10 - 100%	10/10 - 100%	10/10 - 100%
NIMS compliance	10/10 - 100%	10/10 - 100%	10/10 - 100%
At-Risk Populations planning	10/10 - 100%	10/10 - 100%	10/10 - 100%
Education & Training Participation	10/10 - 100%	10/10 - 100%	10/10 - 100%
Exercises, Evaluations and Corrective Action	10/10 - 100%	10/10 - 100%	10/10 - 100%
Decontamination Exercise	10/10 - 100%	10/10 - 100%	10/10 - 100%
Bed Tracking Participation	10/10 - 100%	10/10 - 100%	10/10 - 100%
MSAR recruitment	10/10 - 100%	10/10 - 100%	10/10 - 100%
Electronic Lab Reporting	10/10 - 100%	10/10 - 100%	10/10 - 100%

	FY11	FY 12	Projected FY13
Worcester Regional Medical Reserve Corps	\$115,000	\$115,000	\$115,000
Volunteers Registered with Program	1,300	500	500
Volunteer Activations	3	5	5
Regional Training opportunities per month	1	1	1
Notes: With the implementation of the new database, some of the volunteers may decline; however, a more accurate assessment will be made on the true number of volunteers			
Regional Public Health Emergency			
Regional Public Health Mutual Aid Agreement (74 cities/towns)	70/74 95%	74/74 100%	74/74 100%
Regional Call-Down Drills (PH emergency response)	74/74 100%	74/74 100%	74/74 100%
Regional EDS Notification Drill	74/74 100%	74/74 100%	74/74 100%
EDS Facility Set-up Drill (new FY11)	74/74 100%	74/74 100%	74/74 100%
Technical Assistance Review (TAR) on Emergency Dispensing Sites (EDS) plans - Regional	70/74 95%	74/74 100%	74/74 100%
Notes: The EDS Facility Set-up was a new deliverable item for the new grant cycle			
Communicable Disease Investigation &			
<i>Disease Investigations/Worcester</i>	246	250	250
<i>Disease Investigations/Region</i>	30	40	60
Tuberculosis Testing & Case Management			
<i>Tuberculosis Cases/Worcester</i>	13	10	12
<i>Tuberculosis Cases/Region</i>	0	0	0
<i>PPD Tests/Worcester</i>	263	230	250
<i>PPD Tests/Region</i>	0	0	0
<i>Suspect Cases / Revoked-Worcester</i>	6	7	5
<i>Suspect Cases/Revoked-region</i>	0	0	0
Immunization			
<i>Seasonal Influenza Immunization/Worcester</i>	1,274	1,021	1,000
<i>Seasonal Influenza Immunization/Region</i>	310	185	400
<i>Other Immunizations/Worcester</i>	7	5	5
<i>Other Immunizations/Region</i>	4	2	2
Community Health Education	11	10	8
CARD Program		3	3
Health Fairs	5	2	3

	FY11	FY 12	Projected FY13
Opioid Overdose Prevention	\$100,000	\$119,050	30,000
911 Strategy	Implementation	423	500
Re-entry Strategy	Implementation	535	550
Rx Take Back Day	Implementation	2	2
Rx Take Back Kiosks	Implementation	2	4
Community Education	Implementation	2	2
Medical Community Education	Implementation	1	2
Recovery Walk	1	1	1

Notes: This 3 year MA DPH Bureau of Substance Abuse Services grant, to reduce the number of fatal and nonfatal opioid overdoses in the City of Worcester utilizing evidenced based strategies, has been extended to a fourth year.

Under Age Drinking Prevention	\$80,000	\$80,000	\$80,000
Alcohol Compliance Checks	Implementation	20	40
Policy Initiatives	Implementation	1	0
Parent Support Group	Implementation/Evaluation	12	15
Social Norms Campaign	Implementation/Evaluation	115	115
Town Hall Meeting		1	1

Notes: This 3 year MA DPH Bureau of Substance Abuse Services grant, to reduce underage drinking in the City of Worcester utilizing evidenced based environmental strategies, has been extended to a fourth year. Parent and Social Norms Campaign will be relocated to another quadrant in the City.

Tobacco Control and Prevention	\$134,000	\$135,000	\$135,000
(Attempted/Completed/Sales) <u>Note</u> : 50% sample in FY 12.	556/517/40 (7.71%)	287/268/31	287/270/28
Retail Inspections & F/Us (Note: 1 round in FY 12)	1,329	663	650
Smoke Free Workplace Violation Inspections	11	6	8
Policy Initiatives	Implementation	2	3
Parent Engagement Project / OTP presentations	Implementation	10	12
Events - Great American Smoke Out, Kick Butts Day, legislative breakfast	3	3	3

Notes: The Worcester Regional Tobacco Control Collaborative (WRTCC) is led by the Worcester Division of Public Health and provides enforcement for 18 contiguous communities. Three retail checks will be conducted in each establishment. One compliance check will be conducted in each establishment.

Issuance of Permits			
Burial	2,953	3,200	3,300
Tobacco	255	225	240

Mass in Motion		\$60,000	\$60,000
Woo Food Certified Restaurants		Implementation	20
Work Place Wellness Sites		Implement 9 start-ups	15
Policy Initiatives- Active living/Complete Streets Education		Planning	Implementation

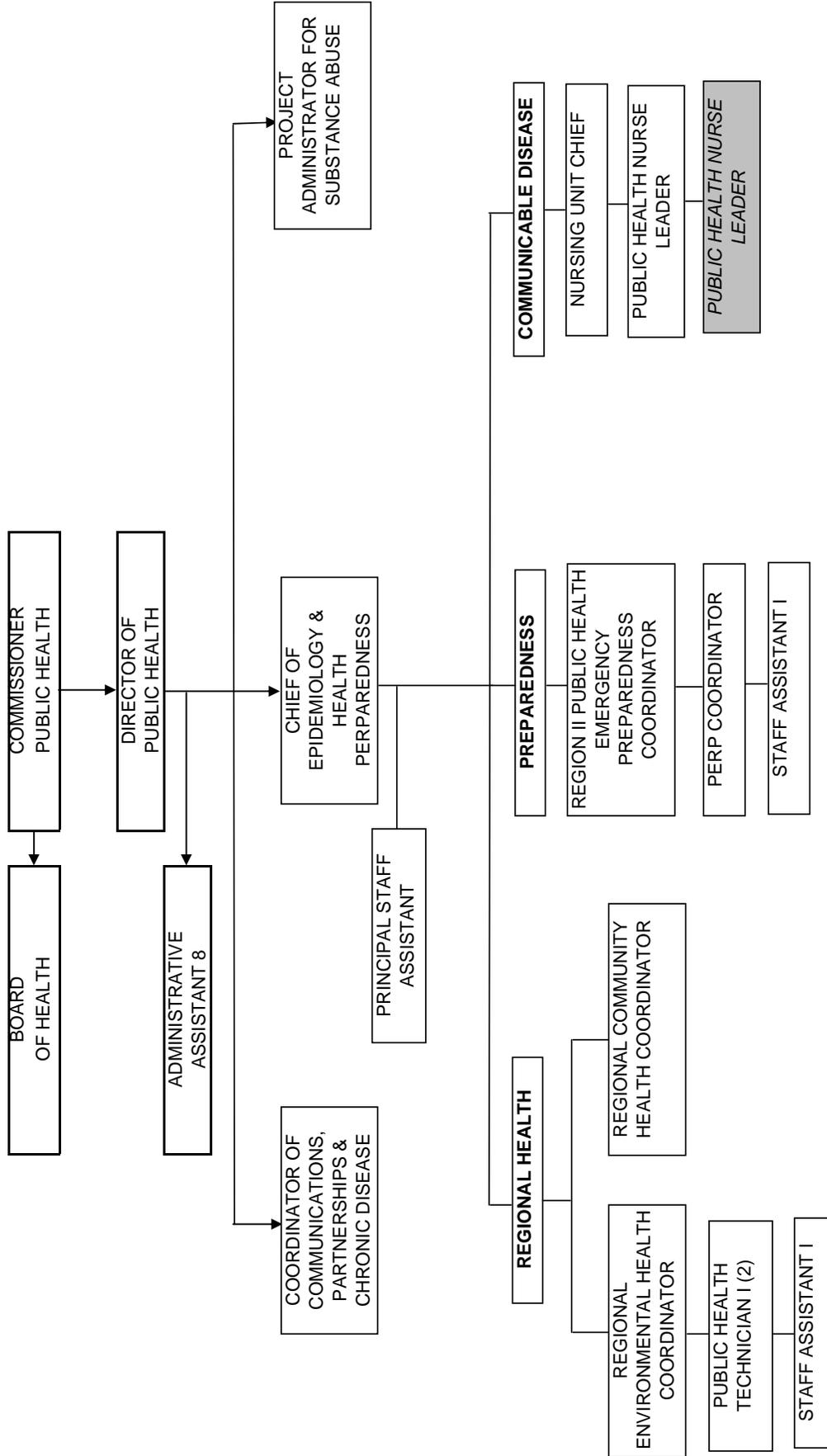
	FY11	FY 12	Projected FY13
Educational/Awareness Sessions - Obesity seminars (Reliant physicians), WooFood orientation, Complete Streets Educational Briefs (2), Health of Worcester/Obesity Presentations to Community Partners		4	8
Events-collaborations - Fit Family Fun Clinics Let's Move: Fed Cup, International Figure Skating, Tour de Worcester, Family 1K Runs, Complete Streets Course - Walk/Bike Worcester, Bike Week - LongJo Bike Event, Worcester Hydra - Get Fit *Over 600 Tickets Distributed to sporting events at DCU for Children in Girls & Boys Club after Care via Destination Worcester and DPH		8	10

Misc Other

Safe Needle Disposal "Operation Yellow Box Teaching "Health Dept"	4 boxes	16 students	20
WPS CPR/AED Program	>900 students		900
Summer Canada Geese Control	implement		implement
Syndromic Surveillance	Research and agreements		Develop system/enroll worc hospitals
Health of Worcester Report	Developed		Update report with most current data
District Health Alliance Health Report	Research		Create a report for health alliance towns
Create data collection system for Environmental Health			Data collection for towns in health district
Online disease reporting	Develop		Build interactive, data-friendly online disease reporting system

District Incentive Grant		\$15,000	\$100,000	\$100,000
Shrewsbury	Enrolled		Enrolled	Enrolled
Millbury	Planning		Enrolled	Enrolled
Leicester	Planning		Enrolled	Enrolled
Holden	Planning		Implementation	Enrolled
West Boylston	Planning		Implementation	Enrolled
MAVEN Enrollment			2/5 Towns	5/5 Towns
HHAN Registered			Planning	5/5 Towns
Food Establishment Bi-yearly Inspections			Planning (3 Towns)	Implementation (5 Towns)
Environmental Inspections			Planning (3 Towns)	Implementation (5 Towns)
Accredited public health staff			2/3 staff accredited	3/5 staff accredited
Accredited trained Board of Health members			Planning	Implementation (5 Towns)
Conduct Health Assessment for each Town			Planning	Implementation

CITY OF WORCESTER DEPARTMENT OF PUBLIC HEALTH



17 FUNDED POSITIONS
1 VACANT UNFUNDED
18 TOTAL POSITIONS



CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF PUBLIC HEALTH - DEPARTMENT #330

Table with columns: FY12 TOTAL POSITIONS, APPROVED FY12 AMOUNT, PAY GRADE, TITLE, FY13 TOTAL POSITIONS, RECOMMENDED FY13 AMOUNT. Includes sub-sections: PUBLIC HEALTH DIVISION, PUBLIC HEALTH NURSING DIVISION, REGIONAL PUBLIC HEALTH DIVISION, AUTHORIZED POSITIONS WITHOUT FUNDING, and FUNDING SOURCES.



CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF PUBLIC HEALTH - DEPARTMENT #330

FY12				FY13	
TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
	\$ 15,000.00	92120	CITYWIDE GEESE PROGRAMS		\$ 15,000.00
	3,964.00	92120	TOBACCO ORDINARY MAINTENANCE		3,964.00
	-	92120	REGIONAL HEALTH ORDINARY MAINTENANCE		54,820.00
	1,000.00	92201	AUTOMOTIVE SUPPLIES		1,000.00
	1,000.00	92206	OFFICE SUPPLIES		1,000.00
	1,000.00	92210	OTHER SUPPLIES		1,000.00
	1,000.00	92228	AUTO FUEL		1,000.00
	8,575.00	92401	OTHER CHARGES & EXPENDITURES		1,000.00
	<u>\$ 31,539.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 78,784.00</u>
FUNDING SOURCES:					
	\$ (3,964.00)	92902	TOBACCO GRANT		\$ (3,964.00)
	-	92908	DIG GRANT		(34,820.00)
	<u>\$ (3,964.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (38,784.00)</u>
	<u>\$ 27,575.00</u>	330-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 40,000.00</u>
FRINGE BENEFITS:					
	\$ 59,671.00		HEALTH INSURANCE		\$ 100,567.00
	44,059.00		RETIREMENT		63,235.00
	<u>\$ 103,730.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 163,802.00</u>
FUNDING SOURCES:					
	\$ (5,832.00)		REGIONAL PARTNERSHIP - SHREWSBURY		\$ (24,284.00)
	-		REGIONAL PARTNERSHIP - MILLBURY		(5,127.00)
	-		REGIONAL PARTNERSHIP - LEICESTER		(6,753.00)
	-		REGIONAL PARTNERSHIP - HOLDEN		(16,620.00)
	-		REGIONAL PARTNERSHIP - WEST BOYLSTON		(2,798.00)
	-		DIG GRANT		(18,041.00)
	(21,137.00)		PERP GRANT		(5,523.00)
	(13,476.00)		HEALTH/MEDICAL PRED GRANT		(28,674.00)
	(15,881.00)		TOBACCO CONTROL GRANT		(19,890.00)
	(5,989.00)		UNDER AGE DRINKING GRANT		(5,954.00)
	(14,567.00)		OPIOID GRANT		(4,963.00)
	(13,879.00)		UMASS MEMORIAL GRANT		(12,058.00)
	-		MASS IN MOTION GRANT		(2,726.00)
	(12,969.00)		TRUST FUNDS		(10,391.00)
	<u>\$ (103,730.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (163,802.00)</u>
	<u>\$ -</u>	330-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
<hr/>					
	<u>\$ 246,952.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 334,132.00</u>

DEPARTMENT OF HUMAN RESOURCES

Kathleen G. Johnson

Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1031

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 professional development designs along with health care and retirement 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 and lifestyle 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

	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 711,094.92	\$ 747,735.00	91000	\$ 839,104.00
OVERTIME	7,929.62	3,000.00	97000	3,000.00
ORDINARY MAINTENANCE	283,321.99	237,701.00	92000	237,701.00
TOTAL	\$ 1,002,346.53	\$ 988,436.00		\$ 1,079,805.00

TOTAL POSITIONS	15	15		16
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FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The total Fiscal 2013 recommended tax levy budget for the Office of Human Resources Department is \$1,079,805 which is a increase of \$91,369 from the Fiscal 2012 budget of \$988,436.

The recommended personal services tax levy budget for Fiscal 2013 is \$839,104 which is an increase of \$91,369 from the Fiscal 2012 amount of \$747,735. The increase is a result of salary increases including a 2% wage increase as of July 1, 2012 and a 1% wage increase as of January 1, 2013 and includes step increases for employees that have not achieved the maximum step per the salary ordinance for a cost of \$20,019; and an increase in the EM incentive based on the actual amount from the previous year totaling \$523 and changing the table of organization by adding an Assistant Human Resource Director in the amount of \$90,232. This increase is offset by an increase in funding sources of \$19,405.

The recommended Overtime tax levy budget for Fiscal 2013 is recommended to be level funded at \$3,000.00.

The tax levy Ordinary Maintenance budget for Fiscal 2013 is recommended to be level funded at \$237,701.



Kathleen G. Johnson, Director

City of Worcester

Department of Human Resources

Fiscal Year Activity Report

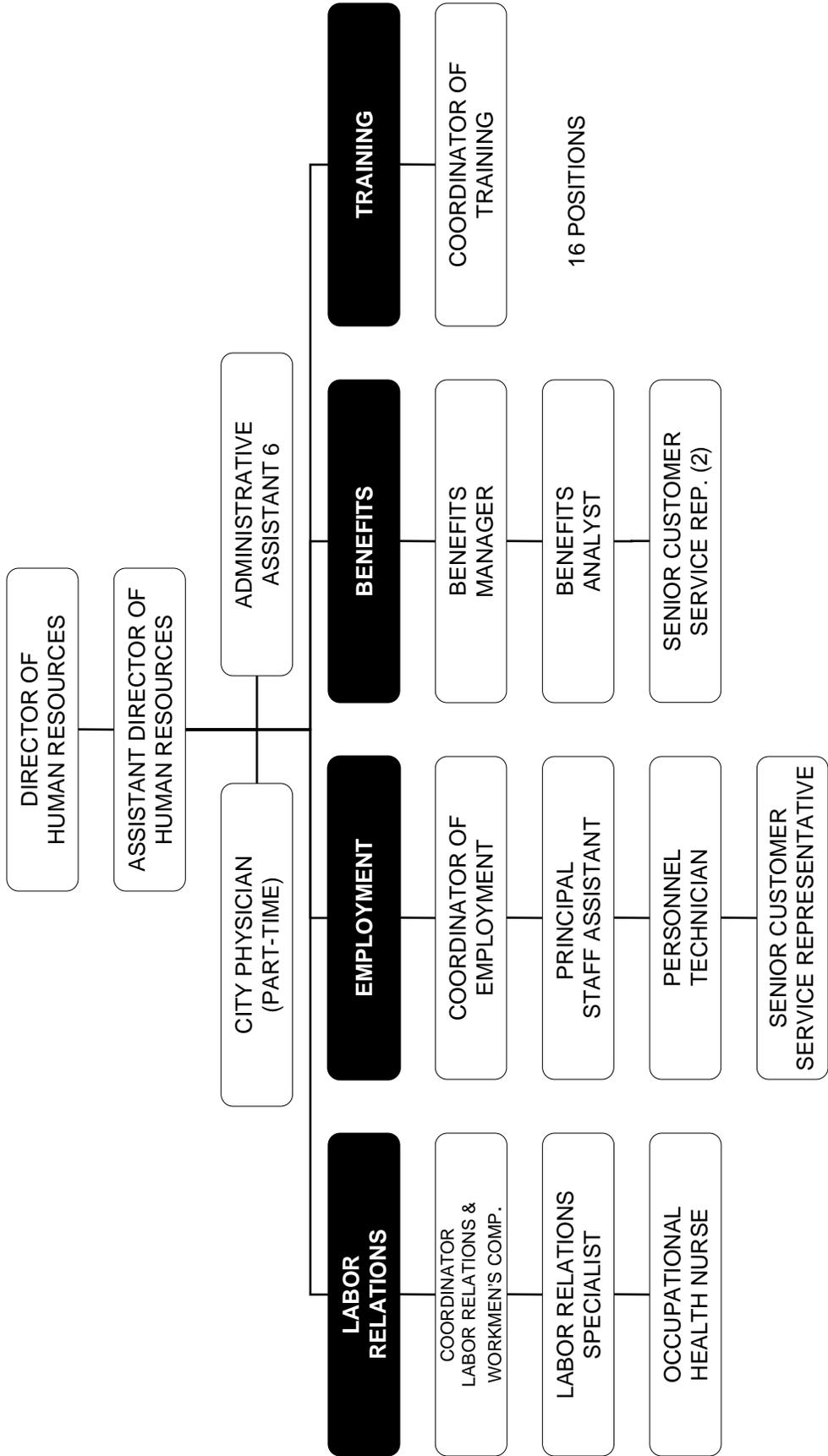
Divisional Activity Reporting

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

	Actual FY11	Projected FY12	Projected FY13
Personnel Division			
Applications Processed for Open Positions	1768	3100	2000
Recruitment and Selection of New City Employees (non CS)	46	38	50
Administration of Terminations	197	110	120
Civil Services Certifications Administered, City	53	37	60
Civil Services Certifications Administered, WPS	5	5	10
CS Appointments/Promotions, City	86	118	110
CS Appointments/Promotions, WPS	55	50	85
Administration of Drug and Alcohol Random Testing	141	150	150
CS Exams Administered/Participants		95	50
Labor Relations Division			
Union Grievances Handled	39	30	30
Disciplinary Investigations	12	15	15
Unfair Labor Practices	4	3	3
Civil Service Commission Hearings	5	5	4
Arbitration Hearings	10	10	8
Appointing Authority Hearings	5	3	4
ADA Conferences Attended	6	15	10
Harassment Investigations	8	7	6
MCAD Complaints Handled	3	3	2
Division of Unemployment Assistance Hearings Attended	3	4	4
Certification Petitions	1	2	2
Injured On Duty Claims Administered	253	230	250
New Workers Compensation Claims Reported	508	340	350
Targeted Safety and Injury Prevention Training Attendance	200	200	250
Benefits Division			
Open Enrollment Changes Processed	1213	3826	1180
Medicare Eligible Notifications/Processing	352	371	338
Benefit Transfers, Retirement	288	296	300
Enrollments Processed for New Hires	149	154	175
Other Claim Processing (resign, layoff, death, term)	398	317	210
Training Division			
Attendance of Professional Training	200	298	250
Enrollment in Wellness Programs	745	582	600
Employee Flu Clinics/Health and Safety Training	617	500	500
Orientation/Ethics Training	150	225	150
Tuition Wavers and Reduced Tuitions Administered	32	30	30
Educational Seminars on New Insurance Plans & FSA	500	300	300
Intranet Tutorials and Seminars	All Users	All Users	All Users

CITY OF WORCESTER

DEPARTMENT OF HUMAN RESOURCES





KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
ADMINISTRATION:					
1	\$ 107,436.00	58CM	DIRECTOR HUMAN RESOURCE	1	\$ 109,720.00
0	\$ -	46EM	ASSISTANT DIRECTOR HUMAN RESOURCE	1	90,232.00
1	22,764.00	FL	CITY PHYSICIAN	1	22,464.00
1	46,967.00	33	ADMINISTRATIVE ASSISTANT 6	1	47,974.00
3	\$ 177,167.00			4	\$ 270,390.00
EMPLOYMENT:					
1	\$ 82,046.00	46M	COORDINATOR OF EMPLOYMENT	1	\$ 83,800.00
1	65,947.00	40M	PRINCIPAL STAFF ASSISTANT	1	67,348.00
1	52,187.00	38M	PERSONNEL TECHNICIAN	1	53,309.00
1	33,124.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	1	32,628.00
4	\$ 233,304.00			4	\$ 237,085.00
LABOR RELATIONS:					
1	\$ 88,351.00	48M	COORD. LABOR RELATIONS & WORKER'S COMP.	1	\$ 90,238.00
1	76,304.00	44M	LABOR RELATIONS SPECIALIST	1	77,925.00
1	55,215.00	42M	OCCUPATIONAL NURSE	1	56,398.00
3	\$ 219,870.00			3	\$ 224,561.00
BENEFITS:					
1	\$ 76,304.00	44M	BENEFITS MANAGER	1	\$ 77,925.00
1	43,719.00	35	BENEFIT ANALYST	1	46,248.00
2	82,368.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	2	84,112.00
4	\$ 202,391.00			4	\$ 208,285.00
TRAINING & DEVELOPMENT:					
1	\$ 69,605.00	42M	COORDINATOR OF TRAINING	1	\$ 72,267.00
1	\$ 69,605.00			1	\$ 72,267.00
15	\$ 902,337.00		REGULAR SALARIES	16	\$ 1,012,588.00
	2,565.00		EM INCENTIVE PAY		3,088.00
	(6,200.00)		VACANCY FACTOR		(6,200.00)
	\$ 898,702.00		TOTAL RECOMMENDED SALARIES		\$ 1,009,476.00
	(65,173.00)		FUNDING SOURCES:		
	(85,073.00)		CREDIT FROM SEWER		(73,550.00)
	(721.00)		CREDIT FROM WATER		(96,008.00)
	\$ (150,967.00)		CREDIT FROM GOLF COURSE		(814.00)
			TOTAL FUNDING SOURCES		\$ (170,372.00)
15	\$ 747,735.00	170-91000	TOTAL RECOMMENDED PERSONNEL SERVICES	16	\$ 839,104.00
	\$ 3,000.00		OVERTIME		\$ 3,000.00
	\$ 3,000.00	170-97000	TOTAL RECOMMENDED OVERTIME		\$ 3,000.00

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	PROPOSED FY13 AMOUNT
	\$ 201,700.00		LEGAL CONSULTANTS		\$ 201,700.00
	21,095.00		OTHER PERSONAL SERVICES		21,095.00
	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>\$ 268,200.00</u>
			FUNDING SOURCES:		
	(2,945.00)		CREDIT FROM SEWER		(2,945.00)
	(3,554.00)		CREDIT FROM WATER		(3,554.00)
	(24,000.00)		INTERDEPARTMENTAL CREDIT		(24,000.00)
	<u>(30,499.00)</u>		TOTAL FUNDING SOURCES		<u>(30,499.00)</u>
	<u>\$ 237,701.00</u>	170-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 237,701.00</u>
	<u>\$ 988,436.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,079,805.00</u>

INJURED ON DUTY CLAIMS

Kathleen G. Johnson

Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1031

Divisional Overview:

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Budget for Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
FRINGE BENEFITS	\$ 302,327.52	\$ 389,098.00	96000	\$ 348,135.00
TOTAL	\$ 302,327.52	\$ 389,098.00		\$ 348,135.00

FISCAL 2013 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 2013 is recommended to be \$348,135 which is a decrease of \$40,963 from the Fiscal 2012 amount of \$389,098.

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 2007 through Fiscal 2011, as well as the projected expenses for Fiscal 2012.

IOD Salary Expenses History

	Actual FY07	Actual FY08	Actual FY09	Actual FY10	Actual FY11	Projected FY12
Police	229,024	160,553	175,979	178,240	152,764	193,308
Fire	160,705	258,073	402,913	138,636	149,564	154,529
Total	389,730	418,626	578,892	316,875	302,328	347,837



KATHLEEN G. JOHNSON, DIRECTOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DIVISION OF PUBLIC SAFETY INJURED ON DUTY (IOD) CLAIMS- DIVISION #174

APPROVED FY12 AMOUNT		TITLE	RECOMMENDED FY13 AMOUNT
\$ 181,681.00	1741	POLICE DEPARTMENT IOD CLAIMS	\$ 188,752.00
207,417.00	17412	FIRE DEPARTMENT IOD CLAIMS	159,383.00
<u>\$ 389,098.00</u>	174-96000	TOTAL INJURED ON DUTY	<u>\$ 348,135.00</u>



KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER

PUBLIC SAFETY INJURED ON DUTY (IOD) CLAIMS

Month	FY07 Police IOD	FY08 Police IOD	FY09 Police IOD	FY10 Police IOD	FY11 Police IOD	Projected FY12 Police IOD
July	-	14,666.44	15,778.32	16,458.90	6,084.16	9,816.95
August	56,982.48	47,384.37	24,111.51	14,907.45	10,978.48	18,706.18
September	25,463.09	28,630.36	45,937.53	8,308.42	9,087.87	8,938.07
October	16,427.57	8,000.85	9,542.17	13,578.25	12,040.75	12,578.40
November	30,238.94	20,059.80	14,146.07	6,167.48	6,669.02	16,235.16
December	26,938.69	13,024.93	2,953.78	17,496.53	10,535.37	25,257.35
January	13,243.13	(25,261.99)	6,077.95	31,468.88	14,316.98	11,826.89
February	11,754.04	16,308.26	6,585.74	11,689.37	27,224.70	16,714.87
March	5,904.42	20,905.03	(3,691.50)	20,851.72	9,317.76	24,906.81
April	5,109.21	2,675.28	6,088.47	8,020.36	16,473.17	16,108.96 *
May	57,730.32	-	30,884.79	14,391.17	9,981.27	16,108.96 *
June	6,788.75	15,996.92	17,201.86	14,901.08	20,054.04	16,108.96 *
Total	256,580.64	162,390.25	175,616.69	178,239.61	152,763.58	193,307.56

Month	FY07 Fire IOD	FY08 Fire IOD	FY09 Fire IOD	FY10 Fire IOD	FY11 Fire IOD	Projected FY12 Fire IOD
July	9,729.92	6,639.63	-	11,980.05	2,264.35	3,918.17
August	36,157.14	66,023.74	73,674.48	29,427.37	11,542.79	14,988.58
September	32,373.00	20,248.80	53,278.75	7,092.85	10,891.75	6,732.68
October	11,664.25	7,560.14	22,708.83	13,971.25	24,265.10	15,614.45
November	19,984.56	18,092.96	23,894.20	10,669.98	10,929.94	12,745.35
December	15,489.01	7,215.63	37,622.75	5,329.37	8,425.20	5,449.72
January	13,955.63	25,567.70	14,173.65	10,152.44	10,728.31	6,404.13
February	9,376.64	22,405.82	4,032.57	11,211.47	5,916.73	15,619.70
March	5,872.91	20,017.62	8,557.47	7,001.60	4,397.25	34,424.33
April	3,265.27	11,762.77	6,865.02	15,086.01	28,340.59	12,877.46 *
May	20,624.20	15,482.69	138,754.18	3,296.08	13,614.13	12,877.46 *
June	1,548.64	40,009.83	18,522.30	13,417.35	18,247.81	12,877.46 *
Total	180,041.17	261,027.33	402,084.20	138,635.82	149,563.94	154,529.50

Refunds	(46,892.13)	(4,791.72)	1,191.21	-	-	-
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TOTAL	389,729.68	418,625.86	578,892.10	316,875.43	302,327.52	347,837.05
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THREE YEAR IOD AVERAGE

	FY10	FY11	FY12	Average Total	Medical Inflation	FY13 Projection
Police	178,239.61	152,763.58	193,307.56	174,770.25	13,981.62	188,752.00
Fire	138,635.82	149,563.94	154,529.50	147,576.42	11,806.11	159,383.00
Total	316,875.43	302,327.52	347,837.05	322,346.67	25,787.73	348,135.00

* Projected using an average for the year

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

TAX LEVY BUDGET				
	Actual Budget for Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
FRINGE BENEFITS	\$ 941,660.31	\$ 1,427,348.00	96000	\$ 1,230,257.00
TOTAL	\$ 941,660.31	\$ 1,427,348.00		\$ 1,230,257.00

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The total Worker's Compensation budget for Fiscal 2013 is recommended to be \$1,230,257 which is a decrease of \$197,091 from the Fiscal 2012 budget of \$1,427,348. 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 2013

DEPARTMENT OF HUMAN RESOURCES

DIVISION OF WORKERS' COMPENSATION - DIVISION #171

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 1,465,927.00	BASIC WORKERS' COMPENSATION	\$ 1,274,635.00
104,700.00	ADMINISTRATIVE SERVICES	104,700.00
<u>\$ 1,570,627.00</u>	TOTAL WORKERS' COMPENSATION	<u>\$ 1,379,335.00</u>
	FUNDING SOURCES:	
-	CREDIT FROM SEWER	-
(90,929.00)	CREDIT FROM WATER	(96,728.00)
(52,350.00)	CREDIT FROM SCHOOLS	(52,350.00)
<u>(143,279.00)</u>	TOTAL FUNDING SOURCES	<u>(149,078.00)</u>
<u>\$ 1,427,348.00</u>	171-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 1,230,257.00</u>



KATHLEEN G. JOHNSON, DIRECTOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
WORKERS' COMPENSATION - DEPARTMENT #171**

Account	Actual FY11	Projected FY12	2 Year Average	Medical Inflation	FY13 Projection
171 Account	\$ 548,842	\$ 1,131,906	840,374	67,230	\$ 907,604
Occupational Nurse	-	-	-	-	-
Elections	-	-	-	-	-
Human Resources	-	-	-	-	-
Assessing	-	-	-	-	-
Treasurer	-	-	-	-	-
Auditing	-	-	-	-	-
DPW	64,511	64,511	64,511	5,161	69,672
Purchasing	-	-	-	-	-
Police	-	-	-	-	-
Fire	-	-	-	-	-
Health	-	-	-	-	-
Inspectional Services	-	-	-	-	-
Public Library	-	-	-	-	-
Parks	111,561	47,300.28	79,431	6,354	85,785
Communications	56,031	56,004.16	56,018	4,481	60,499
Airport	25,000	-	-	-	-
Sewer	-	-	-	-	-
Water	85,393	93,732.35	89,563	7,165	96,728
Belmont Home	-	-	-	-	-
City Hospital	50,322	50,322.48	50,322	4,026	54,348
Subtotal	\$ 941,660	\$ 1,443,776	1,180,218	94,417	\$ 1,274,635

Credits	Actual FY11	Projected FY12	2 Year Average	Medical Inflation	FY13 Projection
Airport Credit	(25,000)	-	-	-	-
Sewer Credit	-	-	-	-	-
Water Credit	(85,393)	(93,732)	(89,563)	(7,165)	(96,728)
Subtotal	\$ (110,393)	\$ (93,732)	(89,563)	(7,165)	\$ (96,728)

Total Tax Levy	\$ 831,267	\$ 1,350,043	1,090,655	87,252	\$ 1,177,908
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Worcester Public Schools Worker's Compensation is paid through the WPS Budget

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 Massachusetts Department of Employment and Training.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2011	Budget for	Account	Appropriation
		Fiscal 2012	Number	Fiscal 2013
EXPENDITURES				
FRINGE BENEFITS	\$ 244,319.10	\$ 500,000.00	96000	\$ 300,000.00
TOTAL	\$ 244,319.10	\$ 500,000.00		\$ 300,000.00

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

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The total tax levy budget for Fiscal 2013 is recommended to be \$300,000 which is a decrease of \$200,000 from the tax levy budget for Fiscal 2012 in the amount of \$500,000.



KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

DEPARTMENT OF HUMAN RESOURCES

DIVISION OF UNEMPLOYMENT COMPENSATION - DIVISION #172

APPROVED FY12 AMOUNT	ACCOUNT NUMBER	TITLE	RECOMMENDED FY13 AMOUNT
\$ 530,000.00		REGULAR UNEMPLOYMENT COMPENSATION	\$ 330,000.00
<u>530,000.00</u>		TOTAL UNEMPLOYMENT COMPENSATION	<u>330,000.00</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>\$ 500,000.00</u>	172-96000	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 300,000.00</u>

HEALTH INSURANCE

Kathleen G. Johnson

Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1031

Divisional Overview:

The Human Resources Department is responsible for the planning, administering and direction of all phases of the health insurance program for the 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 contracted with Group Benefits Strategies (GBS) for consulting services. This company, located in Auburn specializes in both municipal and corporate health insurance management. GBS monitors the City's health insurance expenses, prepares and reviews health insurance quotes and proposals, analyzes and projects premium rates, and recommends cost-saving enhancements.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2011	Budget for	Number	Appropriation
		Fiscal 2012		Fiscal 2013
EXPENDITURES				
FRINGE BENEFITS	\$ 25,232,543.13	\$ 23,525,528.00	96000	\$ 21,441,877.00
TOTAL	\$ 25,232,543.13	\$ 23,525,528.00		\$ 21,441,877.00

FISCAL 2013 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 2013 is \$21,441,877 which is a decrease of \$2,083,651 from the Fiscal 2012 amount of \$23,525,528 for tax levy funded employees. This budget reflects the implementation of new GIC- like health plans for all employees including retirees.

This decrease is a result of all conventional retiree Health Insurance plans migrating to the new GIC- like plans in Fiscal 2013 and a decrease in the number of enrollees from the previous year for a savings of \$2,555,544. The enrollment incentive for retirees is less than the amount that was budgeted in Fiscal 2012 for active employees for a savings of \$238,499 and Life Insurance premiums were reduced by \$3,327. These decreases are offset by an increase in Medicare premiums in the amount of \$73,325, an additional actuarial valuation by OPEB in the amount of \$20,000 and a decrease in funding sources by \$620,394.

The recommended Health Insurance tax levy budget will fund employee and retiree health insurance premiums, and other fringe benefit costs for 3,157 of the 3,542 active and retired city employees that carry the Health Insurance benefit. The other 385 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 2013

HEALTH INSURANCE - DEPARTMENT #663

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 5,850,462.00	BC/ BS BLUE CHOICE	\$ -
88,124.00	BC/ BS PREFERRED	115,771.00
2,494,236.00	NETWORK BLUE NEW ENGLAND	4,387,784.00
934,367.00	CITY OF WORCESTER DIRECT	1,812,015.00
8,713,859.00	CITY OF WORCESTER ADVANTAGE	12,156,062.00
3,576,910.00	BC/ BS MEDEX	3,462,162.00
2,773,606.00	FALLON SELECT & DIRECT	-
922,775.00	FALLON SENIOR	872,726.00
730,634.00	TUFTS MEDICARE COMPLEMENT	723,453.00
7,059.00	TUFTS MEDICARE PREFERRED	6,515.00
294,499.00	ENROLLMENT INCENTIVE	56,000.00
60,000.00	HEALTH INSURANCE CONSULTANT	60,000.00
20,000.00	ACTUARIAL VALUATION	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>\$ 26,536,531.00</u>	TOTAL HEALTH INSURANCE	<u>\$ 23,762,488.00</u>
\$ 114,835.00	LIFE INSURANCE	\$ 111,508.00
1,236,764.00	MEDICARE INSURANCE	1,310,089.00
25,200.00	EMPLOYEE ASSISTANCE PROGRAM	25,200.00
<u>\$ 1,376,799.00</u>	TOTAL OTHER COSTS	<u>\$ 1,446,797.00</u>
<u>\$ 27,913,330.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 25,209,285.00</u>
	FUNDING SOURCES:	
\$ (1,097,334.00)	CREDIT FROM INDIRECT	\$ (981,766.00)
(32,580.00)	CREDIT ELDER AFFAIRS	(33,943.00)
(330,933.00)	CREDIT FROM WORKFORCE DEVELOPMENT	(306,180.00)
(83,393.00)	CREDIT DPW- PROJECTS	(89,246.00)
(208,835.00)	CREDIT GRANTS	(191,510.00)
(822,741.00)	CREDIT FROM SEWER	(654,991.00)
(1,523,577.00)	CREDIT FROM WATER	(1,409,023.00)
(33,302.00)	CREDIT FROM GOLF	(14,814.00)
(255,107.00)	CREDIT FROM AIRPORT	(85,935.00)
<u>\$ (4,387,802.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (3,767,408.00)</u>
<u>\$ 23,525,528.00</u>	663-96000 TOTAL FRINGE BENEFITS	<u>\$ 21,441,877.00</u>
<u>\$ 23,525,528.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 21,441,877.00</u>



KATHLEEN G. JOHNSON, ACTING DIRECTOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
HEALTH INSURANCE ENROLLMENT

CITY OF WORCESTER	IND. BLUE CARE		FAM. BLUE CARE		IND. NETWORK		FAM. NETWORK		IND. C. OF W.		FAM. C. OF W.		MEDEX (NEW)		TUFTS MEDICARE		TUFTS MEDICARE		TOTAL
	PREferred	Blue N.E.	PREferred	Blue N.E.	DIRECT	SELECT	DIRECT	SELECT	ADVANTAGE	ADVANTAGE	COMPLEMENT	PREFERRED	COMPLEMENT	PREFERRED	SENIOR	FALLON SENIOR	FALLON SENIOR	TOTAL	
CABLE SERVICES	2	0	6	0	173	0	179	0	92	345	741	998	204	3	0	0	0	315	3157
REGIONAL LIBRARY	0	0	0	0	1	0	0	0	3	5	0	0	0	0	0	0	0	0	10
FINANCE (GRANTS)	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	2
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	0	0	0	1	2	2	0	3	0	0	0	0	0	0	0	8
HEALTH (GRANTS)	0	0	0	0	0	0	0	1	1	2	0	0	0	0	0	0	0	0	4
INSPECTIONAL SERVICES (GRANTS)	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0	0	3
CITY MANAGER (GRANTS)	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
DPW (PROJECTS)	0	0	0	0	0	0	1	2	0	4	3	0	0	0	0	0	0	0	10
ELDER AFFAIRS	0	0	0	0	0	0	1	1	0	1	0	0	0	0	0	0	0	0	3
WORKFORCE DEVELOPMENT	0	0	0	0	3	2	2	6	3	6	11	17	3	0	0	0	0	1	35
SEWER	0	0	0	0	2	5	13	6	10	21	17	43	5	0	0	0	0	16	95
WATER	0	0	0	0	10	11	12	11	21	51	43	11	11	0	0	0	0	21	191
GOLF	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
AIRPORT	0	0	0	0	1	0	0	1	3	1	4	3	3	0	0	0	0	7	20
SUB TOTAL	2	6	190	200	133	126	397	837	1062	226	360	3542	3	3	360	427	427	5423	
WORC PUBLIC SCHOOL	0	9	432	448	229	252	829	1202	1226	350	19	427	0	0	0	0	0	5423	
COBRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SUB TOTAL	0	9	432	448	229	252	829	1202	1226	350	19	427	0	0	0	0	0	5423	
GRAND TOTAL	2	15	622	648	362	378	1226	2039	2288	576	787	8965	22	22	787	427	427	8965	

CITY OF WORCESTER	IND. BLUE CARE		FAM. BLUE CARE		IND. NETWORK		FAM. NETWORK		IND. C. OF W.		FAM. C. OF W.		MEDEX (NEW)		TUFTS MEDICARE		TUFTS MEDICARE		TOTAL
	PREferred	Blue N.E.	PREferred	Blue N.E.	DIRECT	SELECT	DIRECT	SELECT	ADVANTAGE	ADVANTAGE	COMPLEMENT	PREFERRED	COMPLEMENT	PREFERRED	SENIOR	FALLON SENIOR	FALLON SENIOR	TOTAL	
CABLE SERVICES	425	714	79	94	124	284	997	216	3	316	3252	0	0	0	0	0	0	2	
REGIONAL LIBRARY	4	0	3	1	2	0	0	0	0	0	10	0	0	0	0	0	0	10	
FINANCE (GRANTS)	1	0	1	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2	
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NEIGHBORHOOD SERVICES	0	1	1	1	0	4	0	0	0	0	7	0	0	0	0	0	0	7	
PLANNING & REGULATORY SERVICES	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	
HEALTH (GRANTS)	1	0	0	0	0	2	0	0	0	0	3	0	0	0	0	0	0	3	
HHS ADMINISTRATION (GRANTS)	0	1	0	0	1	1	0	0	0	0	1	0	0	0	0	0	0	3	
CODE (GRANTS)	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	
DPW (PROJECTS)	3	4	2	0	0	0	0	0	0	0	9	0	0	0	0	0	0	9	
ELDER AFFAIRS	0	0	1	0	0	2	0	0	0	0	3	0	0	0	0	0	0	3	
WORKFORCE DEVELOPMENT	7	7	5	3	5	8	0	3	3	0	39	0	0	0	0	0	0	39	
SEWER	19	14	9	6	3	12	15	4	4	0	97	0	0	0	0	0	0	97	
WATER	29	36	7	10	7	25	44	12	12	0	196	0	0	0	0	0	0	196	
GOLF	0	1	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2	
AIRPORT	9	1	1	6	0	4	4	3	3	7	35	0	0	0	0	0	0	35	
SUB TOTAL	498	781	109	121	144	343	1060	238	3	365	3662	0	0	0	0	0	0	3662	
WORC PUBLIC SCHOOL	984	1105	202	243	357	621	1142	366	16	407	5443	0	0	0	0	0	0	5443	
COBRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SUB TOTAL	984	1105	202	243	357	621	1142	366	16	407	5443	0	0	0	0	0	0	5443	
GRAND TOTAL	1482	1886	311	364	501	964	2202	604	19	772	9105	0	0	0	0	0	0	9105	

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 2013
LIFE INSURANCE & FEDERAL MEDICARE PAYMENTS

<u>MEDICARE PAYMENTS</u>				
<u>DEPARTMENT</u>	<u>MARCH 12 DEDUCTIONS</u>	<u>AVERAGE WEEKLY</u>	<u>YEARLY AMOUNT</u>	<u>BUDGET FY13</u>
CITY OF WORCESTER	111,619.88	22,323.98	1,160,846.75	1,160,846.75
CABLE SERVICES	157.63	31.53	1,639.35	1,639.35
REGIONAL LIBRARY	645.92	129.18	6,717.57	6,717.57
FINANCE (GRANTS)	287.58	57.52	2,990.83	2,990.83
ECONOMIC DEVELOPMENT (GRANTS)	694.56	138.91	7,223.42	7,223.42
HEALTH (GRANTS)	537.62	107.52	5,591.25	5,591.25
INSPECTIONAL SERVICES (GRANTS)	380.04	76.01	3,952.42	3,952.42
HUMAN SERVICES (GRANTS)	38.80	7.76	403.52	403.52
DPW (PROJECTS)	815.26	163.05	8,478.70	8,478.70
ELDER AFFAIRS	160.30	32.06	1,667.12	1,667.12
WORKFORCE DEVELOPMENT	2,326.76	465.35	24,198.30	24,198.30
AIRPORT	-	-	-	-
GOLF	253.65	50.73	2,637.96	2,637.96
SEWER	2,917.90	583.58	30,346.16	30,346.16
WATER	5,134.16	1,026.83	53,395.26	53,395.26
SUB TOTAL	14,350.18	2,870.04	149,241.86	149,241.86
TOTAL COST	125,970.06	25,194.01	1,310,088.61	1,310,088.61
PUBLIC SCHOOL	214,004.49	53,501.12	1,391,029.19	1,391,029.19
TOTAL	339,974.55	78,695.13	2,701,117.80	2,701,117.80

Comments:

Expenditures are extracted from the City's IFMS system displaying the actual Federal Medicare cost totals for the various citywide departments. FY 2013 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 52.0 weeks.

<u>LIFE INSURANCE</u>				
<u>ACTIVE MARCH 12 ENROLLMENTS</u>	<u>RETIREES MARCH 12 ENROLLMENTS</u>	<u>TOTAL ENROLLMENTS</u>	<u>ENROLLMENTS X RATE</u>	<u>57.36</u>
CITY OF WORCESTER	694	1023	1717	98,487.12
CABLE SERVICES	1	0	1	57.36
REGIONAL LIBRARY	5	0	5	286.80
FINANCE (GRANTS)	1	0	1	57.36
ECONOMIC DEVELOPMENT (GRANTS)	4	0	4	229.44
HEALTH (GRANTS)	4	0	4	229.44
INSPECTIONAL SERVICES (GRANTS)	1	0	1	57.36
DPW (PROJECTS)	7	0	7	401.52
ELDER AFFAIRS (GRANTS)	1	0	1	57.36
WORKFORCE DEVELOPMENT	15	5	20	1,147.20
SEWER	34	30	64	3,671.04
WATER	51	56	107	6,137.52
AIRPORT	0	12	12	688.32
GOLF	0	0	0	-
SUB TOTAL	124	103	227	13,020.72
TOTAL COST	818	1126	1944	111,507.84
PUBLIC SCHOOL	1127	1451	2578	147,874.08
TOTAL	1945	2577	4522	259,381.92

Comments:

Expenditures are extracted from the City's IFMS system displaying the actual Life Insurance cost totals for the various citywide departments. FY 2013 projections are based on the total enrollments for March x the yearly insurance rate.

LAW DEPARTMENT

David M. Moore

City Solicitor

City Hall - Room 301

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1161

DEPARTMENTAL MISSION STATEMENT:

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

DEPARTMENTAL OVERVIEW:

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 709,995.00	\$ 694,042.00	91000	\$ 704,404.00
ORDINARY MAINTENANCE	133,567.00	122,842.00	92000	137,842.00
TOTAL	\$ 843,562.00	\$ 816,884.00		\$ 842,246.00
TOTAL POSITIONS	15	14		14

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The Law Department's gross recommended Fiscal 2013 budget is \$842,246, compared to the approved budget amount of \$816,884 for Fiscal 2012.

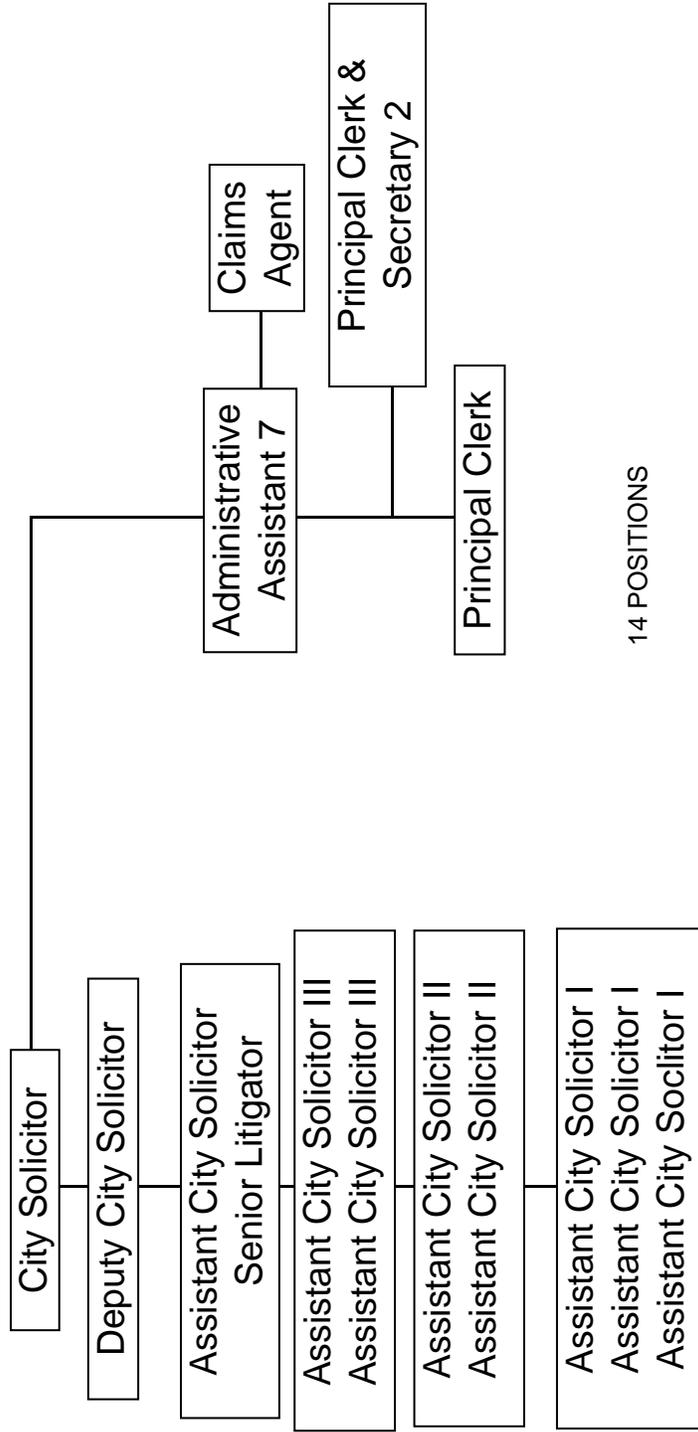
The recommended Personal Services budget is \$704,404, which is an increase of \$10,362 from the Fiscal 2012 approved budget amount of \$694,042. This increase is reflective of anticipated wage and salary increases in Fiscal 2013. The salary increases include a 2% increase as of July 1, 2012

LAW DEPARTMENT

and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance. Also contributing to this increase is the additional funding allocated to EM Incentive Pay. This increase is offset by reductions in various funding sources.

The Law Department's recommended Ordinary Maintenance budget is funded at \$137,842 for Fiscal 2013, compared to the Fiscal 2012 budget of \$122,842. This is an increase of \$15,000 which will be used for the purchase of Law Books.

LAW DEPARTMENT ORGANIZATIONAL CHART



14 POSITIONS



DAVID M. MOORE, CITY SOLICITOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
LAW DEPARTMENT- DEPARTMENT #120**

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 127,170.00	57EM	CITY SOLICITOR	1	\$ 129,868.00
1	105,974.00	50EM	DEPUTY CITY SOLICITOR	1	108,227.00
1	80,355.00	50M	ASSISTANT CITY SOLICITOR SENIOR LITIGATOR	1	85,261.00
2	114,064.00	46M	ASSISTANT CITY SOLICITOR 3	2	73,309.00
2	145,716.00	44M	ASSISTANT CITY SOLICITOR 2	2	151,350.00
3	165,645.00	42M	ASSISTANT CITY SOLICITOR 1	3	176,784.00
1	55,452.00	38M	CLAIMS AGENT	1	58,784.00
1	49,178.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	52,588.00
1	44,587.00	31	PRINCIPAL CLERK & SECRETARY 2	1	46,445.00
1	32,639.00	27	PRINCIPAL CLERK	1	34,298.00
14	\$ 920,780.00		REGULAR SALARIES	14	\$ 916,914.00
	7,921.00		EM INCENTIVE PAY		9,615.00
	(6,375.00)		VACANCY FACTOR		(6,375.00)
14	\$ 922,326.00		TOTAL RECOMMENDED SALARIES	14	\$ 920,154.00
	(38,182.00)		FUNDING SOURCES: DISTRICT IMPROVEMENT FINANCING (DIF)		(38,092.00)
	(1,533.00)		GOLF COURSE REVENUES		(1,529.00)
	(46,548.00)		SEWER REVENUES		(46,438.00)
	(53,152.00)		WATER REVENUES		(53,027.00)
	(88,869.00)		CABLE LICENSE REVENUES		(76,664.00)
	\$ (228,284.00)		TOTAL FUNDING SOURCES		\$ (215,750.00)
14	\$ 694,042.00	120-91000	TOTAL PERSONAL SERVICES	14	\$ 704,404.00
	\$ 14,169.00		REGULAR ORDINARY MAINTENANCE		\$ 14,169.00
	11,990.00		CONSTABLES		11,990.00
	27,762.00		LAW BOOKS/DATA BASES		42,762.00
	68,921.00		EXPERTS AND FEES		68,921.00
	\$ 122,842.00	120-92000	TOTAL ORDINARY MAINTENANCE		\$ 137,842.00
	\$ 816,884.00		TOTAL RECOMMENDED TAX LEVY		\$ 842,246.00

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

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2011	Budget for	Number	Appropriation
EXPENDITURES		Fiscal 2012		Fiscal 2013
ORDINARY MAINTENANCE	\$ 88,403.00	\$ 119,948.00	92000	\$ 119,948.00
TOTAL	\$ 88,403.00	\$ 119,948.00		\$ 119,948.00

FISCAL 2013 BUDGET OVERVIEW

Expenditures: The Fiscal 2013 tax levy budget for property and casualty insurance is recommended to be level funded at \$119,948. In Fiscal 2011, the actual costs associated with property insurance were \$88,403.



DAVID M. MOORE, CITY SOLICITOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 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>	122-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 119,948.00</u>
<u>\$ 119,948.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 119,948.00</u>

LAW DEPARTMENT - COURT JUDGMENTS

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 637,967.00	\$ 378,100.00	92000	\$ 378,100.00
TOTAL	\$ 637,967.00	\$ 378,100.00		\$ 378,100.00

FISCAL 2013 BUDGET OVERVIEW

Expenditures: The recommended Fiscal 2013 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 2012 amount. Included in this budget are funding sources from the Sewer Department (\$31,000), and Water Department (\$12,500) enterprise accounts. In Fiscal 2011, actual costs associated with Court Judgments were \$637,967.



DAVID M. MOORE, CITY SOLICITOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
COURT JUDGMENTS - DEPARTMENT #121

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
<u>\$ 421,600.00</u>	COURT CLAIMS AND JUDGMENTS	<u>\$ 421,600.00</u>
<u>\$ 421,600.00</u>	TOTAL CLAIMS AND JUDGMENTS	<u>\$ 421,600.00</u>
	FUNDING SOURCES:	
<u>\$ (31,000.00)</u>	SEWER DEPARTMENT REVENUES	<u>\$ (31,000.00)</u>
<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>	121-92000 RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 378,100.00</u>
<u>\$ 378,100.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 378,100.00</u>

WORCESTER POLICE DEPARTMENT

Gary J. Gemme

Chief of Police

9-11 Lincoln Square

Worcester, Massachusetts 01608

(508) 799-8600

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

TAX LEVY BUDGET				
	Actual Budget for Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$33,731,406.68	\$ 35,008,088.00	91000	\$ 37,265,197.00
OVERTIME	3,257,222.29	2,657,297.00	97000	2,737,546.00
ORDINARY MAINTENANCE	1,844,904.44	1,833,845.00	92000	2,066,970.00
CAPITAL OUTLAY	-	200,000.00		65,000.00
TOTAL	\$38,833,533.41	\$39,699,230.00		\$ 42,134,713.00
TOTAL POSITIONS	473	464		464
ADDED POSITIONS	0	0		28
ELIMINATED POSITIONS	0	0		-2
TOTAL FUNDED POSITIONS	473	464		490

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The Fiscal 2013 tax levy budget for the Worcester Police Department is recommended to be \$42,134,713 which is an increase of \$2,435,483 from Fiscal 2012 tax levy budget of \$39,699,230.

The recommended tax levy personal services budget for Fiscal 2013 is \$37,265,197 which is an increase of \$2,257,109 from the Fiscal 2012 tax levy budget of \$35,008,088. The increase is the result of an additional 21 new Police Officer positions (four vacant funded positions are being filled for a total of 25 new recruits) being temporarily added to the table of organization with the anticipation of at least that number retiring in the upcoming 2 years for a cost of \$1,149,325. The following positions were added to the table of organization during Fiscal 2012 therefore do not show in the Fiscal 2012 approved budget: Stress Coordinator, Latent Print Examiner; and a Principal Clerk & Typist with the elimination of two Senior Clerk & Typist positions for a net increase of \$118,869. The following changes to the table of organization are recommended for Fiscal 2013: a Laboratory Technician is recommended to be added for a cost of \$48,951; two Principal Animal Control Officers are recommended to be added and two Senior Animal Control Officers are recommended to be eliminated for a net increase of \$10,848; a Principal Staff Assistant is recommended to be added and an Accountant position is recommended to be eliminated for a net increase of \$6,479; two Administrative Assistants Grade 6 are recommended to be added and two Administrative Assistants Grade 5 are recommended to be eliminated for a net cost of \$3,058; and three part-time Detention Attendants are recommended to be added for a cost of \$39,021; the salary increases include a 2% wage increase as of July 1, 2012 and a 1% wage increase as of January 1, 2013 and includes step increases for employees that have not achieved the maximum step per the salary ordinance for a cost of \$678,886 for uniformed personnel and \$56,827 for civilian personnel. The Sick & Vacation Buyback incentive is recommended to be increased by \$139,403 anticipating that more Officials will take advantage of this benefit; EM Incentive is recommended to increase \$349; and Holiday Pay is recommended to increase \$115,559. Although the Quinn bill has been eliminated for any new Police Officer hired after

WORCESTER POLICE DEPARTMENT

June 30, 2009, the Educational Stipend has been added for those Officers in the amount of \$57,500. The increase is offset by a Sergeant position that is recommended to be added to the table of organization and a Captain position & Lieutenant position eliminated for a net savings of \$90,555; a decrease in Longevity of \$2,875; and the new Coverdell grant in the amount of \$74,536.

The tax levy Overtime budget for Fiscal 2013 is recommended to be \$2,737,546 which is an increase of \$80,249 from the Fiscal 21012 tax levy budget of \$2,657,297. This increase is a result of an increase in salaries as a result of the health insurance reform.

The tax levy Ordinary Maintenance budget for Fiscal 2013 is to be \$2,066,970 which is an increase of \$233,125 from the Fiscal 2012 budget of \$1,833,845. This increase is the result of a one time expense associated with the hiring of the new recruits including testing, books, training equipment, guns & vests for a cost of \$133,125. The cost of maintaining the Animal Control unit accounts for \$60,000 and Other Supplies accounts for \$40,000.



GARY J. GEMME, CHIEF OF POLICE
CITY OF WORCESTER
WORCESTER POLICE DEPARTMENT
FISCAL YEAR ACTIVITY REPORT

Mission Statement:

Provide for a safe community through communication, collaboration, and commitment as we promote the highest level of public safety and quality of life in the City of Worcester. (a) Focusing, first and foremost on the prevention of crime, the 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 the people who are touched by the process. (b) Promoting an atmosphere of community partnership in public safety; fostering trust and confidence of the citizenry; and creatively responding to their concern about crime, fear of crime and the quality of life; while collaboratively working to identify both the problem and the solution. (c) Allowing for the safe and expeditious movement of vehicular and pedestrian traffic over the network of city streets, crossings, and expressways. (d) Providing a timely response to calls for service and emergency response to incidents. (e) Through a commitment to sharing information and intelligence and combined with crime analysis, collaborative proactive strategies to both present and investigate violent crime are enhanced.

	Actual 11	Projected FY12	Projected FY13
Police			
Calls for Service	95,321	163,407	163,407
Patrol Initiated Calls	28,551	48,945	48,945
Arrests	7,217	12,372	12,372
Robbery	465	797	797
Stolen Motor Vehicle	728	1,248	1,248
Recovered Motor Vehicles	677	1,161	1,161
Motor Vehicle Accidents	8,313	14,251	14,251
Warrants Served	2,125	3,643	3,643
		-	-
		-	-
Police/ Violent Crime		-	-
Non-fatal shootings	18	31	31
Homicide	9	15	15
Stabbings	129	221	221

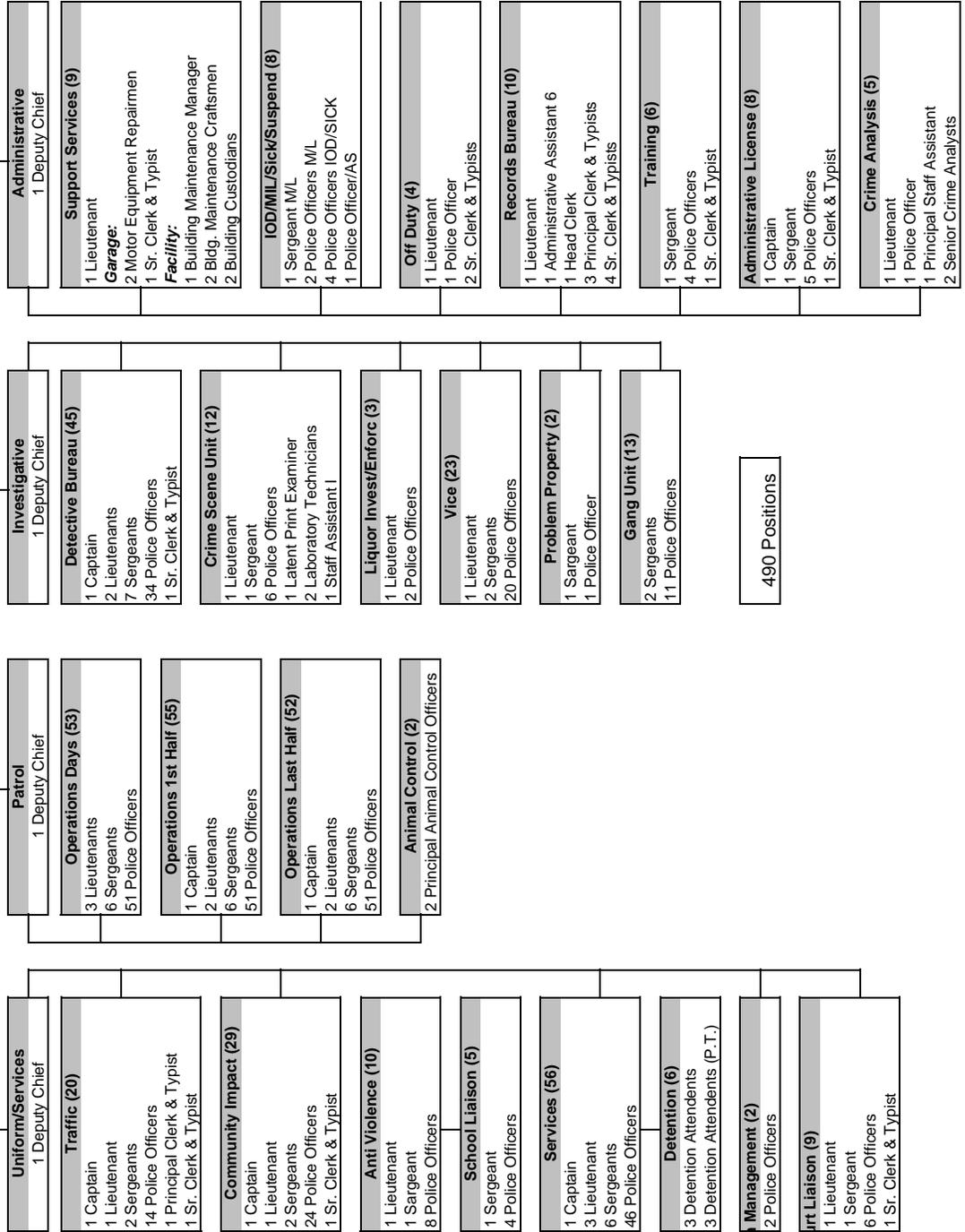
Chief of Police

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

Admin Support (2)
 2 Sergeants

Stress
 1 Stress Coordinator





GARY J. GEMME, CHIEF OF POLICE

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
WORCESTER POLICE DEPARTMENT-DEPARTMENT TOTAL**

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 180,846.00	55CM	CHIEF OF POLICE	1	\$ 184,600.00
4	553,194.00	50EM	DEPUTY POLICE CHIEF	4	564,610.00
8	828,448.00	98	POLICE CAPTAIN	7	761,842.00
24	2,319,639.00	97	POLICE LIEUTENANT	23	2,271,234.00
52	4,475,520.00	96	POLICE SERGEANT	53	4,674,757.00
328	23,229,944.00	95	POLICE OFFICERS	325	23,718,879.00
1	82,046.00	46M	SUPERVISOR OF ADMINISTRATION	1	83,800.00
0	-	44M	STRESS COORDINATOR	1	77,925.00
0	-	42P	LATENT PRINT EXAMINER	1	60,537.00
2	110,710.00	40M	PRINCIPAL STAFF ASSISTANT	3	172,104.00
1	63,609.00	39M	BUILDING MAINTENANCE MANAGER	1	64,967.00
2	93,951.00	38P	SENIOR CRIME ANALYST	2	104,489.00
1	53,999.00	38P	LABORATORY TECHNICIAN	2	98,487.00
0	-	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	121,988.00
2	111,140.00	33HC	SENIOR ANIMAL CONTROL OFFICER	0	-
1	41,545.00	33	ADMINISTRATIVE ASSISTANT 6	3	140,713.00
1	47,729.00	32	ACCOUNTANT	0	-
1	46,967.00	32	STAFF ASSISTANT I	1	47,974.00
2	89,174.00	31	ADMINISTRATIVE ASSISTANT 5	0	-
2	88,125.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	91,508.00
2	86,084.00	30	HEAD CLERK	2	89,666.00
2	86,960.00	29	MOTOR EQUIPMENT REPAIRMAN	2	88,834.00
1	42,207.00	28	SENIOR STOREKEEPER	1	43,107.00
4	152,474.00	27	PRINCIPAL CLERK & TYPIST	5	196,235.00
2	75,852.00	25	BUILDING CUSTODIAN	2	77,478.00
3	106,326.00	23	DETENTION ATTENDANT	3	108,606.00
0	-	23	DETENTION ATTENDANT (PART-TIME)	3	39,021.00
17	558,021.00	22	SENIOR CLERK & TYPIST	15	513,533.00
<u>464</u>	<u>33,524,510.00</u>		REGULAR SALARIES	<u>465</u>	<u>34,396,894.00</u>
0	-		RECRUIT CLASS	25	1,149,325.00
<u>464</u>	<u>33,524,510.00</u>		TOTAL REGULAR SALARIES	<u>490</u>	<u>35,546,219.00</u>
	1,644,675.00		HOLIDAY PAY - CONTRACTUAL		1,760,234.00
	140,597.00		SICK & VACATION BUYBACK		280,000.00
	-		EDUCATIONAL STIPEND		57,500.00
	29,169.00		EM INCENTIVE PAY		29,518.00
	<u>1,814,441.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>2,127,252.00</u>
<u>464</u>	<u>35,338,951.00</u>		TOTAL SALARIES	<u>490</u>	<u>37,673,471.00</u>
	34,500.00		LONGEVITY		31,625.00
	(100,000.00)		VACANCY FACTOR		(100,000.00)
<u>464</u>	<u>35,273,451.00</u>		TOTAL RECOMMENDED PERSONAL SERV	<u>490</u>	<u>37,605,096.00</u>
	(145,363.00)		FUNDING SOURCES: GBV TASK FORCE		(145,363.00)
	-		COVERDELL GRANT		(74,536.00)
	<u>(120,000.00)</u>		PUBLIC SCHOOL INTERGOV'TL CHARGE		<u>(120,000.00)</u>
	<u>(265,363.00)</u>		TOTAL FUNDING SOURCES		<u>(339,899.00)</u>
<u>464</u>	<u>\$35,008,088.00</u>	250-91000	TOTAL RECOMMENDED PERSONAL SERV	<u>490</u>	<u>\$37,265,197.00</u>

GARY J. GEMME, CHIEF OF POLICE

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

WORCESTER POLICE DEPARTMENT-DEPARTMENT TOTAL

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
	564,981.00		REGULAR OVERTIME		582,043.00
	180,000.00		PROBLEM BARS OVERTIME		185,436.00
	120,000.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		123,624.00
	30,000.00		VICE PROSTITUTION OVERTIME		30,906.00
	30,000.00		GANG PATROL OVERTIME		30,906.00
	627,000.00		INVESTIGATIVE OVERTIME		645,935.00
	44,616.00		SWAT TRAINING OVERTIME		45,963.00
	400,000.00		SUMMER PATROLS OVERTIME		412,080.00
	650,000.00		COURT ATTENDANCE OVERTIME		669,630.00
	10,700.00		ANIMAL CONTROL OVERTIME		11,023.00
	<u>\$ 2,657,297.00</u>	250-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 2,737,546.00</u>
	\$ 340,095.00		ELECTRICITY	\$	289,000.00
	15,168.00		LEASES & RENTALS		18,200.00
	160,000.00		MAINTENANCE & REPAIR		110,000.00
	125,734.00		TELEPHONE		160,800.00
	166,627.00		OTHER PERSONAL SERVICES		211,600.00
	134,770.00		AUTOMOTIVE SUPPLIES		134,770.00
	15,000.00		BOOKS		22,500.00
	25,000.00		FOOD SUPPLIES		25,000.00
	30,000.00		OFFICE SUPPLIES		30,000.00
	120,310.00		OTHER SUPPLIES		303,100.00
	688,016.00		AUTO FUEL NO LEAD GAS		748,000.00
	13,125.00		OTHER ORDINARY MAINTENANCE		14,000.00
	<u>\$ 1,833,845.00</u>	250-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 2,066,970.00</u>
	<u>\$ 200,000.00</u>	260-93000	CAPITAL OUTLAY	\$	<u>65,000.00</u>
	<u>\$39,699,230.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$42,134,713.00</u>

WORCESTER FIRE DEPARTMENT

Gerard A. Dio

Fire Chief

Fire Department Headquarters

141 Grove Street

Worcester, Massachusetts 01605

(508) 799-1816

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:

- Provide personnel, payroll, and budgetary support through the administrative staff
- Process grant applications

Fire Prevention Division:

The mission of the Fire Prevention Division is:

- To help to 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.
- To 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:

- 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:

- 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

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.

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

Departmental Overview:

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		
	Fiscal 2011	Budget for	Account	Appropriation
EXPENDITURES		Fiscal 2012	Number	Fiscal 2013
SALARIES	\$ 29,884,463.08	\$ 30,676,064.00	91000	\$ 32,375,642.00
OVERTIME	726,119.47	732,378.00	97000	545,689.00
ORDINARY MAINTENANCE	1,092,413.85	1,041,551.00	92000	994,541.00
CAPITAL OUTLAY	20,248.24	25,000.00	93000	25,000.00
TOTAL	\$ 31,723,244.64	\$ 32,474,993.00		\$ 33,940,872.00
TOTAL POSITIONS	421	421		411
ADDED POSITIONS	0	0		15
ELIMINATED POSITIONS	0	0		-2
UNFUNDED UNIFORMED POS.	-6	-10		0
TOTAL FUNDED POSITIONS	415	411		424

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The tax levy budget for the Fire Department for Fiscal 2013 is \$33,940,872 which is an increase of \$1,465,879 from the Fiscal 2012 tax levy budget of \$32,474,993.

The tax levy Personal Services budget for Fiscal 2013 is recommended to be \$32,375,642 which is an increase of \$1,699,578 from the Fiscal 2012 tax levy budget of \$30,676,064. The increase is the result of an additional 13 new Firefighter positions being temporarily added to the table of organization with the anticipation of at least that number retiring in the upcoming months for a cost of \$702,013. Other factors that contribute to the increase include a salary wage increase of 2% as of July 1, 2012 and a 1% wage increase as of January 1, 2013 and includes step increases for employees that have not achieved the maximum step per the salary ordinance for a cost of \$641,480 for uniformed personnel and \$12,156 for civilian personnel; the Safer grant funding for the recruits that were hired in Fiscal 2011 expires in September for a cost of \$644,726; EM Incentive is increasing by \$2,616; Out of Grade Pay is increasing by \$2,708; Holiday Pay is increasing \$90,998; a Principle Staff Assistant position is eliminated and replaced with a Supervisor of Administration position for a cost of \$4,919; a Building Maintenance Craftsman position is eliminated and replaced with a Plant Engineer for a cost of \$3,827; and two Deputy Chiefs receiving pay increases totaling \$10,000 each. The increase is offset by the projected

WORCESTER FIRE DEPARTMENT

savings from the retirements that is included in the vacancy factor in the amount of \$400,000; Educational, Longevity & Hazardous Material Stipends are now included in the salary of the Chief & Deputy Chiefs which was \$25,865.

The tax levy Overtime budget for Fiscal 2013 is recommended to be \$545,689 which is a decrease of \$186,689 from the Fiscal 21012 tax levy budget of \$732,378. This decrease is the result of \$200,000 added to the Fiscal 2012 budget to compensate for the reduction in manpower. This decrease is offset by an increase to reflect the aforementioned wage increases for Fiscal 2013.

The tax levy Ordinary Maintenance budget for Fiscal 2013 is recommended to be \$994,541.00 which is a decrease of \$47,010 from the Fiscal 2012 amount of \$1,041,551. This decrease is a result of a one time expense associated with the Arlington Street fire in Fiscal 2012 in the amount of \$47,010.



Gerard A. Dio, Fire Chief

**City of Worcester
Fire Department
Fiscal Year Activity Report**

FY 2013 Divisional Activity Reporting

The mission of the Worcester Fire Department is to protect the lives and property of the citizens and visitors of Worcester from the adverse effects of fire, medical emergencies or any other hazardous condition both man-made and natural.

	Actual FY11	Projected FY12	Projected FY13
Safety Division			
Review/Update:			
Infection Control Plan	yes	Yes	yes
Toxic Gas in smoke program	yes	Yes	yes
SCBA Air Management Program	yes	Yes	yes
Accountability System	yes	Yes	yes
Critical Incident Stress Management	yes	Yes	yes
Rapid Intervention Crew	yes	Yes	yes
Unprotected Exposure Plan	yes	Yes	yes
Safety related SOG's	yes	Yes	yes
Develop baseline physical program	yes	Yes	yes
Develop cardiac evaluation program	yes	Yes	yes
Develop physical fitness program	yes	Yes	yes
Maintain fitness equipment	yes	Yes	yes
Review/Update Incident rehab	yes	Yes	yes
Safety committee Meetings	2	2	2
Incident Safety Officer responses	70	75	75
Turn out gear inspections	384	404	404
Injury investigations	105	90	110
Accident investigations	34	25	35
Post Incident Analysis	20	25	20
SCBA Unit			
Air Pak Flow Testing	223	282	223
SCBA-Repairs	195	200	200
Individual Facepiece Fit Test	460	460	460
Preventive Maintenance	27,000	23,000	25000

Notes:Fit tests include Police, EMS and DPW

	Actual FY11	Projected FY12	Projected FY13
<u>Administration & Support Bureau</u>			
Apparatus specifications and purchasing	yes	yes	yes
Equipment specifications and purchasing	yes	yes	yes
Update and maintain systems database	yes	yes	yes
Provide user computer support & training	yes	yes	yes
Process grant applications	yes	yes	yes

Notes: Vehicle and building maintenance are under Maintenance Division category

Fire Prevention Division

Code Enforcement	7,734	9,000	9,000
Complaints	1,228	1,500	1,500
Permits issued	5,925	6,000	6,000
Licenses Issued	659	1,000	1,000
SARA Facilities	40	105	105
Plans Review	684	800	900
School Fire Exit Drills	456	400	400
Fire Investigations	167	200	200
Public Education	*687	800	800
Vacant Bldg Floor Plans	12	10	10
Juvenile Firesetter Program	4	10	10
Provide Emergency Communications Support	yes	yes	yes

Notes: Includes the FIU, License and Public Education

* total number of residence = 40,000

Administration Division

Timely processing of administrative documents	yes	yes	yes
Resolve employee inquires within 72 hrs 90%	yes	yes	yes
OM requisitions/purchase orders	5,000+	5,000+	5,000+
Provide requested departmental reports	yes	yes	yes
Prepare Council agenda items	yes	yes	yes
Manage/maintain employee time, attendance and payroll application	yes	yes	yes

Notes:

Maintenance Division

Continue preventive maintenance of fleet	yes	yes	yes
Manage apparatus repair downtime	yes	yes	yes
Building evaluations, repairs	yes	yes	yes
Provide repairs to apparatus fleet	yes	yes	yes
Fire alarm installation and maintenance	yes	yes	yes

Notes: Includes building maintenance of 12 buildings

	Actual FY11	Projected FY12	Projected FY13
<u>Training Division</u>			
Development Training	8,064	2,016	2,016
Recruitment Programs	0	1	1
Candidate Investigations	85	50	0
Recruit Training	39	20	0
Proficiency Training	1,940	985	985
Specialized Training	240	40	40
Officer Training	192	80	100

Notes:

Operations Bureau

Maintain avg response time under 6 min 90%		yes	yes
Emergency incidents	6,182**	7,750+	6,200+
First Responders	17,910**	23,000+	18,000+
Non-emergency Incidents	5,489**	7,000+	7,000+
In-service Inspections	1,999	1,920	1,920
Company Level Trainings	2,184	2,184	2,184

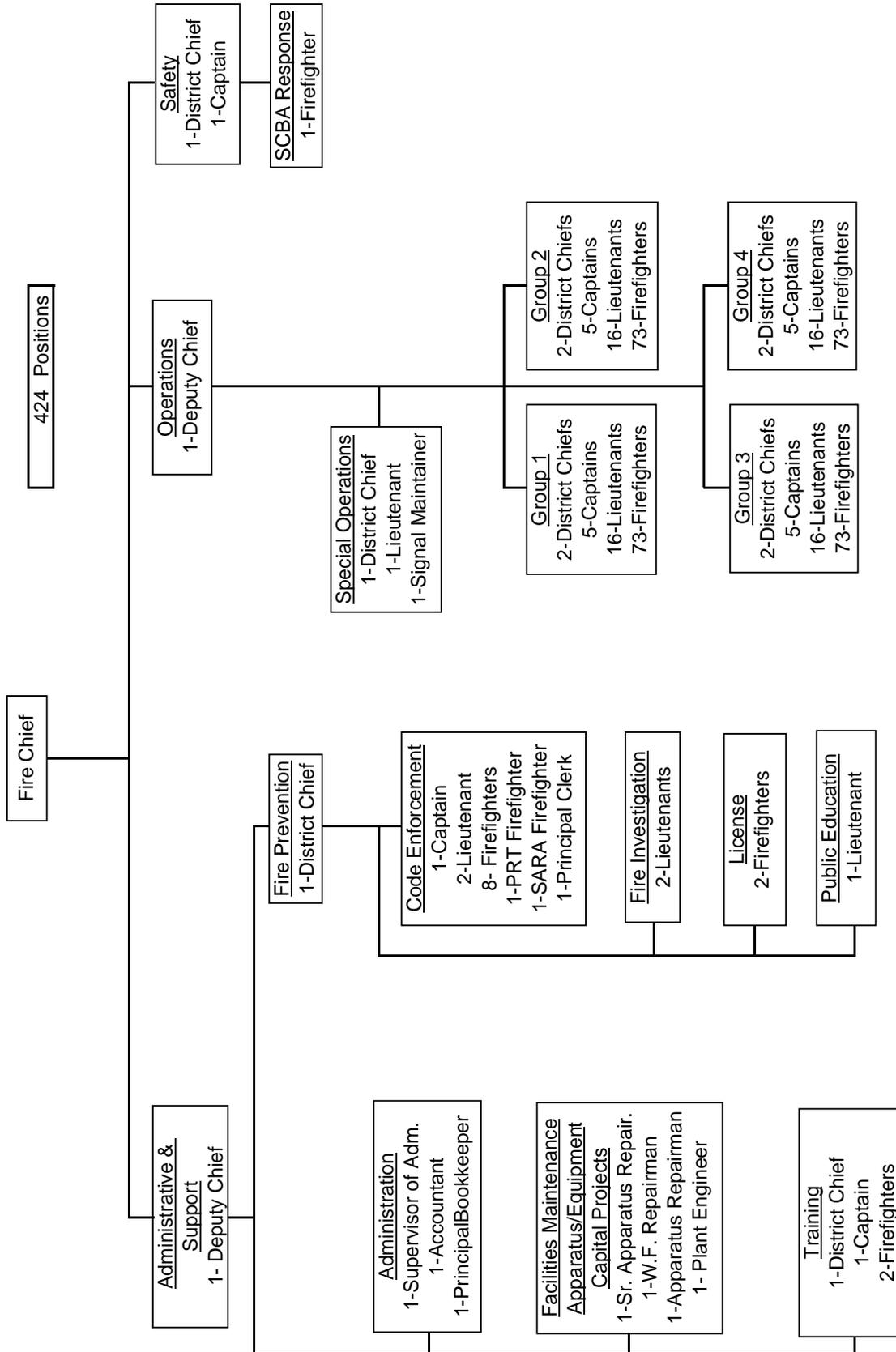
Notes:** The WFD is reporting incident types based on updated values starting with the FY 2011

Special Operations Division

SCUBA drills	6	6	10
Tech Rescue trainings	6	6	8
Special Events	3	3	3
Mutual Aid responses	3	1	2

Notes:

WORCESTER FIRE DEPARTMENT ORGANIZATION CHART





GERARD A. DIO, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

WORCESTER FIRE DEPARTMENT - DEPARTMENT #260

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 151,066.80	58CM	FIRE CHIEF	1	\$ 154,267.00
2	214,021.00	50EM	DEPUTY FIRE CHIEF	2	251,777.00
12	1,192,944.00	93	DISTRICT FIRE CHIEF	12	1,214,467.00
23	2,049,991.00	92	CAPTAIN	23	2,105,314.00
70	5,684,147.00	91	LIEUTENANT	70	5,805,464.00
294	20,203,466.00	90	FIREFIGHTER	307	21,327,840.00
0	-	43M	SUPERVISOR OF ADMINISTRATION	1	72,267.00
1	69,601.00	43	SENIOR FIRE APPARATUS REPAIRMAN	1	71,092.00
1	65,947.00	40M	PRINCIPAL STAFF ASSISTANT	0	-
0	-	35	PLANT ENGINEER	1	49,815.00
1	50,454.00	34	SIGNAL MAINTAINER FIRE	1	51,530.00
1	46,967.00	34	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	1	47,974.00
1	46,967.00	32	FIRE APPARATUS REPAIRMAN	1	47,974.00
1	46,049.00	32	ACCOUNTANT	1	47,974.00
1	45,025.00	30	BUILDING MAINTENANCE CRAFTSMAN	0	-
1	40,390.00	28	PRINCIPAL BOOKKEEPER	1	42,056.00
1	38,908.00	27	PRINCIPAL CLERK	1	40,528.00
411	\$ 29,945,943.80		REGULAR SALARIES	424	\$ 31,330,339.00
	12,452.00		EDUCATIONAL STIPENDS (Fire Chief and 2 Deputies)		-
	11,262.00		LONGEVITY (Fire Chief and 2 Deputies)		-
	2,151.00		HAZARDOUS MAT (Fire Chief and 2 Deputies)		-
	12,590.00		EM INCENTIVE PAY		15,206.00
	106,762.00		OUT OF GRADE PAY		109,470.00
	1,567,435.20		HOLIDAY PAY		1,658,433.00
	1,712,652.20		CONTRACTUAL OBLIGATIONS		1,783,109.00
411	\$ 31,658,596.00		TOTAL	424	\$ 33,113,448.00
	(100,000.00)		VACANCY FACTOR		(500,000.00)
411	\$ 31,558,596.00		TOTAL SALARIES	424	\$ 32,613,448.00
	(882,532.00)		FUNDING SOURCES:		
	(882,532.00)		SAFER GRANT (17 RECRUITS)		(237,806.00)
			TOTAL FUNDING SOURCES		(237,806.00)
411	\$ 30,676,064.00	260-91000	TOTAL RECOMMENDED PERSONAL SERVICES	424	\$ 32,375,642.00
	\$ 288,703.00		MANPOWER OVERTIME		\$ 90,200.00
	300,900.00		CONTRACTUAL SQUAD OVERTIME		322,772.00
	50,000.00		TRAINING OVERTIME		37,925.00
	39,714.00		SPECIAL OPERATIONS OVERTIME		40,590.00
	53,061.00		OTHER OVERTIME		54,202.00
	\$ 732,378.00	260-97000	TOTAL RECOMMENDED OVERTIME		\$ 545,689.00

GERARD A. DIO, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

WORCESTER FIRE DEPARTMENT - DEPARTMENT #260

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY13 AMOUNT
\$	141,005.00		ELECTRICITY	\$ 119,850.00
	95,500.00		MAINTENANCE & REPAIR	95,500.00
	27,500.00		TELEPHONE	27,500.00
	194,935.00		OTHER PERSONAL SERVICES	147,925.00
	108,750.00		AUTOMOTIVE SUPPLIES	108,750.00
	13,600.00		OFFICE SUPPLIES	13,600.00
	117,300.00		NATURAL GAS	117,300.00
	151,110.00		OTHER SUPPLIES	151,110.00
	51,000.00		AUTO FUEL NO LEAD GAS	51,000.00
	122,400.00		DIESEL FUEL	148,961.00
	22,451.00		OTHER ORDINARY MAINTENANCE	17,045.00
<u>\$</u>	<u>1,045,551.00</u>		TOTAL ORDINARY MAINTENANCE	<u>\$ 998,541.00</u>
			FUNDING SOURCES:	
\$	(4,000.00)		FROM RESERVE FUNDS	\$ (4,000.00)
<u>\$</u>	<u>(4,000.00)</u>		TOTAL FUNDING SOURCES	<u>\$ (4,000.00)</u>
<u>\$</u>	<u>1,041,551.00</u>	260-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 994,541.00</u>
<u>\$</u>	<u>25,000.00</u>	260-93000	SAFETY EQUIPMENT (CONTRACTUAL)	<u>\$ 25,000.00</u>
<u>\$</u>	<u>32,474,993.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 33,940,872.00</u>



GERARD A. DIO, FIRE CHIEF

**CITY OF WORCESTER
 WORCESTER FIRE DEPARTMENT
 HOLIDAY PAY STATISTICS FY10 - FY12
 OUT OF GRADE PAY STATISTICS FY10 - FY12**

HOLIDAY	Actual FY10	Actual FY11	Actual FY12	Budget FY13	% of Budget
July 4th	\$ 127,720.38	\$ 130,923.19	\$ 139,030.61	\$ 137,594.00	8.30%
Labor Day	128,895.09	127,887.21	137,050.01	136,604.00	8.24%
Columbus Day	132,440.01	128,421.67	135,504.32	138,774.00	8.37%
Veterans Day	130,300.23	133,970.88	133,793.74	140,588.00	8.48%
* Thanksgiving	163,960.96	161,502.94	165,699.98	173,141.00	10.44%
* Christmas	179,554.75	162,535.82	182,183.56	181,986.00	10.97%
* New Year's	167,657.18	183,586.55	168,899.92	186,856.00	11.27%
MLK day	132,895.20	132,930.32	135,113.19	141,415.00	8.53%
President's Day	131,815.10	132,469.70	134,923.45	140,595.00	8.48%
Patriots Day	132,208.83	132,065.55	138,694.89	140,589.00	8.48%
Memorial Day **	131,774.42	131,941.41	147,089.37	140,291.00	8.46%
TOTAL	\$ 1,559,222.15	\$ 1,558,235.24	\$ 1,617,983.04	\$ 1,658,433.00	100.00%

Budget Amount \$ 1,643,817.00 \$ 1,660,255.00 \$ 1,558,212.00 \$ 1,658,433.00

* Includes Super Holiday Amounts

** Estimated

Out of Grade Pay	Actual FY10	Actual FY11	Actual FY12***	Budget FY13
Out of Grade Pay (OOG)	\$ 105,000.00	\$ 99,343.61	\$ 106,800.00	\$ 109,470.00

***2012 OOG Includes a projection to the fiscal year end

DEPARTMENT OF EMERGENCY COMMUNICATIONS

David W. Clemons, Director

9-11 Lincoln Street

Worcester, Massachusetts 01608

(508) 799-1717

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 2012.

DEPARTMENT OF EMERGENCY COMMUNICATIONS

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

The Emergency Management 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

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2011	Budget for	Number	Appropriation
		Fiscal 2012		Fiscal 2013
EXPENDITURES				
SALARIES	\$ 1,467,337.37	\$ 1,656,189.00	91000	\$ 1,637,287.00
OVERTIME	141,411.81	143,820.00	97000	156,497.00
ORDINARY MAINTENANCE	275,420.42	313,076.00	92000	331,068.00
TOTAL	\$ 1,884,169.60	\$ 2,113,085.00		\$ 2,124,852.00
TOTAL POSITIONS	64	80		79

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The total recommended tax levy Emergency Communications budget for Fiscal 2013 is \$2,124,852, which is an increase of \$11,767 from the Fiscal 2012 budget amount of \$2,113,085.00.

The total Personal Services tax levy budget for Fiscal 2013 is recommended to be \$1,637,287 which is a decrease of \$18,902.00 from the Fiscal 2012 recommended tax levy Personal Services budget of \$1,656,189.00. This decrease is attributable to the elimination of the vacant Coordinator of Accounts and Payroll position. This decrease is offset by wage increases for all employees as well as step increases for all non-executive management positions. The salary increases include a 2% increase as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per ordinance.

As of July 1, 2012 all Dispatchers within the Communications Department will be required to be certified as Emergency Medical Dispatchers. This change in working conditions is subject to ongoing collective bargaining. The financial impact of this certification and subsequent collective bargaining is included in the Fiscal 2013 City Manager's Contingency budget.

The Overtime budget for Fiscal 2013 is recommended to be \$156,497.00, which is an increase of \$12,677.00 from the Fiscal 2012 Overtime budget of \$143,820.00. This increase is reflective of \$8,000.00 in funding for dispatch services associated with the Worcester Police Department's Summer Impact Program. Additional funding is also allocated to the Overtime budget to reflect the aforementioned wage increases effective in Fiscal 2013.

The tax levy Ordinary Maintenance budget for Fiscal 2013 is recommended to be \$331,068 which is an increase of \$17,992 from the Fiscal 2012 budget amount of \$313,076.00. This increase is due to the Reverse 9-1-1 System being funded through the Communications Department in Fiscal 2013. This increase is offset by decreases in the utility line items of gas and electricity due to the City's new energy contracts that reflect reduced rates.



David W. Clemons, Director

**City of Worcester
Emergency Communications Department
Fiscal Year Activity Report**

Divisional Activity Reporting

The mission of the Emergency Communications Department is to enhance the quality of life of every person (citizen, private business, college, etc.) in Worcester by receiving and processing 911 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. We strive towards making Worcester a safer community in which to live, work and visit.

	Actual FY11	Projected FY12	Projected FY13
<u>Emergency Communications Division</u>			
Incidents Processed	161,284	162,000	162,000
9-1-1 Calls Received	109,494	110,000	111,000
Non-Emergency Calls received (est.)	325,000	350,000	350,000
Radio & 9-1-1 Audio Recordings Released	1,286	1200	1,300

Notes:

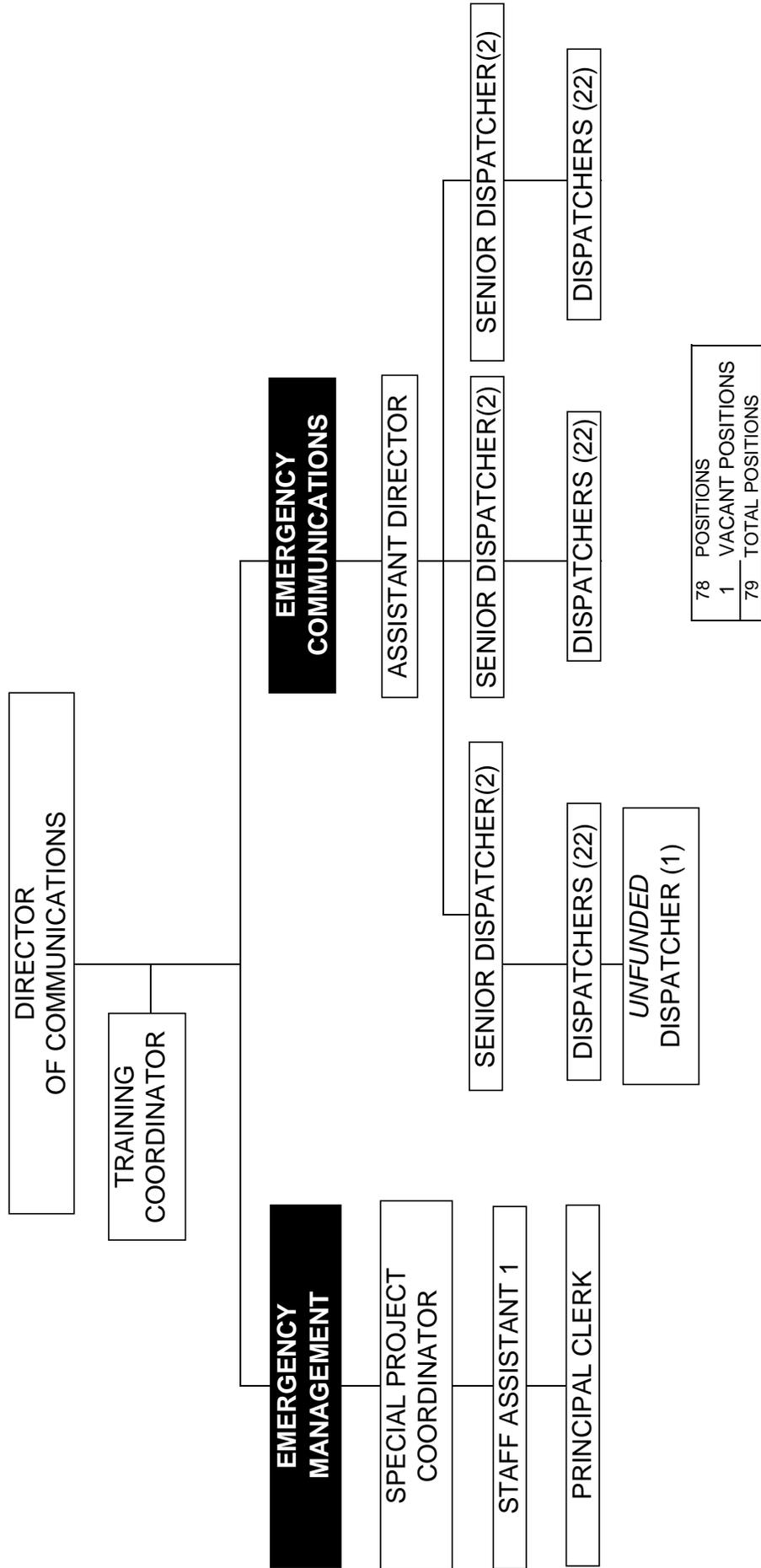
Emergency Management Division

Assisted displaced residents due to fire & other 300

Notes

Displaced resident assistance includes collapsed structures

EMERGENCY COMMUNICATIONS DEPARTMENT ORGANIZATION CHART



78	POSITIONS
1	VACANT POSITIONS
79	TOTAL POSITIONS



DAVID W. CLEMONS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
COMMUNICATIONS:					
1	\$ 91,142.00	48EM	DIRECTOR OF COMMUNICATIONS	1	\$ 93,388.00
1	58,679.00	38M	ASSISTANT DIRECTOR	1	62,352.00
1	58,966.00	38M	TRAINING COORDINATOR	1	62,352.00
1	57,045.00	38M	COORDINATOR OF ACCOUNTS AND PAYROLL	0	-
1	31,258.00	27	PRINCIPAL CLERK	1	33,765.00
6	261,028.00	30	SENIOR DISPATCHER	6	273,341.00
51	1,893,052.00	27	DISPATCHER	51	1,922,880.00
62	\$ 2,451,170.00		SALARIES	61	\$ 2,448,078.00
REGIONAL COMMUNICATIONS:					
15	452,265.00	27	DISPATCHER	15	466,590.00
15	452,265.00		SALARIES	15	466,590.00
EMERGENCY MANAGEMENT:					
1	76,983.00	45M	SPECIAL PROJECT COORDINATOR	1	80,837.00
1	40,607.00	32	STAFF ASSISTANT I	1	43,114.00
2	117,590.00			2	123,951.00
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	\$ -	27	DISPATCHER	1	\$ -
1	\$ -		REGULAR SALARIES	1	\$ -
80	\$ 3,021,025.00		TOTAL REGULAR SALARIES	79	\$ 3,038,619.00
	102,905.00		HOLIDAY PAY		105,478.00
	1,085.00		EM INCENTIVE PAY		1,085.00
	10,000.00		EMERGENCY MANAGEMENT STIPEND		10,000.00
	(75,000.00)		VACANCY FACTOR		(75,000.00)
	47,800.00		BUDGET SUPPLEMENT		-
80	\$ 3,107,815.00		TOTAL SALARIES	79	\$ 3,080,182.00
FUNDING SOURCES:					
	(149,313.00)		EMS FUNDING		(150,566.00)
	(659,180.00)		9-1-1 SUPPORT GRANT FUNDING		(659,180.00)
	(474,094.00)		REGIONAL FUNDING		(488,419.00)
	(108,241.00)		METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT		(80,837.00)
	(40,607.00)		EMERGENCY MANAGEMENT GRANT		(43,114.00)
	(20,191.00)		WRTA FUNDING		(20,779.00)
	(1,451,626.00)		TOTAL FUNDING SOURCES		(1,442,895.00)
80	\$ 1,656,189.00	270-91000	TOTAL RECOMMENDED PERSONAL SERVICES	79	\$ 1,637,287.00
	191,350.00		OVERTIME		196,134.00
	-		SUMMER IMPACT		8,000.00
	191,350.00		TOTAL OVERTIME		204,134.00
FUNDING SOURCES:					
	(12,815.00)		EMS FUNDING		(12,922.00)
	(34,715.00)		REGIONAL FUNDING		(34,715.00)
	(47,530.00)		TOTAL FUNDING SOURCES		(47,637.00)
	\$ 143,820.00	270-97000	TOTAL RECOMMENDED OVERTIME		\$ 156,497.00

DAVID W. CLEMONS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
	\$ 48,440.00	92120	REGULAR ORDINARY MAINTENANCE		\$ 48,440.00
	15,270.00	92120	EMERGENCY MANAGEMENT ORDINARY MAINTENANCE		15,270.00
	8,950.00	92112	TELEPHONE		8,950.00
	43,357.00	92105	TOWER SITE LEASE		46,392.00
	5,000.00	92206	OFFICE SUPPLIES		5,000.00
	13,500.00	92210	OTHER SUPPLIES		13,500.00
	43,730.00	92104	ELECTRICITY		27,500.00
	8,328.00	92208	NATURAL GAS		7,500.00
	2,185.00	92228	AUTO FUEL		4,000.00
	2,000.00	92231	DIESEL FUEL		3,600.00
	3,000.00	92401	OTHER CHARGES & EXPENDITURES		3,000.00
	-	92120	REVERSE 9-1-1 SYSTEM		27,800.00
	21,116.00	92111	MAINTENANCE & REPAIR		21,116.00
	60,000.00	92151	SYSTEM MAINTENANCE		60,000.00
	60,000.00	92151	SYSTEM MAINTENANCE-SOFTWARE		60,000.00
	72,000.00	92151	SYSTEM MAINTENANCE-BACKBONE		72,000.00
	<u>\$ 406,876.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 424,068.00</u>
			FUNDING SOURCES:		
	(93,800.00)	92908	REGIONAL FUNDING		(93,000.00)
	<u>(93,800.00)</u>		TOTAL FUNDING SOURCES		<u>(93,000.00)</u>
	<u>\$ 313,076.00</u>	270-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 331,068.00</u>
			FRINGE BENEFITS:		
	\$ 48,100.00		HEALTH INSURANCE		\$ 32,205.00
	26,914.00		RETIREMENT		24,182.00
	<u>\$ 75,014.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 56,387.00</u>
			FUNDING SOURCES:		
	(27,405.00)		METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT		(8,505.00)
	<u>(47,609.00)</u>		EMS FUNDING		<u>(47,882.00)</u>
	<u>(75,014.00)</u>		TOTAL FUNDING SOURCES		<u>(56,387.00)</u>
	<u>\$ -</u>	330-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 2,113,085.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,124,852.00</u>

INSPECTIONAL SERVICES

John R. Kelly

Commissioner

25 Meade Street

Worcester, Massachusetts 01610

(508) 799-8531

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 inspects the air and water quality of the community. The division inspects public swimming pools, natural bathing areas, responds to hazardous materials spills, and addresses complaints regarding air, noise, and odor pollution.

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

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

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 2,199,500.18	\$ 2,413,228.00	91000	\$ 2,612,784.00
OVERTIME	60,379.00	75,733.00	97000	72,626.00
CAPITAL OUTLAY	2,330.00	-	93000	-
ORDINARY MAINTENANCE	227,578.00	300,052.00	92000	288,868.00
TOTAL	\$ 2,489,787.18	\$ 2,789,013.00		\$ 2,974,278.00
TOTAL POSITIONS	57	59		61

FISCAL 2013 BUDGET OVERVIEW**Expenditures:**

The total recommended Fiscal 2013 tax levy budget for Inspectional Services is \$2,974,278 which represents an increase of \$185,265 from the Fiscal 2012 budget amount of \$2,789,013.

The recommended tax levy budget for personal services for Fiscal 2013 is \$2,612,784 which is an increase of \$199,556 from the Fiscal 2012 budget amount of \$2,413,228. This increase in personal services is attributable to the addition of three positions; one Wiring Inspector, one Deputy Sealer of Weights and Measures and one Principal Sanitary Inspector. Also contributing to this increase is the reduction of the departmental vacancy factor, wage increases for all positions and incremental step increases. The salary increases include a 2% increase as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance.

The total recommended Fiscal 2013 overtime budget is \$72,626, a decrease of \$3,107 from the Fiscal 2012 amount of \$75,733. This reduction represents a decrease of \$5,000 due to the increase of authorized positions in Fiscal 2013. It is offset by an increase reflective of the aforementioned wage increases.

The division's total tax levy ordinary maintenance budget is recommended to be \$288,868, which is a decrease of \$11,184 from the Fiscal 2012 amount of \$300,052. This decrease is attributable to decreases in the utility line items of gas and electricity due to the City's new energy contracts that reflect reduced rates.



JOHN R. KELLY, COMMISSIONER

City of Worcester

Department of Inspectional Services

Fiscal Year Activity Report

Divisional Activity Reporting

The mission of the Department of Inspectional Services is to:

- a. Provide our community with building, housing and sanitary inspections to include approved permitting documentation through exemplary customer service. These various functions are performed by trained/certified employees with specialized expertise utilizing current technology.
- b. Provide community education to enhance the living standard for all citizens in the City of Worcester

	Act. FY 11	To date FY 12	Proj FY 13
Building / Zoning Unit - Permits Issued			
Building Permits Issued	2,742	2,492	2,700
Gas Permits Issued	1,515	1,473	1,700
Plumbing Permits Issued	2,238	2,115	2,300
Electrical Permits Issued	3,106	2,745	4,000
Mechanical	0	231	250
Food Inspections Completed			
Inspections	1,847	1,185	2,000
Re-Inspections	1,117	831	1,000
Mobile Inspections	32	4	25
FOG Inspections	1,172	797	50
Tanning Inspections	21	9	25
Summer Camp	34	0	60
Catering Inspections	82	55	75
Temporary Permits	307	227	300
FOG Orders Issued	1	0	0
Complaints	194	127	250
Fires	7	6	0
Closures	34	19	20
Lic. Comm Hearings	23	20	25
Food Investigations	5	9	0
Body Art Establishments	13	6	8
Body Art Practitioner	15	29	35
Total permits issued	1,354	1,283	1,500
Water Inspections Completed			
Distribution Bacteria	1,620	1,359	0
Distribution Chemical	906	702	0
Construction Samples	400	292	0
Complaints	488	114	250
Storm Water	694	566	0
Reserv. & Trib	338	202	0
21E Property search	24	31	30
THM/HAA	18	13	0

	Act. FY 11	To date FY 12	Proj FY 13
Swimming Pools	158	97	200
Bathing Beaches	33	24	40
Air Quality	71	43	100
Reserv/Water shed	457	305	0
Sanitary Sewer	119	121	175
Mold	102	57	100
Title 5	42	33	65
DNA Lab Inspections	9	12	10
Geese/Park Program	20	15	100
Housing Inspections Completed			
Total Violations cited	17,659	13,816	15,000
Housing Violations	16,891	13,086	14,000
Nuisances	768	730	1,000
Re-Inspections	10,940	12,518	13,000
Total Orders Issued	4,908	4,407	5,000
Graffiti Referrals	119	234	300
CDBG Inspections	2,799	6,562	6,000
CDBG Court Cases	344	201	300
CDBG Units Inspected	4,590	4,033	4,000
CDBG Re-inspections	3,246	5,088	5,000
CDBG in Compliance	2,655	5,462	6,000
Lodging Houses	1,142	875	1,300
Lead Inspections Completed			
Parent Request Insp.	46	62	100
Medical Referral	9	24	5
Poisoned Children	3	1	0
Inspections	46	94	75
Orders	37	59	35
Re-inspections	201	276	300
Abatements	27	58	35
Cert. of Fitness	162	102	200
WLAP	26	86	75
Court	85	130	85
Events	15	15	15
Social Worker Visits	93	111	55
Weights & Measures Inspections Completed			
Scales	744	566	800
Weights & Measures	381	315	450
Pill Counters	20	9	20
Gasoline Dispensers	680	417	800
Oil Trucks	115	127	125
Wire, rope & carpet	5	8	10
Scanners	30	16	200
Bulk Fuel Racks	5	0	5
Yard Stick	1	0	1
Taxi	97	12	150
Reverse Vending	53	36	75
Complaint and Reinspections	68	66	50



JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
INSPECTIONAL SERVICES ADMINISTRATION DIVISION:					
1	\$ 101,436.00	58CM	COMMISSIONER OF INSPECTIONAL SERVICES	1	\$ 103,942.00
1	79,992.00	51EM	ASSISTANT COMMISSIONER	1	81,789.00
1	57,045.00	40M	PRINCIPAL STAFF ASSISTANT	1	60,537.00
1	41,358.00	30	SENIOR BUILDING CUSTODIAN FOR HHS	1	43,943.00
4	279,831.00		REGULAR SALARIES	4	290,211.00
BUILDING & ZONING DIVISION:					
1	68,153.00	45M	LAND USE & ZONING COORDINATOR	1	72,267.00
1	50,669.00	43M	CHIEF WIRE INSPECTOR	1	65,455.00
1	57,045.00	43M	CHIEF PLUMBING & GASFITTING INSPECTOR	1	47,866.00
1	73,185.00	43M	CHIEF BUILDING INSPECTOR	1	75,044.00
1	68,445.00	39HC	SENIOR BUILDING INSPECTOR	1	70,219.00
1	53,203.00	39HC	SENIOR WIRING INSPECTOR	1	47,866.00
1	68,445.00	39HC	SENIOR PLUMBING & GASFITTING INSPECTOR	1	70,219.00
3	163,949.00	35HC	BUILDING INSPECTOR	3	174,155.00
1	55,448.00	35HC	PLUMBING AND GASFITTING INSPECTOR	1	58,938.00
1	59,425.00	35HC	WIRING INSPECTOR	2	109,434.00
1	47,502.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	49,815.00
1	36,679.00	27	PRINCIPAL CLERK	1	39,890.00
3	97,403.00	22	SENIOR CLERK AND TYPIST	3	102,894.00
17	899,551.00		REGULAR SALARIES	18	984,062.00
HOUSING INSPECTIONS DIVISION:					
1	81,975.00	51EM	DIRECTOR OF HOUSING & HEALTH INSPECTIONS	1	84,028.00
2	143,635.00	45M	CHIEF SANITARIAN	2	152,969.00
0	-	36HC	PRINCIPAL SANITARY INSPECTOR	1	43,419.00
1	53,913.00	36	SOCIAL WORKER	1	55,368.00
1	50,864.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	53,309.00
3	165,810.00	33HC	SENIOR SANITARY INSPECTOR	3	170,253.00
11	521,684.00	31HC	SANITARY INSPECTOR	11	548,221.00
1	38,608.00	27	PRINCIPAL CLERK	1	40,528.00
3	97,403.00	22	SENIOR CLERK AND TYPIST	3	102,894.00
2	57,004.00	18	CLERK AND TYPIST	2	59,986.00
25	1,210,896.00		REGULAR SALARIES	26	1,310,975.00
HEALTH INSPECTIONS DIVISION:					
2	146,255.00	45M	CHIEF SANITARIAN	2	155,728.00
1	62,215.00	43M	SEALER OF WEIGHTS AND MEASURES	1	66,172.00
2	110,540.00	33HC	SENIOR SANITARY INSPECTOR	2	113,502.00
0	-	32	DEPUTY SEALER OF WEIGHTS & MEASURES	1	39,238.00
3	154,284.00	31HC	SANITARY INSPECTOR	3	158,523.00
8	473,294.00		REGULAR SALARIES	9	533,163.00



JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	\$ -	51EM	BUILDING COMMISSIONER	1	\$ -
1	-	45M	COORDINATOR OF PERMITTING & ZONING	1	-
1	-	39	P. H. COORDINATOR WATER QUALITY CONTROL	1	-
2	-	36HC	PRINCIPAL SANITARY INSPECTOR	1	-
5	-		REGULAR SALARIES	4	-
59	\$ 2,863,572.00		TOTAL REGULAR SALARIES	61	\$ 3,118,411.00
	(117,471.00)		VACANCY FACTOR		(34,633.00)
	13,959.00		EM INCENTIVE PAY		14,238.00
	4,385.00		CONTRACTUAL STIPENDS		5,220.00
	128,366.00		BUDGET SUPPLEMENT		
	\$ 2,892,811.00		TOTAL SALARIES		\$ 3,103,236.00
	(348,203.00)		FUNDING SOURCES: CDBG GRANT		(397,037.00)
	(55,703.00)		LEAD GRANT		(15,357.00)
	(53,913.00)		CHILDHOOD LEAD POISONING GRANT		(55,368.00)
	(17,833.00)		SEWER REVENUES		(18,563.00)
	(3,931.00)		WATER REVENUES		(4,127.00)
	(479,583.00)		TOTAL FUNDING SOURCES		(490,452.00)
	\$ 2,413,228.00	280-91000	TOTAL RECOMMENDED PERSONNEL SERVICES		\$ 2,612,784.00
	\$ 70,733.00		REGULAR OVERTIME		\$ 67,501.00
	5,000.00		SEWER INSPECTIONS		5,125.00
	\$ 75,733.00	280-97000	TOTAL RECOMMENDED OVERTIME		\$ 72,626.00
	\$ 74,389.00	92104	ELECTRICITY		\$ 61,871.00
	2,000.00	92105	LEASES & RENTALS		2,000.00
	38,000.00	92111	MAINTENANCE & REPAIR		38,000.00
	45,000.00	92112	TELEPHONES		45,000.00
	2,500.00	92119	NETWORK, HARDWARE, SOFTWARE		2,500.00
	58,500.00	92120	OTHER PERSONAL SERVICES		32,594.00
	50,000.00	92120	CONSTABLES		50,000.00
	10,500.00	92206	OFFICE SUPPLIES		10,500.00
	14,046.00	92208	NATURAL GAS		13,592.00
	8,000.00	92210	OTHER SUPPLIES		8,000.00
	31,212.00	92228	AUTO FUEL		33,000.00
	5,000.00	92401	OTHER CHARGES & EXPENDITURES		5,000.00
	\$ 339,147.00		TOTAL ORDINARY MAINTENANCE		\$ 302,057.00
	\$ (25,906.00)	92902	FUNDING SOURCES: FEDERAL BLOCK GRANT		\$ -
	(11,252.00)	92938	SEWER REVENUES		(11,252.00)
	(1,937.00)	92972	WATER REVENUES		(1,937.00)
	(39,095.00)		TOTAL FUNDING SOURCES		(13,189.00)
	\$ 300,052.00	280-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 288,868.00



JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
	\$ 70,112.00		FRINGE BENEFITS:		
	47,768.00		HEALTH INSURANCE		\$ 40,438.00
	<u>\$ 117,880.00</u>		RETIREMENT		<u>53,011.00</u>
			TOTAL FRINGE BENEFITS		<u>\$ 93,449.00</u>
	\$ (92,791.00)		FUNDING SOURCES:		
	(19,378.00)		CDBG GRANT		\$ (72,963.00)
	(5,710.00)		LEAD GRANT		(14,643.00)
	<u>\$ (117,880.00)</u>		CHILDHOOD LEAD POISONING GRANT		<u>(5,842.00)</u>
			TOTAL FUNDING SOURCES		<u>\$ (93,449.00)</u>
	<u>\$ -</u>	280-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 2,789,013.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,974,278.00</u>

WORCESTER PUBLIC SCHOOLS

Dr. Melinda Boone, ED. D.

Superintendent

Durkin Administration Building

20 Irving Street

Worcester, Massachusetts 01609

(508) 799-3116

Departmental Mission Statement:

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

FISCAL 2013 BUDGET OVERVIEW

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2011	Budget for	Number	Appropriation
EXPENDITURES		Fiscal 2012		Fiscal 2013
SALARIES	\$161,180,607.99	\$ 171,612,640.00	91000	\$ 183,402,162.00
OVERTIME	1,674,019.18	1,545,604.00	97000	1,487,766.00
CAPITAL OUTLAY	221,530.52	245,000.00	93000	300,000.00
FRINGE	54,121,333.10	52,086,386.00	96000	52,409,441.00
ORDINARY MAINTENANCE	42,842,129.97	47,597,581.00	92000	46,902,443.00
TOTAL	\$260,039,620.76	\$ 273,087,211.00		\$ 284,501,812.00

Expenditures:

The Worcester Public School Fiscal 2013 general fund budget is recommended to be \$284,501,812. This funding level represents an increase of \$11,414,601 from Fiscal 2012 general fund level of \$273,087,211.



DR. MELINDA BOONE, ED.D., SUPERINTENDENT
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2013
WORCESTER PUBLIC SCHOOLS - DEPARTMENT #500

APPROVED FY12 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY13 AMOUNT
<u>\$ 171,612,640.00</u>	500-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>\$ 183,402,162.00</u>
<u>\$ 1,545,604.00</u>	500-97000	TOTAL RECOMMENDED OVERTIME	<u>\$ 1,487,766.00</u>
<u>\$ 47,597,581.00</u>	500-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 46,902,443.00</u>
<u>\$ 245,000.00</u>	500-93000	TOTAL CAPITAL OUTLAY	<u>\$ 300,000.00</u>
<u>\$ 52,086,386.00</u>	500-96000	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 52,409,441.00</u>
<u>\$ 273,087,211.00</u>		TOTAL RECOMMENDED BUDGET TAX LEVY	<u>\$ 284,501,812.00</u>

WORCESTER MEMORIAL AUDITORIUM

Lee F. Bartlett

Chairman

Lincoln Square

Worcester, Massachusetts 01605

(508) 755-6800

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

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2010	Budget for	Number	Appropriation
		Fiscal 2011		Fiscal 2012
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 119,444.29	\$ 121,506.00	92000	\$ 121,506.00
TOTAL	\$ 119,444.29	\$ 121,506.00		\$ 121,506.00

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The recommended tax levy budget for the Worcester Memorial Auditorium is level funded at \$121,506 with the Fiscal 2012 budget. The ordinary maintenance budget of \$121,506 will be used for utility expenses as well as maintenance functions including mechanical work, cleaning, and supplies.

The total outstanding debt for Building Rehabilitation projects for Fiscal 2013 is \$197,785 (\$154,201 and \$43,584) for Principal and Interest respectively. This represents the balance of debt issued in the amount of \$2,800,000 for rehabilitation projects in Fiscal 1999 and an additional \$550,000 for the installation of a new boiler and other projects during Fiscal 2009 and Fiscal 2010.



LEE F. BARTLETT, CHAIRMAN

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2013
WORCESTER MEMORIAL AUDITORIUM- #740**

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 69,000.00	NATURAL GAS	\$ 69,000.00
32,506.00	ELECTRICITY	28,430.00
11,500.00	MAINTENANCE & REPAIR	11,500.00
8,500.00	ORDINARY MAINTENANCE/OTHER SUPPLIES	12,576.00
<u>\$ 121,506.00</u>	740-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 121,506.00</u>
<hr/>		
<u>\$ 121,506.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 121,506.00</u>

Francis Paquette
Commission Chairman
50 Foster Street
Worcester, Massachusetts 01608
(508) 791-0947

Divisional Mission Statement:

The mission of the Civic Center Commission is to:

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

Divisional Overview:

The general function of the Civic Center Commission is to serve as the liaison between SMG and the City of Worcester. The Commission oversees the operation of the DCU Center Arena. 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 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
ARENA				
ORDINARY MAINTENANCE	\$ 470,855.56	\$ 443,270.00	92000	\$ 746,554.00
DEBT SERVICE ARENA	396,725.03	352,253.00	94000	352,840.00
DEBT SERVICE SPECIAL DIST.	-	798,193.00	94000	790,426.00
DEBT SERVICE SCOREBOARD	245,317.00	237,922.00	94000	229,515.00
TOTAL ARENA	\$ 1,112,897.59	\$ 1,831,638.00		\$ 2,119,335.00
CONVENTION CENTER				
ORDINARY MAINTENANCE	\$ 163,726.00	\$ 82,312.00	92000	\$ 82,312.00
TOTAL CONVENTION CENTER	\$ 163,726.00	\$ 82,312.00		\$ 82,312.00
TOTAL EXPENDITURES	\$ 1,276,623.59	\$ 1,913,950.00		\$ 2,201,647.00
FUNDING SOURCES:				
DCU ARENA OPERATING REV.	\$ 270,145.56	\$ 183,485.00		\$ 421,604.00
FACILITY FEE SURCHARGE	245,317.00	237,922.00		229,515.00
SPECIAL DISTRICT FINANCING	560,451.03	798,193.00		790,426.00
GENERAL FUND REVENUES	200,710.00	694,350.00		760,102.00
TOTAL FUNDING SOURCE	\$ 1,276,623.59	\$ 1,913,950.00		\$ 2,201,647.00

FISCAL 2013 BUDGET OVERVIEW**Revenues:**

The DCU Center's Arena and Convention Center projected revenues include the following: \$421,604 from Arena/Convention Center Lease income; \$229,515 in facility surcharge revenues; \$790,426 in Special District Financing funds for cost associated with improvement design and system upgrades. The debt service for the Special District Financing is attributed to \$7,410,000 in Bonds issued and \$4,00,000 in Short Term Notes outstanding to be bonded on November 08, 2012.

To finance the balance approximately \$760,102, the Fiscal 2013 budget recommends that \$760,102 from General Fund Tax Levy be budgeted to pay for the cost of operations.

Expenditures:**Arena Operating Costs:**

In Fiscal 2013, \$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. \$295,000 is budgeted for a new Management Incentive Fee. \$73,787 for Building Insurance; \$13,534 for Accounting Consultants; \$15,021.00 will be used for ordinary maintenance expenses and lastly, \$37,078.00 will be used for property business interruption insurance and boiler insurance.

Convention Center (City required) Operating Expenses:

In Fiscal 2013, \$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 \$581,355 in principal and interest payments. Included in this amount is a total of \$237,922 is needed to account for the scoreboard and exterior signage. In Fiscal 2012, a total of \$590,185 in associated debt cost was budgeted for the Arena and Scoreboard compared to \$581,355. This represents a decrease of \$8,820.



FRANCIS PAQUETTE, COMMISSION CHAIRMAN

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2013

DCU CENTER- DIVISION #750

DCU ARENA-ORGANIZATION #7502

APPROVED F12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 303,850.00	MANAGEMENT FEES	\$ 312,134.00
-	MANAGEMENT INCENTIVE FEES	295,000.00
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	15,021.00
<u>\$ 443,270.00</u>	7502-92000 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>	7501-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 82,312.00</u>

<u>\$ 525,582.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 828,866.00</u>
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FUNDING SOURCES:

(183,485.00)	DCU ARENA/CONVENTION CTR. NET OPERATING INCOME	(421,604.00)
<u>(183,485.00)</u>	TOTAL AVAILABLE REVENUES	<u>(421,604.00)</u>

<u>\$ 342,097.00</u>	7502-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 407,262.00</u>
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DCU ORGANIZATION DEBT SERVICE

\$ 246,223.00	DEBT BUILDING PRINCIPAL	\$ 267,602.00
106,030.00	DEBT BUILDING INTEREST	85,238.00
310,562.00	DEBT- SPECIAL DISTRICT PRINCIPAL	244,578.00
487,631.00	DEBT- SPECIAL DISTRICT INTEREST	531,622.00
152,000.00	DEBT - SCOREBOARD/SIGNAGE PRINCIPAL	151,000.00
85,922.00	DEBT - SCOREBOARD/SIGNAGE INTEREST	78,515.00
<u>\$ 1,388,368.00</u>	TOTAL DEBT SERVICE	<u>\$ 1,358,555.00</u>

FUNDING SOURCES:

(237,922.00)	SCOREBOARD TICKET SURCHARGE REVENUES	(229,515.00)
(798,193.00)	DCU SPECIAL DISTRICT FINANCING	(776,200.00)
<u>(1,036,115.00)</u>	TOTAL AVAILABLE REVENUES	<u>(1,005,715.00)</u>

<u>\$ 352,253.00</u>	7502-94000 TOTAL RECOMMENDED DEBT SERVICE	<u>\$ 352,840.00</u>
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<u>\$ 694,350.00</u>	RECOMMENDED GENERAL FUND TAX LEVY BUDGET	<u>\$ 760,102.00</u>
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DCU Center Fund
Arena/Convention Center
Schedule of Adjusted Gross Revenues
FY 2011-2012

	Estimated 2012	FY * 2011
Net Event Direct Income	1,738,193	1,580,175
Event ancillary income		
Net food and beverage	2,076,771	1,887,974
Net novelty revenue	266,189	241,990
Event Income	<u>4,081,153</u>	<u>3,710,139</u>
Other income		
Advertising	564,169	524,730
New service fees	242,282	220,256
Ticket service fees	486,951	442,683
Other	147,804	134,367
Other Income	<u>1,441,206</u>	<u>1,322,036</u>
Adjusted Gross Revenue	<u>5,522,359</u>	<u>5,032,175</u>
Indirect expenses	<u>5,155,254</u>	<u>4,909,766</u>
Net income per lease	<u>\$ 367,104</u>	<u>\$ 122,409</u>
Commission Expenses	30,000	30,000
Audit Fee Expenses	24,500	24,500
Net income / to City	\$ 421,604	\$ 176,909
Projected Loss	\$ -	\$ -
Net Proceed from DCU/Convention Center	\$ 421,604	\$ 176,909

* Source document for this information is the DCU Center Arena Fund Audited Financial Statements for 2011

WORCESTER MUNICIPAL GOLF COURSE AT GREEN HILL PARK

Robert L. Moylan Jr.

Commissioner

2 Green Hill Avenue

Worcester, Massachusetts 01605

(508) 799-1359

Departmental Mission Statement:

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

Departmental Overview:

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

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

	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 212,281.46	\$ 213,570.00	91000	\$ 219,845.00
ORDINARY MAINTENANCE	682,889.01	710,265.00	92000	728,513.00
DEBT SERVICE	220,539.75	190,564.00	94000	280,346.00
TRANSFER OF SERVICES	0.00	9,920.00	95000	29,803.00
FRINGE BENEFITS	107,473.75	104,408.00	96000	87,926.00
TOTAL EXPENDITURES	\$ 1,223,183.97	\$ 1,228,727.00		\$ 1,346,433.00
TOTAL POSITIONS	2	2		2

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The total recommended Fiscal 2013 budget for the Worcester Municipal Golf Course at Green Hill Park is \$1,346,433, an increase of \$117,706 compared to the Fiscal 2012 budget amount of \$1,228,727. The Fiscal 2013 budget for the Golf Course operations is funded through golf course revenues in the amount of \$1,196,433 and a projected tax levy subsidy of \$150,000.

The Fiscal 2013 Personal Services budget is recommended to be \$219,845. There are only (2) full time employees at the Golf Course. All others are temporary employees. Salary amounts reflect a 2% wage increase as of July 1, 2012 and a 1% wage increase as of January 1, 2013. In addition, wage increases reflect step increases for employees that have not achieved the maximum step per salary ordinance.

The ordinary maintenance budget for Fiscal 2013 is recommended to be \$728,513, an increase of \$18,248. The budget includes \$470,682 for the maintenance contract of the golf course; \$64,000 for the cost of watering tees and fairways with the state-of-the-art turf irrigation system; \$68,340 for pro-shop supplies; \$40,000 for electricity; \$28,000 for food and beverage service and the remaining \$57,491 for the other ordinary maintenance necessary supplies and services for the operation of the Golf Course.

The recommended budget for debt service in Fiscal 2013 is \$280,346, an increase of \$89,782. This allocation will be used to fund the repayment of principal and interest costs for bonded debt

WORCESTER MUNICIPAL GOLF COURSE AT GREEN HILL PARK

authorized for improvements to the Golf Course, Green Hill Park and the debt service cost for the Golf Access Road. In order to address debt service costs at the Golf Course, a tax levy subsidy \$150,000 is included in Fiscal 2013 Golf budget.

Total Transfer of Services cost in Fiscal 2013 is funded at \$29,803, an increase \$19,883. 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 2013 is \$87,926, a net decrease of \$16,482 compared to the Fiscal 2012 budget of \$104,408. This amount reflects costs of benefits including pensions and health insurance.



Robert L. Moylan, Jr. P.E. Commissioner

City of Worcester

Department of Public Works and Parks

Parks, Recreation & Cemetery Division

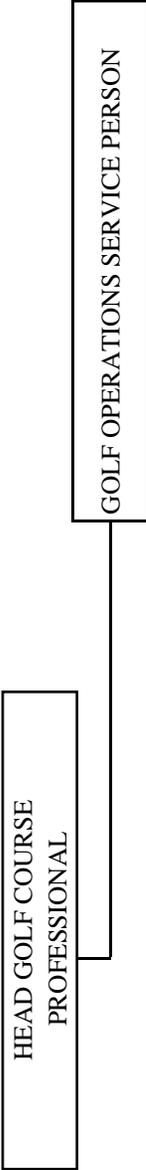
Fiscal Year Activity Report

Fiscal Year 2012 Divisional Activity Reporting

To provide a first class municipal golf course experience at reasonable rates to both the season pass holder and the greens fee players through the efficient and effective maintenance and management of the City's 18-hole golf course.

	Actual FY11	Projected FY12	Projected FY13
Season Passes sold	212	220	225
Rounds Completed	37,358	38,300	38,500
Tournaments/outside events	12	15	22
Golf Cart Rentals	12,667	12,500	12,800

**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 2013
DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #710

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 88,345.00	44EM	HEAD GOLF COURSE PROFESSIONAL	1	\$ 90,226.00
1	63,609.00	39M	GOLF OPERATIONS SERVICE PERSON	1	64,967.00
2	\$ 151,954.00		REGULAR SALARIES	2	\$ 155,193.00
	-		EM INCENTIVE PAY		3,036.00
	9,000.00	FLT	ASSISTANT HEAD GOLF COURSE PROFESSIONAL		9,000.00
	7,936.00	FLT	HEAD GOLF COURSE RANGER		7,936.00
	8,644.00	FLT	SENIOR GOLF COURSE RANGER		8,644.00
	36,036.00		GOLF COURSE TEMPORARY STAFF		36,036.00
	61,616.00		TOTAL RECOMMENDED PERSONAL SERVICES		61,616.00
2	\$ 213,570.00	710-91000		2	\$ 219,845.00
	\$ 477,022.00		GOLF MAINTENANCE CONTRACT		\$ 470,682.00
	-		FOOD & BEVERAGE		28,000.00
	68,340.00		PRO-SHOP SUPPLIES		68,340.00
	40,000.00		WATER USAGE		64,000.00
	27,103.00		ORDINARY MAINTENANCE		14,859.00
	51,000.00		ELECTRICITY		40,000.00
	27,062.00		NATURAL GAS		17,000.00
	10,352.00		UNLEADED FUEL		10,352.00
	2,000.00		ADVERTISING		2,000.00
	4,386.00		CREDIT CARD SERVICE CHARGE		12,280.00
	3,000.00		SOLID WASTE REMOVAL		1,000.00
	\$ 710,265.00	710-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 728,513.00
	\$ -	710-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		\$ -
	\$ 139,284.00		DEBT PRINCIPAL		\$ 207,443.00
	51,280.00		DEBT INTEREST		72,903.00
	\$ 190,564.00		DEBT SERVICE		\$ 280,346.00
	\$ 190,564.00	710-94000	TOTAL RECOMMENDED DEBT SERVICE		\$ 280,346.00
	\$ 9,920.00	710-95000	INDIRECT COSTS - TRANSFER OUT		\$ 29,803.00
	\$ 39,552.00		FRINGE BENEFITS:		\$ 21,356.00
	10,000.00		HEALTH INSURANCE		10,000.00
	32,858.00		UNEMPLOYMENT COMPENSATION		35,523.00
	986.00		CONTRIBUTORY PENSIONS		541.00
	57.00		EARLY RETIREMENT		53.00
	20,955.00		SECTION 90 PENSIONS		20,453.00
	\$ 104,408.00	710-96000	PENSION OBLIGATION BONDS		\$ 87,926.00
	\$ 1,228,727.00		SUMMARY:		\$ 1,346,433.00
			TOTAL BUDGET		
	\$ (1,228,727.00)		FUNDING SOURCES:		\$ (1,196,433.00)
	\$ -		GOLF COURSE REVENUES		\$ (150,000.00)
	\$ (1,228,727.00)		TAX LEVY SUBSIDY		\$ (1,346,433.00)
			TOTAL FUNDING SOURCES		

DEPARTMENT OF PUBLIC WORKS & PARKS OFF STREET PARKING PROGRAM

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

Divisional Mission Statement:

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

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

Divisional Overview:

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

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

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
Pearl Elm Municipal Garage	\$ 463,482.00	\$ 475,731.00		\$ 470,075.00
Federal Plaza Garage	649,552.00	620,274.00		605,394.00
OffStreet Parking Lots	130,284.00	141,250.00		141,250.00
City-Wide Parking Meters	75,917.00	68,143.00		71,275.00
Union Station Garage	969,152.00	1,015,965.00		990,760.00
Major Taylor Blvd Garage	1,124,506.00	1,044,092.00		1,046,015.00
Total Expenditures	\$ 3,412,893.00	\$ 3,365,455.00		\$ 3,324,769.00
FUNDING SOURCES				
Pearl Elm Garage	\$ 463,482.00	\$ 1,155,970.00		\$ 1,422,244.00
Federal Plaza Garage	649,552.00	450,000.00		450,000.00
Off Street Parking Garage	130,284.00	141,250.00		141,250.00
Parking Meters Income	75,917.00	68,143.00		71,275.00
Union Station Garage	969,152.00	650,000.00		330,000.00
Major Taylor Blvd Garage	1,124,506.00	900,092.00		910,000.00
Total Funding Source	\$3,412,893.00	\$ 3,365,455.00		\$ 3,324,769.00

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The operational budget for the Off Street Parking Program is recommended to be \$3,324,769 compared to the Fiscal 2012 budget of \$3,365,455 a decrease of \$40,686 or 1.22%. The net operational decrease is attributable to the following factors:

Federal Plaza Garage :

Fiscal 2013 operational budget for the Federal Plaza Garage is projected is \$605,394, compared to the Fiscal 2012 budget of \$620,274, a decrease of \$14,880 or 2.46%. Ordinary Maintenance expenditure is level funded at \$305,400. The cost of debt is projected at \$299,994 compared to the Fiscal 2012 budget of \$314,874.

Pearl Elm Garage:

Fiscal 2013 operational budget for the Pearl Elm Garage is projected to increase by \$5,656 or 1.20%. Ordinary Maintenance expenditure is level funded at \$326,225. The cost of debt is projected at \$143,850, compared to the Fiscal 2012 budget of \$149,506. Pearl Elm Garage required no additional capital rehabilitation funds in Fiscal 2012.

Parking Meter Program:

The budget for Fiscal 2012 is projected to be \$71,379. Ordinary Maintenance account is level funded at \$60,415 compared to the Fiscal 2012 budget. In Fiscal 2012, the operation required additional capital improvements in the amount of \$125,000. These funds will be used purchase parking meter equipment and also evaluate enhancements to the program.

Off Street Parking Lots:

The Ordinary Maintenance budget for Off Street Parking Lots Program is level funded at \$141,250 compared to the Fiscal 2012 budget.

Union Station Garage:

Fiscal 2013 operational budget for the Union Station Garage is projected to decrease by \$25,202 or 2.54%. Ordinary Maintenance expenditure is level funded at \$320,000.00. The cost of debt is projected at \$670,760 compared to the Fiscal 2012 budget of \$695,295. This net decrease is attributable to Principal and Interest charges for existing debt and new interest charges for an additional \$110,000 in borrowing for building rehabilitation improvements projected to be completed in Fiscal 2012.

Major Taylor Boulevard Garage:

Fiscal 2013 operational budget for Major Taylor Boulevard Garage is projected to increase by \$1,940. Ordinary Maintenance expenditure is level funded at \$475,000. The cost of debt is projected at \$571,032 compared to the Fiscal 2012 budget of \$569,092. This increase is attributable to Principal and Interest charges for existing debt and new interest charges for an additional \$30,000 in borrowing for building rehabilitation improvements projected to be completed in Fiscal 2012.



ROBERT L. MOYLAN, Jr., COMMISSIONER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF PUBLIC WORKS & PARKS
OFF STREET PARKING PROGRAM #46S

RECOMMENDED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 326,225.00	PEARL / ELM GARAGE ORDINARY MAINTENANCE	\$ 326,225.00
57,733.00	INTEREST ON BONDS	51,750.00
91,773.00	REDEMPTION ON BONDS	92,100.00
<u>\$ 475,731.00</u>	TOTAL PEARL ELM GARAGE	<u>\$ 470,075.00</u>
\$ 305,400.00	FED/PLAZA GARAGE ORDINARY MAINTENANCE	\$ 305,400.00
117,360.00	INTEREST ON BONDS	102,129.00
197,514.00	REDEMPTION ON BONDS	197,865.00
<u>\$ 620,274.00</u>	TOTAL FEDERAL PLAZA GARAGE	<u>\$ 605,394.00</u>
\$ 60,415.00	PARKING METERS ORDINARY MAINTENANCE	\$ 60,415.00
1,721.00	INTEREST ON BONDS	4,260.00
6,007.00	REDEMPTION ON BONDS	6,600.00
<u>\$ 68,143.00</u>	TOTAL PARKING METERS	<u>\$ 71,275.00</u>
<u>\$ 141,250.00</u>	OFF STREET PARKING LOT ORDINARY MAINTENANCE	<u>\$ 141,250.00</u>
<u>\$ 141,250.00</u>	TOTAL OFF STREET PARKING LOT	<u>\$ 141,250.00</u>
\$ 320,000.00	UNION STATION ORDINARY MAINTENANCE	\$ 320,000.00
279,965.00	INTEREST ON BONDS	254,760.00
416,000.00	REDEMPTION ON BONDS	416,000.00
<u>\$ 1,015,965.00</u>	TOTAL UNION STATION GARAGE	<u>\$ 990,760.00</u>
\$ 475,000.00	MAJOR TAYLOR BOULEVARD GARAGE	\$ 475,000.00
194,092.00	INTEREST ON BONDS	176,015.00
375,000.00	REDEMPTION ON BONDS	395,000.00
<u>\$ 1,044,092.00</u>	TOTAL WORCESTER CENTER BOULEVARD GARAGE	<u>\$ 1,046,015.00</u>
<u>\$ 3,365,455.00</u>	TOTAL OFF - STREET PARKING	<u>\$ 3,324,769.00</u>
FUNDING SOURCES		
\$ (1,155,970.00)	PEARL ELM GARAGE	\$ (1,422,244.00)
(450,000.00)	FEDERAL PLAZA	(450,000.00)
(68,143.00)	PARKING METERS	(71,275.00)
(141,250.00)	OFF STREET PARKING LOTS	(141,250.00)
(650,000.00)	UNION STATION GARAGE	(330,000.00)
(900,092.00)	MAJOR TAYLOR BOULEVARD GARAGE	(910,000.00)
<u>\$ (3,365,455.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (3,324,769.00)</u>
<u>\$ -</u>	RECOMMENDED TAX LEVY	<u>\$ -</u>

DEPARTMENT OF PUBLIC WORKS & PARKS

PUBLIC WORKS SUMMARY

Robert L. Moylan, Jr.

Commissioner

20 East Worcester Street

Worcester, Massachusetts 01604

(508) 929-1300

Departmental Mission Statement:

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

- Maintain the City's water, sewer and street and traffic systems for the protection of the public's safety.
- Maintain all city parks, playgrounds, beaches, and street trees.
- 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, and beaches.
- 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, parking control management, 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 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, the Civic Center Commission and the Parks and Recreation Commission.

PUBLIC WORKS & PARKS - PUBLIC WORKS SUMMARY

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 4,358,334.00	\$ 4,753,468.00	91000	\$ 4,779,446.00
OVERTIME	580,301.00	615,038.00	97000	615,038.00
TOTAL	\$ 4,938,635.00	\$ 5,368,506.00		\$ 5,394,484.00
ORDINARY MAINTENANCE	\$ 5,937,520.00	\$ 6,944,666.00	92000	\$ 6,740,216.00
TOTAL EXPENDITURES	\$ 10,876,155.00	\$ 12,313,172.00		\$ 12,134,700.00
TOTAL POSITIONS	195	190		191

FISCAL 2012 BUDGET OVERVIEW

The Department of Public Works total tax levy recommended Fiscal 2013 budget is \$12,134,700 which is a net decrease of (\$178,472) compared to the Fiscal 2012 budget of \$12,313,172.

The net personal services salary budget for Fiscal 2013 is recommended to be \$4,779,446. This represents an increase of \$25,978 compared to Fiscal 2012 budget of \$4,753,468. The salary increase includes a 2% as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per ordinance. Included in the DPW Administration budget is a new Engineering Grade 2 position to monitor the contractors doing repairs for Street Lights and review all invoices being billed to city to verify accuracy and pricing. The budget includes an increase of \$15,000 for the position of Commissioner of Public Works in order to fully fund the position for Fiscal Year 2013.

The Personal Service budget is net of Water and Sewer enterprise credits; vacancy factor; project funds and CDBG funds that total \$4,517,976. 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 2013 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.

PUBLIC WORKS & PARKS - PUBLIC WORKS SUMMARY

The department's net ordinary maintenance budgets excluding Street Lighting and Snow Removal, is recommended to be \$6,740,216 a net decrease of (204,450) compared to the Fiscal 2012 budget of \$6,944,666. The budgetary changes in Fiscal 2013 reflects adjustments to programs identified below. A number of programs in Fiscal Year 2012 were funded with a one-time funding source and have been eliminated from the Fiscal Year 2013 recommendation.

FISCAL 2012 BUDGET	DEPARTMENT OF PUBLIC WORKS	FISCAL 2013 BUDGET	CHANGE
ADMINISTRATION DIVISION			
69,450	ELECTRICITY	66,450	(3,000)
0	CONSERVATION LAND MANAGEMENT	30,000	30,000
77,680	NATURAL GAS	71,680	(6,000)
147,130	TOTAL STREETS	168,130	21,000
ENGINEERING/ARCHITECTURAL DIVISION			
50,000	SIGNAGE	0	(50,000)
177,358	ELECTRICITY- TRAFFIC SIGNAL	152,358	(25,000)
227,358	TOTAL STREETS	152,358	(75,000)
STREET DIVISION			
100,000	CROSSWALKS	0	(100,000)
50,000	STREET PAVING	0	(50,000)
200,000	STREET LIGHTS	0	(200,000)
6,492	YARD MAINTENANCE ELECTRICITY	5,492	(1,000)
356,492	TOTAL STREETS	5,492	(351,000)
SANITATION DIVISION			
1,637,570	REFUSE DISPOSAL	1,677,104	39,534
36,412	NATURAL GAS & FUEL	31,412	(5,000)
1,948,493	RECYCLING	2,045,509	97,016
3,622,475	TOTAL SANITATION	3,754,025	131,550
CENTRAL GARAGE DIVISION			
401,619	AUTOMOTIVE PARTS	401,619	0
473,500	DIESEL FUEL	573,500	100,000
54,720	ELECTRICITY	48,720	(6,000)
161,400	NATURAL GAS & FUEL	136,400	(25,000)
1,091,239	TOTAL CENTRAL GARAGE	1,160,239	69,000
5,444,694	TOTAL PUBLIC WORKS	5,240,244	(204,450)

Administration:

Ordinary Maintenance for Administration will increase by a net amount of \$21,000 to reflect projected decrease in electricity and natural gas. This includes \$30,000 of new funding for Conservation Land Management to provide proper maintenance of the city's conservation land.

PUBLIC WORKS & PARKS - PUBLIC WORKS SUMMARY

Engineering & Architectural:

Ordinary Maintenance for Engineering & Architectural Services will decrease by a net amount of (\$75,000) to reflect projected (\$25,000) decrease in electricity for traffic signals and (\$50,000) associated with one-time funding in Fiscal 2012 for signage.

Streets:

Ordinary Maintenance for Streets will be decreased by a net of (\$351,000). Of this amount (\$350,000) reflect the one time funding for crosswalks, paving, and street lights.

Sanitation Refuse Disposal:

Fiscal 2012 was budgeted at \$1,637,570 as compared to the total Fiscal 2013 projected budget of \$1,677,104 a net increase of \$39,534. This projected increase is a result of the tipping fee increasing to \$74.29 per ton as of July 1, 2012. The tip fee currently paid for disposal is \$72.48 per ton. Fiscal 2013 estimated tonnage will be about 21,842 tons.

Curbside Recycling:

Per the City's contract, the cost for weekly recycling services will increase as of July 1, 2012. Fiscal 2012 was budgeted for \$1,948,493 as compared to Fiscal 2013, which will be \$2,045,509, an increase of \$97,016.

Trash Bags:

Trash bag cost (the amount paid by the D.P.W. for manufacturing and distribution) is projected to level funded at \$400,000. The contracted small and large bag price is \$0.158 per large bags and \$0.081 for small bags. The estimated number of bags to be sold in Fiscal 2013 is approximately 3.05 million bags.

Central Garage:

Central Garage Ordinary Maintenance is projected to increase by a net of \$69,000. This increase is reflected in changes for diesel fuel, electricity, natural gas and fuel.



ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER

DEPARTMENT OF PUBLIC WORKS & PARKS

Fiscal Year Activity Report

Fiscal Year 2012 Divisional Activity Reporting

The mission of 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.

	Actual FY 11	Projected FY 12	Projected FY 13
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ADMINISTRATION DIVISION

Customer Service

Total # of Calls	71,370	74,000	76,000
Total # of Work Orders	40,293	45,000	47,000
# of Millbury St Appointments	3,144	3,400	3,500
# of DPW & P emails	2,020	2,200	2,300
# of Live Chat Sessions	603	950	1,150
# of Outreach Events	11	15	20
# of DPW & P website hits	83,731	87,000	88,000

ENGINEERING DIVISION

# of Miles Resurfaced - Streets	11.66	15	15
# of Miles Resurfaced - Sidewalks	9.67	10	10
North High Project % Complete	60	95	100
Inflow / Infiltration - Gals removed	150,000	200,000	150,000
Total # of Permits Issued	3,838	3,800	3,800



ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER

DEPARTMENT OF PUBLIC WORKS & PARKS

Fiscal Year Activity Report

Fiscal Year 2012 Divisional Activity Reporting

The mission of 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.

	Actual FY 11	Projected FY 12	Projected FY 13
CENTRAL GARAGE DIVISION			
Preventative Maint Scheduled	646	852	852
Preventative Maint Completed on Time	613	797	852
On Time Completion	95%	97%	100%
State Inspections Due	287	362	362
State Inspections Completed	287	353	362
D.O.T. Inspections	111	190	190
Total Reported Road Calls	304	312	250
Mechanical Road Calls	157	229	175
Inventory Cycle Counts	96	0	96
Fuel Card Replacements / Adjustments	971	1,115	1,000



ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER

DEPARTMENT OF PUBLIC WORKS & PARKS

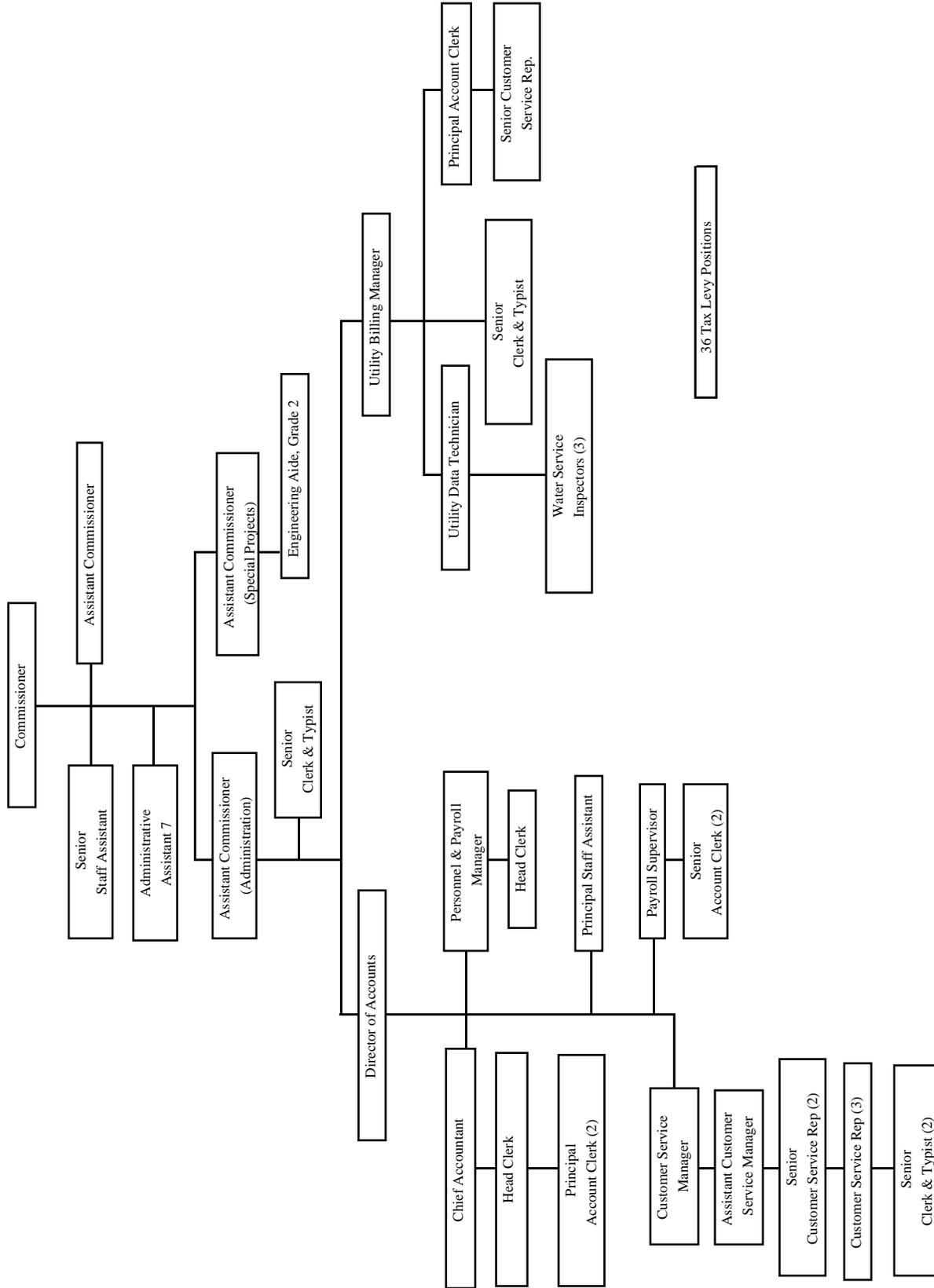
Fiscal Year Activity Report

Fiscal Year 2013 Divisional Activity Reporting

The mission of 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.

	Actual FY 11	Projected FY 12	Projected FY 13
STREET DIVISION			
# of Potholes	13,503	11,721	11,500
# of Curbmiles Swept - Arterial	5,045	5,045	5,045
# of Curbmiles Swept - Downtown	6,958	6,958	6,958
# of Curbmiles Swept - Roving	411	411	411
# of Curbmiles Swept - Spring	586	586	586
# of Curbmiles Swept - Fall Sweeping	586	586	586
<i>Nuisance Team</i>			
# of Work Orders	3,327	3,360	3,500
% of Work Orders Resolved	98%	98%	98%
SANITATION DIVISION			
# of Tons Solid Waste Collected	21,436	22,382	24,000
% of Waste Recycled Curbside	31%	31%	31%

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





ROBERT L. MOYLAN, JR., COMMISSIONER

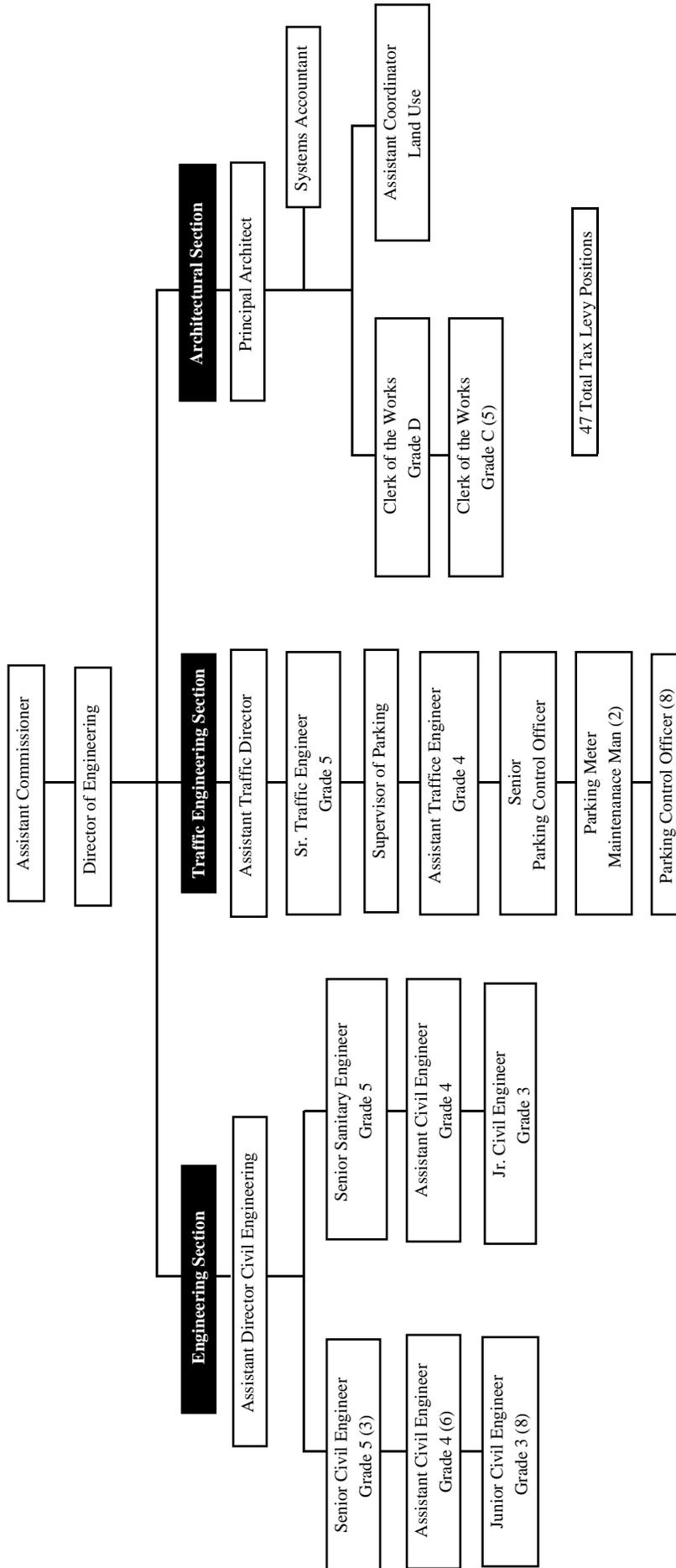
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101

FY12				FY13	
TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 157,986.00	58CM	COMMISSIONER DPW	1	\$ 176,339.00
2	203,075.00	51EM	ASSISTANT COMMISSIONER	2	207,393.00
1	81,816.00	43EM	ASSISTANT TO COMM. SPECIAL PROJECTS	1	83,559.00
0	-	48M	DIRECTOR OF ACCOUNT	1	90,238.00
1	85,470.00	47M	DIRECTOR OF ACCOUNT	0	-
1	82,046.00	46M	PERSONNEL & PAYROLL MANAGER	1	83,800.00
1	68,744.00	42P	UTILITY BILLING MANAGER	1	68,422.00
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	67,348.00
1	58,110.00	39M	SENIOR STAFF ASSISTANT	1	61,435.00
2	127,218.00	39M	CHIEF ACCOUNTANT	1	64,967.00
1	54,213.00	38	CUSTOMER SERVICE MANAGER	1	55,368.00
1	52,187.00	35	ADMINISTRATIVE ASSISTANT 7	1	53,309.00
1	47,739.00	34	UTILITY DATA TECHNICIAN	1	50,552.00
1	42,845.00	34	ASSISTANT CUSTOMER SERVICE MANAGER	1	42,814.00
0	-	33	ENGINEERING AIDE GR 2	1	37,813.00
1	46,667.00	32	PAYROLL SUPERVISOR	1	40,456.00
2	87,196.00	30	HEAD CLERK	2	89,666.00
3	114,592.00	28	PRINCIPAL ACCOUNT CLERK	3	117,953.00
3	104,238.00	28	SENIOR CUSTOMER SERVICE REP.	3	104,399.00
3	105,428.00	26	WATER SERVICE INSPECTOR	3	107,690.00
2	73,416.00	25	SENIOR ACCOUNT CLERK	2	75,586.00
3	93,523.00	22	CUSTOMER SERVICE REP.	3	91,973.00
4	116,294.00	22	SENIOR CLERK AND TYPIST	4	113,608.00
<u>35</u>	<u>1,802,803.00</u>		TOTAL REGULAR SALARIES	<u>36</u>	<u>1,884,688.00</u>
	16,851.00		EM INCENTIVE PAY		18,871.00
	3,150.00		METER REPAIR/INSTALLATION STIPEND		3,219.00
	(20,883.00)		VACANCY FACTOR		(20,883.00)
	<u>1,801,921.00</u>		TOTAL RECOMMENDED SALARIES		<u>1,885,895.00</u>
	(508,086.00)		FUNDING SOURCES: SEWER REVENUES		(543,295.00)
	(854,509.00)		WATER REVENUES		(913,725.00)
	<u>(1,362,595.00)</u>		TOTAL FUNDING SOURCES		<u>(1,457,020.00)</u>
<u>35</u>	<u>\$ 439,326.00</u>	4101-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>36</u>	<u>\$ 428,875.00</u>
	<u>\$ 31,110.00</u>	4101-97000	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
	69,450.00		ELECTRICITY		66,450.00
	77,680.00		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
	-		CONSERVATION LAND MANAGEMENT		30,000.00
	<u>318,891.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>339,891.00</u>
	(48,642.00)		FUNDING SOURCES: 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>\$ 227,090.00</u>	4101-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 248,090.00</u>
	<u>\$ 697,526.00</u>		TOTAL TAX LEVY		<u>\$ 708,075.00</u>

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

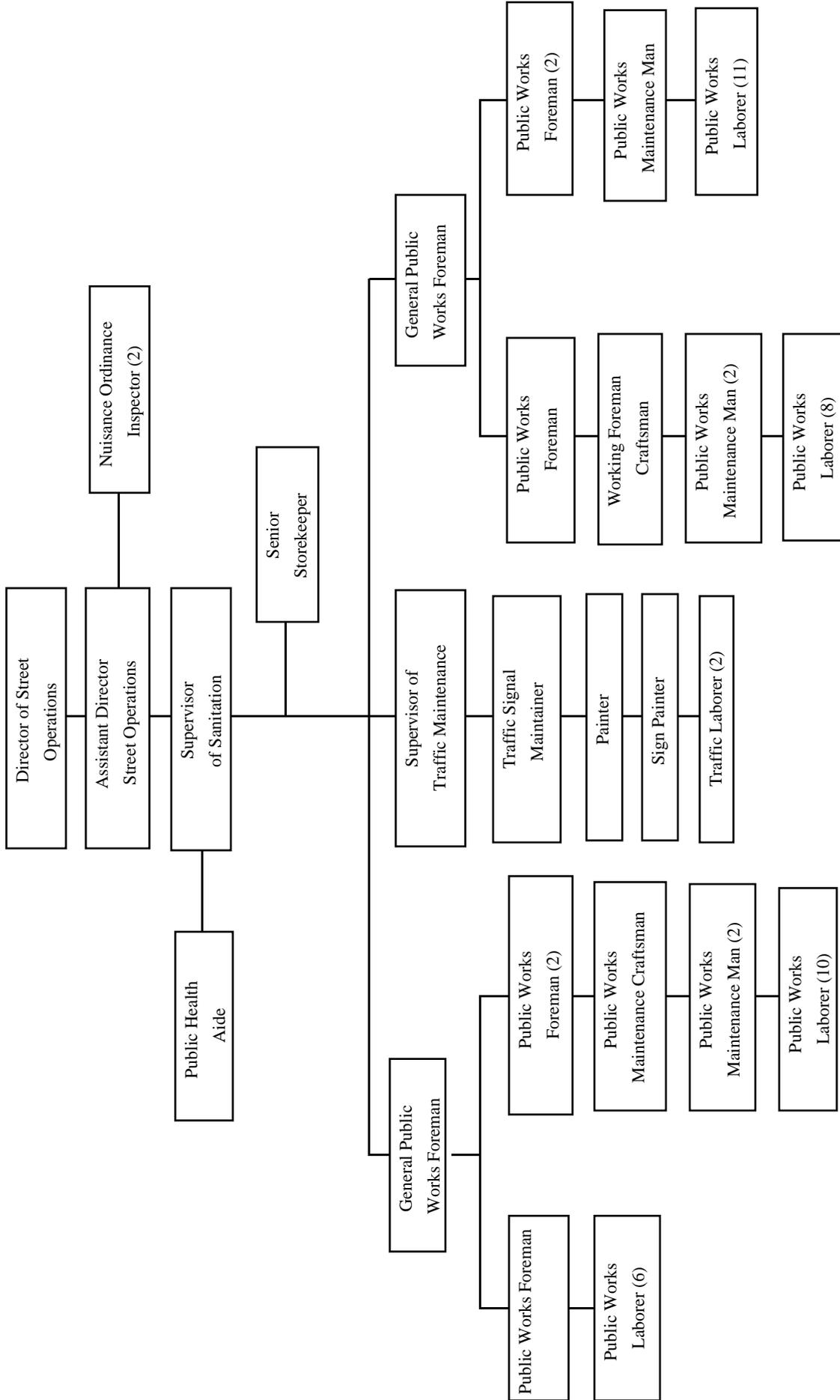




ROBERT L. MOYLAN, Jr., COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES- DIVISION #4102

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
ENGINEERING SECTION					
1	\$ 100,692.00	51EM	ASSISTANT COMMISSIONER	1	\$ 102,833.00
1	88,351.00	48M	ASSISTANT DIRECTOR CIVIL ENGINEERING	1	90,238.00
2	152,608.00	44M	SENIOR CIVIL ENGINEER, GRADE 5	3	228,117.00
1	66,323.00	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	67,744.00
8	521,198.00	41	ASSISTANT CIVIL ENGINEER, GRADE 4	7	465,201.00
9	507,015.00	37	JUNIOR CIVIL ENGINEER, GRADE 3	9	522,283.00
22	1,436,187.00		REGULAR SALARIES	22	1,476,416.00
ARCHITECTURAL SECTION					
1	\$ 87,057.00	48EM	PRINCIPAL ARCHITECT	1	\$ 88,910.00
1	65,947.00	40M	ASSISTANT CORDINATOR LAND USE	1	52,404.00
1	62,439.00	40	CLERK OF WORKS - BLD. MAINT. GRADE D	1	63,781.00
5	294,851.00	39	CLERK OF WORKS - BLD. MAINT. GRADE C	5	306,989.00
1	61,395.00	38P	SYSTEMS ACCOUNTANT	1	62,710.00
9	571,689.00		REGULAR SALARIES	9	574,794.00
TRAFFIC ENGINEERING SECTION					
1	98,269.00	47EM	DIRECTOR OF DPW ENGINEERING	1	100,360.00
1	88,351.00	48M	ASSISTANT TRAFFIC DIRECTOR	1	90,238.00
1	76,304.00	44M	SENIOR TRAFFIC ENGINEER, GRADE 5	1	77,925.00
1	61,395.00	44M	SUPERVISOR OF PARKING	1	62,710.00
1	52,741.00	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	1	57,853.00
1	45,025.00	30	SENIOR PARKING CONTROL OFFICER	1	45,988.00
2	78,484.00	26	PARKING METER MAINTENANCE MAN	2	69,897.00
8	264,809.00	22	PARKING CONTROL OFFICER	8	272,039.00
16	765,378.00		REGULAR SALARIES	16	777,010.00
47	2,773,254.00		TOTAL REGULAR SALARIES	47	2,828,220.00
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	1	-
1	-	37	JUNIOR CIVIL ENGINEER, GRADE 3	1	-
1	-	27	PRINCIPAL CLERK AND TYPIST	1	-
3	-		REGULAR SALARIES	3	-
	9,324.00		EM INCENTIVE PAY		11,796.00
	27,770.00		EDUCATIONAL STIPENDS- MEO		28,142.00
	(35,500.00)		VACANCY FACTOR		(35,500.00)
50	2,774,848.00			50	2,832,658.00
FUNDING SOURCES:					
	(729,467.00)		SEWER REVENUES		(744,664.00)
	(110,880.00)		WATER REVENUES		(113,190.00)
	(319,406.00)		PROJECT FUNDING STREETS		(326,124.00)
	(488,068.00)		PROJECT FUNDING ARCHITECTURAL SERVICES		(522,390.00)
	(1,647,821.00)		TOTAL FUNDING SOURCES		(1,706,368.00)
50	\$ 1,127,027.00	4102-91000	TOTAL RECOMMENDED PERSONAL SERVICES	50	\$ 1,126,290.00
	45,473.00		OVERTIME ENGINEERING SECTION		45,473.00
	22,311.00		GREENWOOD STREET LANDFILL		22,311.00
	14,009.00		OVERTIME TRAFFIC ENGINEERING SECTION		14,009.00
	\$ 81,793.00	4102-97000	TOTAL RECOMMENDED OVERTIME		\$ 81,793.00
	\$ 8,050.00		ENGINEERING ORDINARY MAINTENANCE		\$ 8,050.00
	7,800.00		TELEPHONES		7,800.00
	16,500.00		PERMITS		16,500.00
	50,000.00		SIGNAGE		-
	1,800.00		CLOTHING & UNIFORM SERVICE		1,800.00
	177,358.00		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
	\$ 477,342.00	4102-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 402,342.00
	\$ 1,686,162.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,610,425.00

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



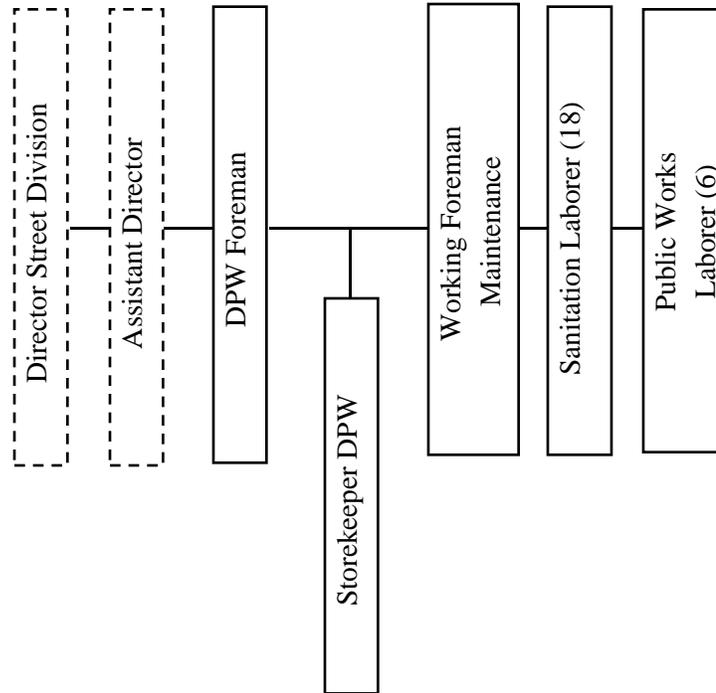
63 Tax Levy Positions



ROBERT L. MOYLAN, Jr., COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF STREETS- DIVISION #4103

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 90,293.00	46EM	DIRECTOR, STREET OPERATIONS	1	\$ 92,215.00
1	79,013.00	46M	ASSISTANT DIRECTOR STREET OPERATIONS	1	83,664.00
1	63,609.00	39M	SUPERVISOR OF SANITATION	1	64,967.00
1	52,493.00	39M	SUPERVISOR OF TRAFFIC MAINTENANCE	1	55,601.00
2	113,409.00	38	GENERAL PUBLIC WORKS FOREMAN	2	116,734.00
6	281,006.00	34	PUBLIC WORKS FOREMAN	6	314,655.00
2	85,133.00	32	NUISANCE ORDINANCE INSPECTOR	2	89,722.00
1	45,025.00	32	WORKING FOREMAN, CRAFTMAN	1	45,988.00
1	35,817.00	32	TRAFFIC SIGNAL MAINTAINER	1	36,936.00
1	45,025.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	45,988.00
1	37,926.00	28	SENIOR STOREKEEPER	1	38,739.00
1	30,451.00	27	PAINTER	1	31,106.00
1	40,682.00	27	SIGN PAINTER	1	41,557.00
5	170,754.00	26	PUBLIC WORKS MAINTENANCE MAN	5	176,232.00
35	1,187,076.00	24	PUBLIC WORKS LABORER	35	1,210,906.00
2	72,563.00	24	TRAFFIC LABORER	2	74,794.00
1	32,247.00	20	PUBLIC HEALTH AIDE	1	32,946.00
63	2,462,522.00		REGULAR SALARIES	63	2,552,750.00
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	24	PUBLIC WORKS LABORER	1	-
1	-			1	-
	3,549.00		EM INCENTIVE PAY		3,724.00
	269,540.00		CONTRACTUAL STIPENDS - MEO		231,876.00
	20,000.00		DOWNTOWN STREETScape - POOL LABOR		20,000.00
	(37,625.00)		VACANCY FACTOR		(37,625.00)
	2,717,986.00		TOTAL RECOMMENDED SALARIES		2,770,725.00
FUNDING SOURCES:					
	(807,850.00)		SEWER REVENUES		(823,525.00)
	(335,150.00)		WATER REVENUES		(341,653.00)
	(1,143,000.00)		TOTAL FUNDING SOURCES		(1,165,178.00)
64	\$ 1,574,986.00	4103-91000	TOTAL RECOMMENDED PERSONAL SERVICES	64	\$ 1,605,547.00
	\$ 40,160.00		SUNDAY YARD WASTE DROP OFF		\$ 40,160.00
	309,948.00		REGULAR OVERTIME		309,948.00
	\$ 350,108.00	4103-97000	TOTAL RECOMMENDED OVERTIME		\$ 350,108.00
	\$ 417,080.00		STREET SWEEPING		\$ 417,080.00
	5,000.00		TELEPHONES		5,000.00
	10,000.00		SIDEWALKS & GUARDRAIL REPAIRS		10,000.00
	34,540.00		HIGHWAY MAINTENANCE & BRIDGE REPAIR		34,540.00
	100,000.00		CROSSWALKS		-
	50,000.00		STREET PAVING		-
	200,000.00		STREET LIGHTS		-
	105,102.00		POTHOLE REPAIR		105,102.00
	55,620.00		YARD MAINTENANCE		55,620.00
	6,492.00		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
	4,900.00		NUISANCE ORDINANCE ORDINARY MAINTENANCE		4,900.00
	2,517.00		GRIME WATCH ORDINARY MAINTENANCE		2,517.00
	1,353,636.00		ORDINARY MAINTENANCE		1,002,636.00
FUNDING SOURCES:					
	(2,517.00)		GRIME WATCH GRANT		(2,517.00)
	(377,080.00)		SEWER REVENUES		(377,080.00)
	(379,597.00)		TOTAL FUNDING SOURCES		(379,597.00)
	\$ 974,039.00	4103-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 623,039.00
	\$ 2,899,133.00		TOTAL RECOMMENDED TAX LEVY		\$ 2,578,694.00

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



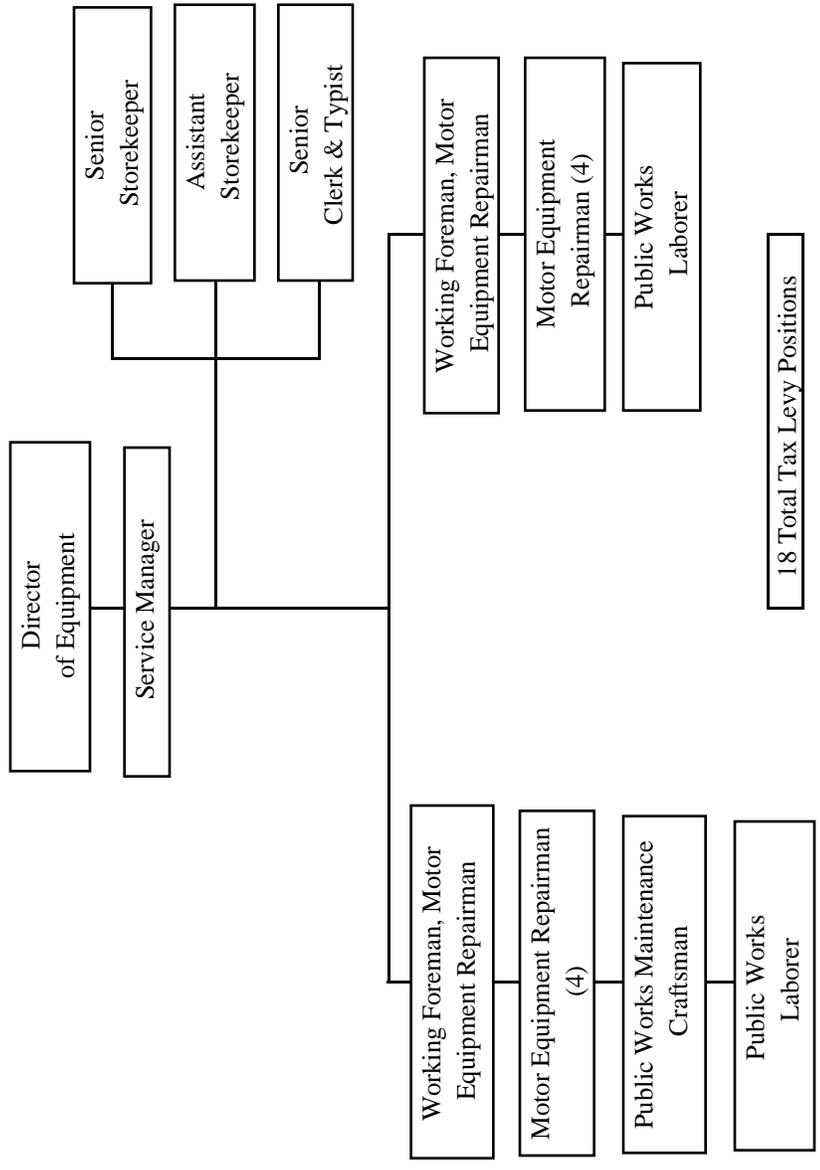
27 Tax Levy Positions



ROBERT L. MOYLAN, Jr., COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF SANITATION- DIVISION #4104

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 51,728.00	34	DPW FOREMAN	1	\$ 52,841.00
1	45,025.00	30	WORKING FOREMAN, MAINTENANCE	1	45,988.00
18	648,309.00	26	SANITATION LABORER	18	645,184.00
1	37,926.00	26	STOREKEEPER DPW	1	38,739.00
6	219,666.00	24	PUBLIC WORKS LABORER	6	224,382.00
<u>27</u>	<u>1,002,654.00</u>		TOTAL REGULAR SALARIES	<u>27</u>	<u>1,007,134.00</u>
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	-	26	SANITATION LABORER	1	-
<u>1</u>	<u>-</u>			<u>1</u>	<u>-</u>
	112,606.00		CONTRACTUAL STIPENDS/MEO		110,715.00
	20,000.00		POOL LABOR		20,000.00
	(22,950.00)		VACANCY FACTOR		(22,950.00)
<u>28</u>	<u>\$ 1,112,310.00</u>	4104-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>28</u>	<u>\$ 1,114,899.00</u>
	\$ 84,056.00		REGULAR OVERTIME		\$ 84,056.00
	37,358.00		BALLARD STREET DROP OFF CENTER		37,358.00
	<u>\$ 121,414.00</u>	4104-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 121,414.00</u>
	\$ 1,637,570.00		REFUSE DISPOSAL		\$ 1,677,104.00
	1,948,493.00		RECYCLING		2,045,509.00
	400,000.00		TRASH BAGS		400,000.00
	36,412.00		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>\$ 4,120,283.00</u>	4104-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 4,251,833.00</u>
	<u>\$ 5,354,007.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 5,488,146.00</u>

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





ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF CENTRAL GARAGE- DIVISION #4105

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 75,698.00	45EM	DIRECTOR OF EQUIPMENT	1	\$ 77,311.00
1	53,657.00	39M	SERVICE MANAGER	1	56,784.00
2	85,593.00	34	WORK FOREMAN, MOTOR EQUIP. REPAIRMAN	2	77,215.00
8	294,751.00	30	MOTOR EQUIPMENT REPAIRMAN	8	294,863.00
1	33,437.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	34,810.00
1	31,412.00	28	SENIOR STORE KEEPER	1	37,881.00
1	28,447.00	25	ASSISTANT STOREKEEPER	1	29,057.00
2	60,415.00	24	PUBLIC WORKS LABORER	2	62,828.00
1	33,283.00	22	SENIOR CLERK AND TYPIST	1	27,840.00
<u>18</u>	<u>696,693.00</u>		TOTAL REGULAR SALARIES	<u>18</u>	<u>698,589.00</u>
	8,874.00		CONTRACTUAL STIPENDS/MEO		9,594.00
	212.00		EM INCENTIVE PAY		3,122.00
	(18,060.00)		VACANCY FACTOR		(18,060.00)
	<u>687,719.00</u>		TOTAL RECOMMENDED SALARIES		<u>693,245.00</u>
			FUNDING SOURCES:		
	(135,500.00)		SEWER REVENUES		(136,589.00)
	(52,400.00)		WATER REVENUES		(52,821.00)
	(187,900.00)		TOTAL FUNDING SOURCES		(189,410.00)
<u>18</u>	<u>\$ 499,819.00</u>	4105-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>18</u>	<u>\$ 503,835.00</u>
	<u>\$ 30,613.00</u>	4105-97000	REGULAR OVERTIME		<u>\$ 30,613.00</u>
\$	401,619.00		AUTOMOTIVE PARTS	\$	401,619.00
	11,120.00		TELEPHONES		11,120.00
	280,500.00		MAINTENANCE & REPAIR		280,500.00
	30,811.00		GARAGE SUPPLIES		30,811.00
	588,000.00		FUEL - NO LEAD GAS		588,000.00
	473,500.00		FUEL - DIESEL		573,500.00
	10,000.00		GARAGE HIRED SERVICES		10,000.00
	54,720.00		ELECTRICITY		48,720.00
	161,400.00		NATURAL GAS & FUEL		136,400.00
	54,043.00		OTHER CHARGES & EXPENDITURES		54,043.00
	<u>2,065,713.00</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>\$ 1,145,912.00</u>	4105-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,214,912.00</u>
<u>\$</u>	<u>1,676,344.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$</u>	<u>1,749,360.00</u>

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

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

Divisional Mission Statement:

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

- Provide efficient and effective municipal services (operations, programs, and management) relative to parks, recreation, cemetery, forestry, and public building maintenance.
- Provide efficient and effective grounds maintenance for over sixty parks and playgrounds
- Manage comprehensive summer recreation programs.
- Complete maintenance and management of a one hundred sixty plus acre cemetery
- Complete the physical set up for all National, State and Local elections.
- Maintain and manage the City's urban forest (street trees).
- Provide staff and technical support to the Parks and Recreation Commission, 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 pools/ four beaches as part of the summer program; the sponsorship and management of the Elm Park Concert Series; March Madness Basketball Tournament which will only take place if donations or grants are in place that cover the complete cost of the services required. 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.

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. Parks will continue to seek private fundraising initiative to secure the funds required to host the Annual Youth March Madness Basketball Tournament. Recreation will work collaboratively with Worcester Professional Baseball (Worcester Tornadoes) on Baseball Clinics and other events with the City’s Professional Baseball team. 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 reduced 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. Limited funding may prevent this activity at the cemetery this year. 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 work as a collaborative partner with the United States Department of Agriculture and Commonwealth DCR on the eradication of the Asian Longhorned Beetle

Cemetery Operational Overview:

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

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 2,323,287.00	\$ 2,555,614.00	91000	\$ 2,588,454.00
OVERTIME	311,718.00	287,679.00	97000	287,679.00
ORDINARY MAINTENANCE	886,110.00	1,131,256.00	92000	930,691.00
TOTAL EXPENDITURES	\$ 3,521,115.00	\$ 3,974,549.00		\$ 3,806,824.00
TOTAL POSITIONS	50	51		51

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The total recommended budget for Fiscal 2013 for the Parks, Recreation, Hope Cemetery and Forestry is \$3,806,824, compared to the approved budget of \$3,974,549 for Fiscal 2012. This represents a decrease of (\$167,725). The following analysis identifies the variances within the Fiscal 2013 budget accounts:

DEPARTMENT OF PUBLIC WORKS & PARKS

FISCAL 2012		FISCAL 2013	
BUDGET	REGULAR SALARIES	BUDGET	CHANGE
421,010	ADMINISTRATION	459,361	38,351
1,158,785	PARKS MAINTENANCE	1,177,150	18,365
389,078	FORESTRY	399,956	10,878
294,473	HOPE CEMETERY	242,804	(51,669)
2,263,346	TOTAL ADMINISTRATION	2,279,271	15,925
	OTHER PERSONAL SERVICES		
(26,300)	VACANCY FACTOR	(26,300)	0
6,960	EM INCENTIVE PAY	12,761	5,801
70,000	HOPE CEMETERY TEMPORARY LABORERS	70,000	0
150,000	AQUATICS PROGRAM / TEMPORARY STAFF	150,000	0
221,955	CONTRACTUAL STIPENDS-MEO RATES	236,059	14,104
(130,347)	FUNDING SOURCES	(133,337)	(2,990)
292,268	TOTAL OTHER PERSONAL SERVICES	309,183	16,915
2,555,614	TOTAL PERSONAL SERVICE SALARIES	2,588,454	32,840

FISCAL 2012		FISCAL 2013	
BUDGET	OVERTIME SALARIES	BUDGET	CHANGE
20,000	RECREATION DIVISION OVERTIME	20,000	0
93,623	MAINTENANCE DIVISION OVERTIME	93,623	0
88,726	FORESTRY DIVISION OVERTIME	88,726	0
41,226	HOPE CEMETERY DIVISION OVERTIME	41,226	0
44,104	SNOW REMOVAL OVERTIME	44,104	0
287,679	TOTAL OVERTIME SALARIES	287,679	0

FISCAL 2012		FISCAL 2013	
BUDGET	ORDINARY MAINTENANCE	BUDGET	CHANGE
228,445	ADMINISTRATION - ORDINARY MAINTENANCE	213,230	(15,215)
286,385	MAINTENANCE - ORDINARY MAINTENANCE	329,385	43,000
144,600	FORESTRY ORDINARY MAINTENANCE	144,600	0
91,826	HOPE CEMETERY ORDINARY MAINTENANCE	118,476	26,650
55,000	ACQUATICS ORDINARY MAINTENANCE	125,000	70,000
150,000	STUMP REMOVAL PROGRAM	0	(150,000)
175,000	TREE PLANTING PROGRAM	0	(175,000)
1,131,256	TOTAL ADMINISTRATION	930,691	(200,565)
3,974,549	TOTAL PARKS /RECREATION/HOPE CEMETERY	3,806,824	(167,725)

Total Personal Service Salaries account for Fiscal 2013 is \$2,588,454 a net increase of \$32,840 compared to the approved Fiscal 2012 recommended budget of \$2,555,614. The salary increase includes a 2% as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per ordinance. In Fiscal 2013, four Park Caretakers and one Laborer position have been reclassified to Working Foreman positions. This reclassification is subject to Collective Bargaining and will not be implemented until that process is complete. Additionally, one Working foreman position

DEPARTMENT OF PUBLIC WORKS & PARKS

is eliminated and an additional security guard position has been added to the table of organization.

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.

Total Overtime Service Salaries account for Fiscal 2013 is recommended to be funded at \$287,679

The tax levy Ordinary Maintenance budget for Fiscal 2013 is recommended to be \$930,691, a net reduction of (\$200,565) compared to the approved Fiscal 2012 budget of \$1,131,256. In Fiscal 2012, \$325,000 in one-time revenues were allocated to fund the Stump Removal and Tree Planting programs and are not funded in Fiscal Year 2013. The Ordinary Maintenance budget for Aquatics receives an additional funding in the amount of \$70,000 to fully fund the operation and maintenance of the pools and spray parks, including a professional maintenance contract at the Crompton Park pool. The balance of \$79,000 will be used for Administration, Maintenance and Hope Cemetery to fund increase requirements for their programs.



Robert L. Moylan, Jr. P.E. Commissioner

City of Worcester

Department of Public Works and Parks

Parks, Recreation & Cemetery Division

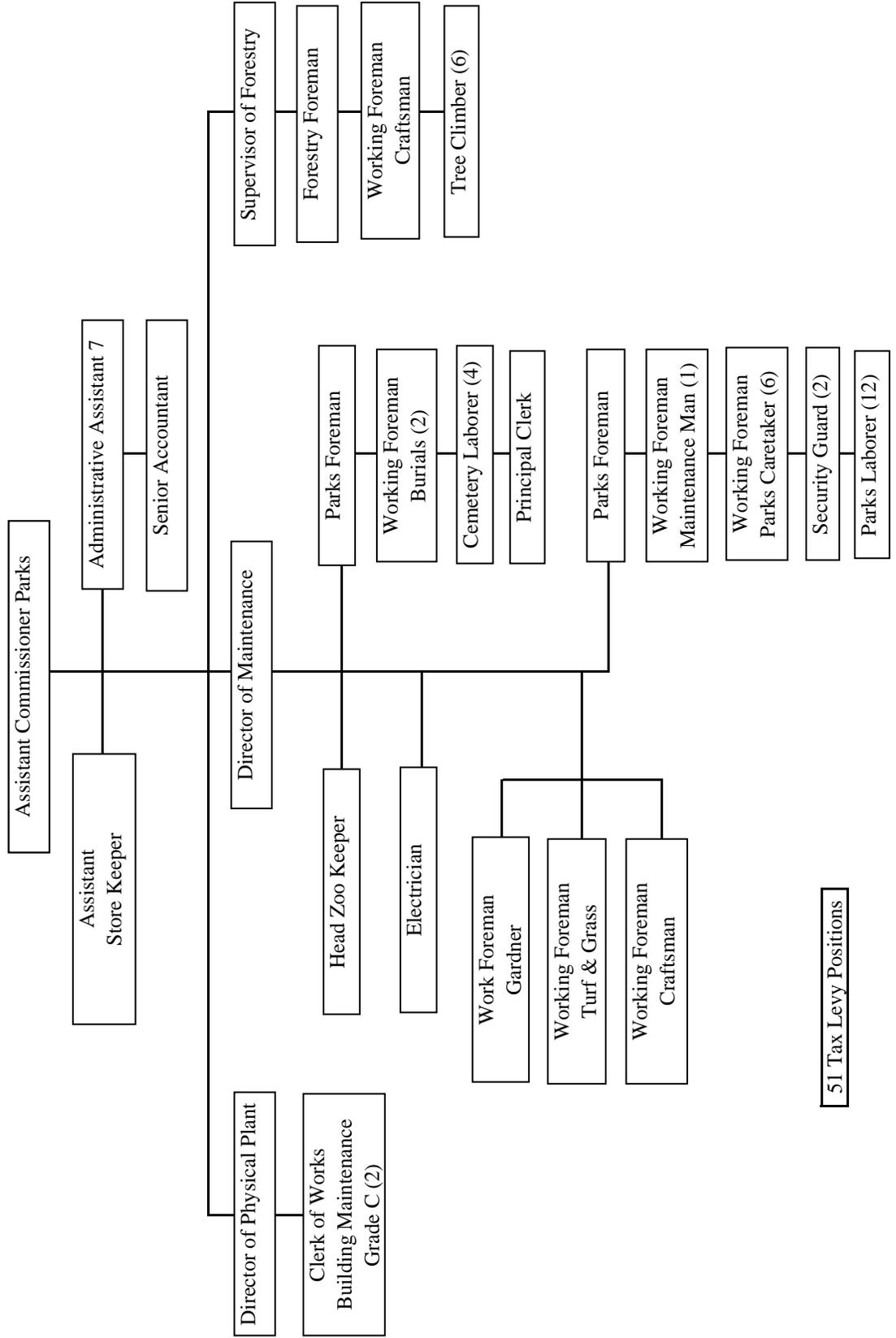
Fiscal Year Activity

Fiscal Year 2012 Divisional Activity Reports

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 programs. Complete the physical set up for all National, State and Local elections. Maintain and repair public buildings (carpentry, plumbing, electrical, etc.). Complete maintenance and management of a one hundred sixty plus acre cemetery. Maintain and manage the City's urban forest (street trees).

	Actual FY11	Projected FY12	Projected FY13
PARKS DIVISION			
Acres mowed each week	120	130	140
Election Completed	3	3	2
Organizations requesting permits	315	320	335
Approved permits	12,563	12,900	13,000
Staff and Support to Commissions (meetings)	45	45	45
FORESTRY DIVISION			
Tree Removals	346	400	250
Tree Trimming	304	300	400
Tree Plantings	1,000	800	800
Customer Service Requests	3,162	3,200	3,300
Stumps Ground	552	600	300
HOPE CEMETERY			
Lots Sold	164	94	94
Interments Completed	242	240	240
Monument Foundations Completed	47	21	21
Veteran markers installed	17	22	22

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



51 Tax Levy Positions



ROBERT L. MOYLAN JR., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

DEPARTMENT OF PUBLIC WORKS & PARKS

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

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
PARKS DEPARTMENT/HOPE CEMETERY- ADMINISTRATION DIVISION #7201					
1	\$ 102,153.00	51EM	ASSISTANT COMMISSIONER PARKS	1	\$ 104,325.00
1	68,223.00	46EM	DIRECTOR OF PHYSICAL PLANT	1	69,678.00
2	108,613.00	39	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE C	2	110,934.00
1	52,187.00	35	ADMINISTRATIVE ASSISTANT 7	1	53,309.00
1	50,454.00	34	SENIOR ACCOUNTANT	1	51,530.00
1	39,380.00	27	PRINCIPAL CLERK	1	40,528.00
0	-	25	ASSISTANT STORE KEEPER	1	29,057.00
7	\$ 421,010.00		REGULAR SALARIES #7201	8	\$ 459,361.00
1	70,561.00	45EM	DIRECTOR OF MAINTENANCE PARKS/CEMETERY	1	72,066.00
1	59,725.00	38	ELECTRICIAN	1	60,994.00
1	59,725.00	38	PLUMBER	0	-
1	59,725.00	38	HEAD ZOO KEEPER	1	60,994.00
1	51,728.00	34	PARKS FOREMAN	1	52,841.00
1	48,137.00	32	WORKING FOREMAN, CRAFTSMAN	1	49,170.00
1	48,137.00	32	WORKING FOREMAN, TURF & GRASS	1	49,170.00
1	48,137.00	32	WORKING FOREMAN, GARDENER	1	49,170.00
2	78,997.00	32	WORKING FOREMAN, PARKS MAINTENANCE MAN	1	44,417.00
0	-	32	WORKING FOREMAN PARKS	6	257,861.00
4	141,666.00	27	PARK CARETAKER	0	-
1	32,205.00	2	SECURITY GUARD	2	65,810.00
13	460,042.00	24	PARK LABORER	12	414,657.00
28	\$ 1,158,785.00		REGULAR SALARIES #7203	28	\$ 1,177,150.00
1	68,453.00	42EM	SUPERVISOR OF FORESTRY	1	69,913.00
1	51,728.00	34	FORESTRY FOREMAN	1	52,841.00
1	39,242.00	32	WORKING FOREMAN, CRAFTSMAN	1	40,091.00
6	229,655.00	26	TREE CLIMBER	6	237,111.00
9	\$ 389,078.00		REGULAR SALARIES #7204	9	\$ 399,956.00
2	103,456.00	34	PARKS FOREMAN	1	52,841.00
1	48,137.00	32	WORKING FOREMAN BURIALS	1	49,170.00
4	142,880.00	24	CEMETERY LABORER	4	140,793.00
7	\$ 294,473.00		REGULAR SALARIES #7206	6	\$ 242,804.00
51	\$ 2,263,346.00		TOTAL SALARIES - ALL DIVISIONS	51	\$ 2,279,271.00
	\$ (26,300.00)		VACANCY FACTOR		\$ (26,300.00)
	6,960.00		EM INCENTIVE PAY		12,761.00
	70,000.00		HOPE CEMETERY TEMPORARY LABORERS		70,000.00
	150,000.00		AQUATICS PROGRAM/TEMPORARY STAFF		150,000.00
	221,955.00		CONTRACTUAL STIPENDS-MEO RATES		236,059.00
51	\$ 2,685,961.00		TOTAL RECOMMENDED SALARIES-ALL DIVISIONS	51	\$ 2,721,791.00
	\$ (110,847.00)		FUNDING SOURCES:		
	(19,500.00)		PROJECT FUNDS		\$ (113,837.00)
	\$ (130,347.00)		CREDIT FROM GOLF COURSE		(19,500.00)
			TOTAL FUNDING SOURCES		\$ (133,337.00)
51	\$ 2,555,614.00	720-91000	TOTAL RECOMMENDED PERSONAL SERVICES	51	\$ 2,588,454.00



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

TOTAL POSITIONS	APPROVED FY 12 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY 13 AMOUNT
	\$ 20,000.00		RECREATION DIVISION OVERTIME		\$ 20,000.00
	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>	720-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 287,679.00</u>
	\$ 26,300.00		ADMINISTRATION - REGULAR ORDINARY MAINTENANCE		\$ 26,300.00
	122,150.00		ADMINISTRATION - ELECTRICITY		109,935.00
	12,000.00		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
	52,500.00		MAINTENANCE - AUTOMOTIVE SUPPLIES		82,500.00
	-		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		30,000.00
	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
	11,500.00		HOPE CEMETERY - ELECTRICITY		10,350.00
	20,500.00		HOPE CEMETERY - MAINTENANCE & REPAIR		20,500.00
	8,396.00		HOPE CEMETERY FUEL OIL/NATURAL GAS		11,396.00
	17,000.00		HOPE CEMETERY - NO LEAD		21,800.00
	10,000.00		HOPE CEMETERY - DIESEL FUEL		10,000.00
	10,000.00		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
	22,000.00		RECREATION AQUATICS - HIRED SERVICES		92,000.00
	31,600.00		RECREATION AQUATICS PROGRAM		31,600.00
	150,000.00		STUMP REMOVAL		-
	175,000.00		FORESTRY- TREE PLANTING		-
	<u>\$ 1,131,256.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 930,691.00</u>
	<u>\$ 3,974,549.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 3,806,824.00</u>

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

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

TAX LEVY BUDGET				
	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
OVERTIME	\$ 612,976.93	\$ 356,252.00	97000	\$ 391,877.00
ORDINARY MAINTENANCE	4,280,615.54	2,650,631.00	92000	3,080,694.00
DEBT SERVICE	0.00	150,000.00	94000	0.00
TOTAL	\$ 4,893,592.47	\$ 3,156,883.00		\$ 3,472,571.00

FISCAL 2013 BUDGET OVERVIEW

Expenditures: The city’s snow removal account is projected to increase to \$3,472,571 an increase of \$315,688 compared to the Fiscal 2012 budget of \$3,156,883. 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. The total recommended Ordinary Maintenance budget is \$3,080,694 compared to the Fiscal 2012 budget of \$2,650,631.

The balance of \$391,887 is earmarked for Snow Removal overtime expenditures for this City Service. During the course of the year, Public Works will charge this account for overtime related services to monitor and evaluate the overall cost of overtime on snow removal operations. 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

DEPARTMENT OF PUBLIC WORKS – SNOW REMOVAL

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 2012 have exceeded the budget by approximately \$345,941. The bulk of this deficit is associated with the debris removal from the October Nor'easter. The Federal Government issued a disaster declaration for Worcester for that storm which permits the city to submit storm costs for reimbursement. It is expected that the Fiscal Year 2012 snow deficit will be eliminated through the receipt of that reimbursement prior to year end. There have been 7 winter/snow related events and over 35.05 inches of snow and ice.

The following charts illustrate the actual fiscal 2012 snow related events/expenditures and a comparison of snow removal costs from fiscal 2007 through 2012.

SNOW REMOVAL COSTS BUDGET VS ACTUAL - FISCAL 2007-2012

	2007	2008	2009	2010	2011	2012
EXPENDITURES	2,224,942	5,051,150	7,006,770	4,434,077	4,874,827	3,502,824
Total Snow Budget	1,600,000	2,048,000	2,285,027	2,485,027	2,733,529	3,156,883
Budget Transfers	0	1,928,942	1,647,656	1,949,050	2,160,063	0
TOTAL BUDGET	1,600,000	3,976,942	3,932,683	4,434,077	4,893,592	3,156,883
SNOW DEFICIT	(624,942)	(1,074,208)	(3,074,087)	0	18,765	(345,941)
Snow Fall in Inches	41.45	70.10	76.90	60.9	91.1	35.05
Cost per Inch	53,677.72	72,056.35	91,115.34	72,809.15	53,510.72	99,937.93



ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

DEPARTMENT OF PUBLIC WORKS & PARKS - SNOW REMOVAL #411

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 356,252.00	411-97000 SNOW REMOVAL DPW OVERTIME	\$ 391,877.00
108,646.00	PURCHASE OF SUPPLIES - SAND ONLY	119,511.00
0.00	SPECIAL POLICE	15,000.00
29,000.00	TELEPHONES	31,900.00
13,762.00	SNOW ORDINARY MAINTENANCE	15,138.00
1,813,154.00	SNOW HIRED SERVICES - & EQUIPMENT	2,144,469.00
686,069.00	PURCHASE OF SUPPLIES - ROAD SALT	754,676.00
<u>\$ 2,650,631.00</u>	411-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 3,080,694.00</u>
<u>\$ 150,000.00</u>	411-94000 DEBT SERVICE	<u>\$ -</u>
<u>\$ 3,156,883.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 3,472,571.00</u>

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

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

Divisional Mission Statement:

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

- Provide effective management of approximately 13,759 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

TAX LEVY BUDGET				
	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 2,076,828.00	\$ 1,987,828.00	92000	\$ 2,357,828.00
TOTAL	\$ 2,076,828.00	\$ 1,987,828.00		\$ 2,357,828.00

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The total recommended budget for Fiscal 2013 is \$2,357,828 compared to the Fiscal 2012 budget amount of \$1,987,828. This is an increase of \$370,000 compared to the Fiscal 2012 budget. \$250,000 in streetlight related projects were included in the city's capital budget in Fiscal 2012. The anticipated work in Fiscal 2013 constitutes maintenance and repair and is included in the operating budget for Fiscal 2013. The cost of electricity is estimated to \$1,070,000. The annual maintenance and repair cost is budgeted at \$1,259,978. 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 2013

DEPARTMENT OF PUBLIC WORKS & PARKS - STREET LIGHTS #412

RECOMMENDED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 1,188,978.00	PURCHASE OF SERVICE - ELECTRICITY	\$ 1,070,000.00
756,000.00	MAINTENANCE & REPAIR	1,259,978.00
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
15,000.00	NEW UPGRADES STREET LIGHTS	-
<u>\$ 1,987,828.00</u>	412-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 2,357,828.00</u>
<hr/>		
<u>\$ 1,987,828.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 2,357,828.00</u>

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

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

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 2013 is recommended to be \$5.52 per hundred cubic feet (approximately 748 gallons).

This year's sewer rate is \$5.52 or 2.2% (\$0.12) above the Fiscal Year 2012 rate. The net increase in the sewer rate is \$0.12 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 \$487,000 dollars to the city's annual assessment adds \$0.08 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 2013 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 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 2,482,505.00	\$ 2,785,023.00	91000	\$ 2,825,403.00
OVERTIME	198,864.00	196,000.00	97000	205,000.00
ORDINARY MAINTENANCE	16,358,175.00	18,380,510.00	92000	18,866,976.00
CAPITAL OUTLAY	7,297.00	24,500.00	93000	24,500.00
DEBT SERVICE	5,632,464.00	6,041,843.00	94000	6,259,728.00
TRANSFER OF SERVICES	3,202,143.00	3,191,753.00	95000	3,130,991.00
FRINGE BENEFITS	2,743,881.00	3,228,685.00	96000	2,973,310.00
TOTAL EXPENDITURES	\$ 30,625,329.00	\$ 33,848,314.00		\$ 34,285,908.00
TOTAL POSITIONS	68	68		68

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total recommended gross budget for the Sewer Division is \$34,285,908, a net increase of \$437,594 over the Fiscal 2012 approved budget of \$33,848,314. The following analysis identifies the net activity within the various budget accounts.

The total recommended Personal Services budget is projected to be \$2,825,403 a net increase of \$40,380 compared to the Fiscal 2012 budget amount of \$2,785,023. The salary increase includes a 2% as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per ordinance.

The total recommended overtime budget is \$205,000 an increase of \$9,000 over the approved Fiscal 2012 budget.

The recommended budget for ordinary maintenance expenses is \$18,866,976, an increase of \$486,466. This increase is related to the costs that will be assessed to the City of Worcester by the 2012 Upper Blackstone Water Pollution Abatement Treatment processing. This increase is for the capital improvement program to the 27 year old facility. In Fiscal 2013, \$15,182,546 will be expensed for the Upper Blackstone Water Pollution Treatment processing. The following illustrates the five-year cost schedule for the Upper Blackstone Water Pollution Abatement Treatment facility.

	<u>Previous Year</u>	<u>Current Year</u>	<u>Variance</u>
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 various expenditures that includes Stormwater Treatment, Quinsigamond Avenue Plant, Catch Basin Disposal, Sewer Pumping Electricity and other recurring costs.

The recommended budget for Debt Service is \$6,259,728 compared to the Fiscal 2012 budget of \$6,041,843 a net increase of \$217,885 (an increase of \$300,757 in interest and reduction of (\$82,872) in principal respectively). The projected debt service will be used to fund \$5,783,842 in existing principal and interest debt outstanding as well as pay for \$456,922 of BAN interest and ½ year Bond interest on \$14,185,000 of new Sewer projects to be completed in Fiscal 2012.

The recommended budget for Indirect Service is funded at \$3,130,991 compared to the Fiscal 2012 budget of \$3,191,753. This represents a decrease of (\$60,762). 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 \$2,973,310 a net decrease of (\$255,375) compared to the Fiscal 2012 budget of \$3,228,685. The largest portion of this decrease (\$165,688) is attributed to Health Insurance and pension related costs as follows: (\$13,238) for Contributory Pensions: (\$40,939) for Early Retirement: (\$1,290) for Section 90: and (\$34,713) for Pension Obligation Bonds.



ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF SEWER- DIVISION #440

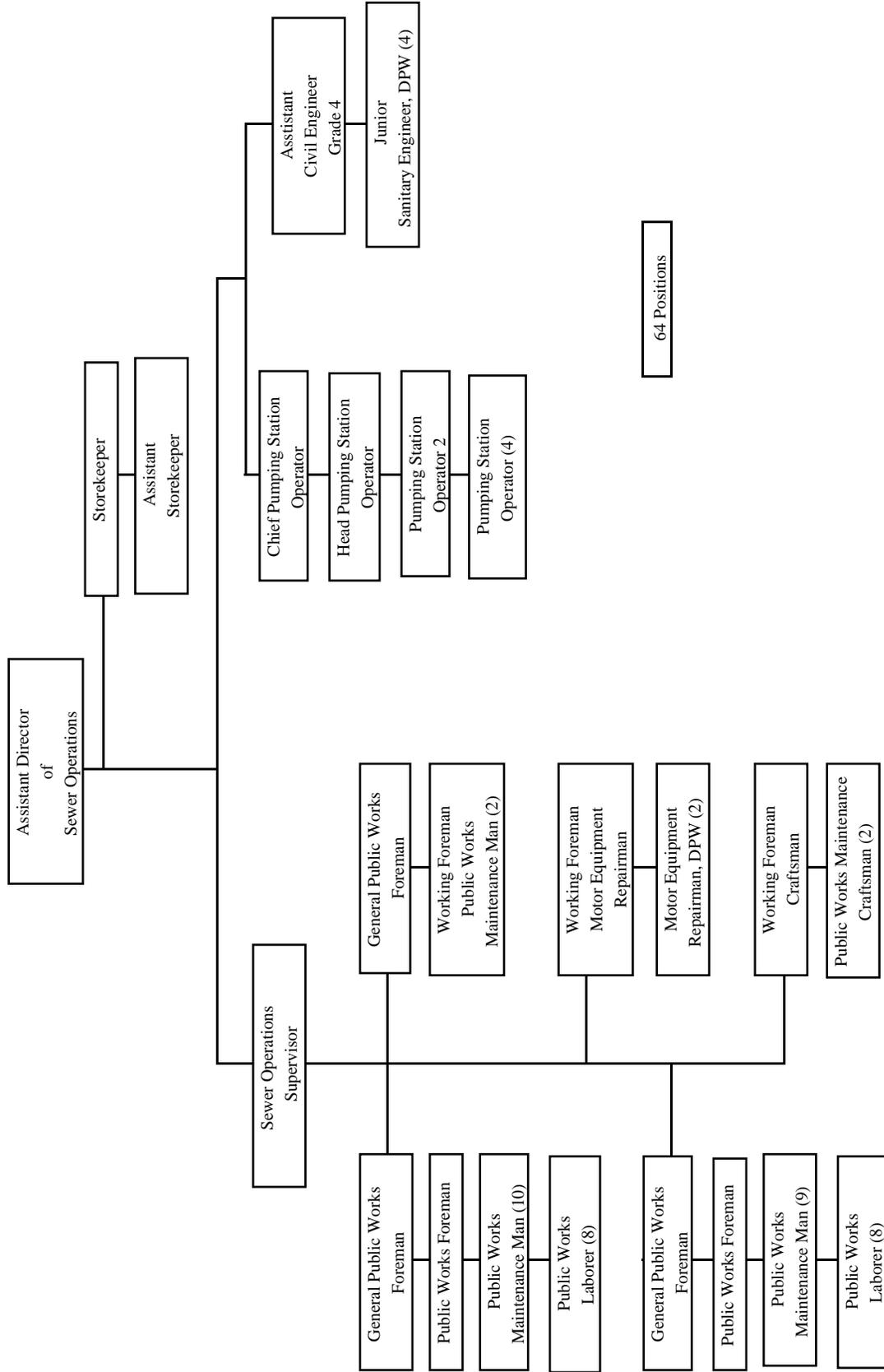
Fiscal Year Activity

Fiscal Year 2012 Divisional Activity Reporting

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

	Actual FY 11	Projected FY 12	Projected FY 13
Sewer Division			
# of Catch Basins Cleaned	10,303	10,500	11,000
Tons of Debris removed from Catch Basins	7,698	8,000	7,800
Sewer Mains Flushed	385,506	390,000	390,000
# of Sanitary Sewer Overflows	36	50	45
# of Catch Basins and Manholes Repaired	315	300	325
% of FOG Program Compliance	90%	95%	100%

DEPARTMENT OF PUBLIC WORKS & PARK SEWER DIVISION



64 Positions



ROBERT L. MOYLAN, JR., COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF SEWER- DIVISION #440

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 82,046.00	46M	ASSISTANT DIRECTOR SEWER OPERATIONS	1	\$ 83,800.00
1	66,323.00	41	ASSISTANT CIVIL ENGINEER, GRADE 4	1	67,744.00
1	63,609.00	39M	SEWER OPERATIONS SUPERVISOR	1	64,967.00
1	63,609.00	39M	CHIEF PUMPING STATION OPERATOR	1	64,967.00
3	174,852.00	38	GENERAL PUBLIC WORKS FOREMAN	3	178,584.00
1	58,284.00	38	HEAD PUMPING STATION OPERATOR	1	59,528.00
4	218,480.00	37	JUNIOR SANITARY ENGINEER, DPW	4	225,298.00
2	87,416.00	34	PUBLIC WORKS FOREMAN	2	91,136.00
1	49,108.00	34	WORKING FOREMAN MOTOR EQUIPMENT REPAIRMAN	1	51,995.00
1	37,028.00	32	WORKING FOREMAN, CRAFTSMAN	1	48,418.00
1	35,817.00	32	PUMPING STATION OPERATOR 2	1	42,349.00
2	73,321.00	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	77,634.00
2	84,548.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	68,306.00
2	84,267.00	30	WORKING FOREMAN, PUBLIC WORKS MAINTENANCE MAN	2	86,079.00
4	180,100.00	30	PUMPING STATION OPERATOR	4	183,952.00
19	713,486.00	26	PUBLIC WORKS MAINTENANCE MAN	19	729,742.00
1	31,412.00	26	STOREKEEPER (DPW)	1	29,806.00
1	37,926.00	25	ASSISTANT STOREKEEPER (DPW)	1	38,739.00
16	524,970.00	24	PUBLIC WORKS LABORER	16	528,734.00
64	2,666,602.00		TOTAL REGULAR SALARIES	64	2,721,778.00
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	34	PUBLIC WORKS FOREMAN	1	-
1	-	33	SENIOR ENGINEERING AIDE, GRADE 2	1	-
1	-	26	PUBLIC WORKS MAINTENANCE MAN	1	-
1	-	24	PUBLIC WORKS LABORER	1	-
4	-		TOTAL REGULAR SALARIES	4	-
	168,940.00		CONTRACTUAL STIPENDS - MEO		154,144.00
	(50,519.00)		VACANCY FACTOR		(50,519.00)
68	\$ 2,785,023.00	440-91000	TOTAL RECOMMENDED PERSONAL SERVICES	68	\$ 2,825,403.00
	196,000.00	440-97000	TOTAL OVERTIME		205,000.00
\$	25,620.00		TELEPHONE	\$	25,620.00
	39,496.00		CHANNEL DIVERSION		39,496.00
	6,000.00		UBWPAD PROCESSING		6,000.00
	114,650.00		SEWER ORDINARY MAINTENANCE		114,650.00
	38,545.00		YARD ORDINARY MAINTENANCE		38,545.00
	162,003.00		SEWER / YARD ORDINARY MAINTENANCE - GAS & OIL		162,003.00
	80,824.00		SEWAGE PUMPING - ORDINARY MAINTENANCE		102,424.00
	432,176.00		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
	253,600.00		QUINSIGAMOND PLANT - ORDINARY MAINTENANCE		255,420.00
	36,400.00		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
	14,696,098.00		UPPER BLACKSTONE ASSESSMENT		15,182,564.00
	5,648.00		CLOTHING & UNIFORM SERVICE		5,648.00
\$	18,380,510.00	440-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$	18,866,976.00

ROBERT L. MOYLAN, JR., COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF SEWER- DIVISION #440

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	PROPOSED FY13 AMOUNT
	<u>\$ 24,500.00</u>	440-93000	TOTAL OTHER CAPITAL OUTLAY		<u>\$ 24,500.00</u>
	\$ 3,635,902.00		DEBT SERVICE:		
	2,405,941.00		REDEMPTION OF BONDS		\$ 3,553,030.00
	<u>\$ 6,041,843.00</u>	440-94000	INTEREST ON BONDS		<u>\$ 2,706,698.00</u>
			TOTAL DEBT SERVICES		<u>\$ 6,259,728.00</u>
	<u>\$ 3,191,753.00</u>	440-95000	TRANSFER OF SERVICES		<u>\$ 3,130,991.00</u>
	\$ 1,402,909.00		FRINGE BENEFITS:		
	9,000.00		HEALTH INSURANCE		\$ 1,237,221.00
	974,809.00		NON CONTRIBUTORY PENSIONS		9,502.00
	211,392.00		CONTRIBUTORY PENSIONS		961,571.00
	21,051.00		EARLY RETIREMENT		170,453.00
	599,524.00		SECTION 90 PENSIONS		19,752.00
	10,000.00		PENSION OBLIGATION BONDS		564,811.00
	<u>\$ 3,228,685.00</u>	440-96000	UNEMPLOYMENT COMPENSATION		<u>\$ 10,000.00</u>
			TOTAL FRINGE BENEFITS		<u>\$ 2,973,310.00</u>
	<u>\$ 33,848,314.00</u>		TOTAL SEWER		<u>\$ 34,285,908.00</u>

DEPARTMENT OF PUBLIC WORKS & PARKS WATER DIVISION

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

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 2013 is recommended to be \$3.31 per 100 cubic feet (CCF) of water used. This year's rate is \$0.06 or 1.8% higher than the Fiscal 2012 rate. The water rate for out of town users will increase from \$3.40 per 100 cubic feet (CCF) to \$3.60 per cubic feet which is 5.9% 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 left level for Fiscal 2013 which, at this time, is considered an attainable goal. This usage total will generate sufficient funding to cover the Water Enterprise projected revenue figures.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
SALARIES	\$ 4,980,789.00	\$ 5,390,525.00	91000	\$ 5,883,695.00
OVERTIME	477,563.00	600,000.00	97000	615,000.00
ORDINARY MAINTENANCE	3,339,410.00	3,439,023.00	92000	3,439,023.00
CAPITAL OUTLAY	18,180.00	25,000.00	93000	25,000.00
DEBT SERVICE	10,655,965.00	10,796,752.00	94000	11,204,120.00
TRANSFER OF SERVICES	2,109,040.00	1,977,221.00	95000	2,002,778.00
FRINGE BENEFITS	3,608,311.00	4,548,651.00	96000	4,235,123.00
TOTAL EXPENDITURES	\$ 25,189,258.00	\$ 26,777,172.00		\$ 27,404,739.00
TOTAL POSITIONS	127	126		132

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The total recommended gross budget for the Water Division is \$27,404,739, an increase of \$627,567 compared to the Fiscal 2012 budget amount of \$26,777,172.

The net recommended Personal Services salaries budget is recommended to be \$5,883,695, an increase of \$493,170 compared to the Fiscal 2012 amount of \$5,390,525. The department table of organization includes six new created positions. These positions account for \$278,172 of this increase. The salary increase includes a 2% as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per ordinance.

The recommended Overtime budget is funded for Fiscal 2013 at \$615,000, a 2.5% increase.

The recommended budget for Ordinary Maintenance is recommended to be level funded at \$3,439,023.

The recommended budget for Debt Service is \$11,204,120, a net increase \$227,368, compared to fiscal 2012 budget of \$10,796,752. The projected debt service will be used to fund \$10,889,632 in existing principal and interest debt outstanding of Water Enterprise loans and additional new debt in the amount of \$314,488 for BAN and ½ year Bond interest cost for \$9,823,000 in new Water projects completed in Fiscal 2012.

The recommended budget for Fringe Benefits is \$4,235,123, a net decrease of (\$313,528) or 7.40% compared to the Fiscal 2012 budget of \$4,548,651.

The Health Insurance portion of this account is projected to decrease by (\$202,475); a decrease of (\$6,685) in Contributory Pensions, a decrease of (\$65,884) in Pension Obligation Bonds, (\$37,921) in Early Retirement costs and a decrease of (\$563) for Section 90 Pensions.

The recommended budget for Transfer of Services is funded at \$2,002,778, an increase of \$25,557 compared to the Fiscal 2012 budget of \$1,977,221. This account is used to pay for salary and ordinary maintenance costs of other departments that provide service to this enterprise.



ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER - DIVISION #450

Fiscal Year Activity Report

Fiscal Year 2012 Divisional Activity Reporting

The mission of the 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.

	Actual FY 11	Projected FY 12	Projected FY 13
Water Division			
# of Linear Feet of Domestic/Fire Pipe Service Installations/Replacements/Repairs Inspected	19,658	17,852	17,200
# of Linear Feet of Water Main Installations/Replacements/Cleaned & Cement Lined Inspected	19,635	17,298	15,800
# of Cross Connection Inspections & Tests	5,107	5,757	5,300
# of Hydrants Replaced/Repaired by Contractors	48	37	40
# of Hydrants Replaced/Repaired by Water Operations Maintenance Crews	277	580	1,000
# of Water Main Leaks/Breaks Repaired by Water Operations Maintenance Crews	74	29	40
# of Linear Feet of Domestic Services Replaced/Repaired by Water Operations Maintenance Crews	2,735	3,552	3,200
# of Water Distribution System Valves Exercised/Maintained/Replaced	167	628	600
# of Off-Shift Responses by Water Operations Maintenance Crews	1,778	1,600	1,600
# of Million of Gallons of Water Treated per year	7,856	7,600	8,000
Watershed Shorelines Maintained			
# of Acres maintained by Reservoir Land Management Crews	186.17	229	180
# of Linear Feet maintained by Reservoir Land Management Crews	35,334	66,191	60,000
# of Miles Traveled by Reservoir Security	94,574	90,412	75,000



ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 98,269.00	47EM	DIRECTOR, WATER & SEWER OPERATIONS	1	\$ 100,360.00
1	81,962.00	45EM	DIRECTOR OF ENVIROMENTAL SYSTEMS	1	83,708.00
1	85,470.00	47M	ASSISTANT DIRECTOR OF WATER OPERATIONS	1	87,295.00
1	82,046.00	46M	WATER FILTRATION PLANT MANAGER	1	83,800.00
0	-	46M	PRINCIPAL SANITARY ENGINEER	1	83,800.00
1	76,304.00	44M	SENIOR SANITARY ENGINEER, GRADE 5	0	-
1	63,609.00	39M	SUPERVISOR OF WATER SUPPLY	1	64,967.00
1	49,598.00	39M	SENIOR STAFF ASSISTANT	1	60,973.00
2	118,479.00	41	ASSISTANT SANITARY ENGINEER, GRADE 4	2	117,621.00
1	64,674.00	41	SENIOR GIS ANALYST (DPW)	1	66,059.00
1	64,674.00	41	WATER FILTRATION CHEMIST	1	66,059.00
1	62,439.00	40	WATER FILTRATION INSTRUMENT TECHNICIAN	1	63,781.00
1	60,268.00	39	FORESTER	1	61,556.00
3	180,804.00	39	SENIOR WATER FILTRATION PLANT OPERATOR	3	184,668.00
1	61,395.00	38P	SYSTEMS ACCOUNTANT	1	62,710.00
2	115,796.00	38	GENERAL PUBLIC WORKS FOREMAN	2	118,265.00
1	52,187.00	38	HEAD PUMPING STATION OPERATOR	1	53,301.00
1	50,454.00	38	WATER FILTRATION ELECTRICAL TECHNICIAN	1	51,530.00
3	157,523.00	37	JUNIOR CIVIL ENGINEER, GRADE 3 (DPW)	3	160,893.00
1	48,405.00	37	STAFF ASSISTANT III	1	50,823.00
0	-	37	SUPPORT TECHNICIAN	1	45,946.00
1	54,213.00	36	SENIOR FILTRATION MECHANICAL TECHNICIAN	1	55,368.00
3	152,177.00	36	PUBLIC WORKS FOREMAN AND INSPECTOR	3	142,516.00
1	42,844.00	34	UTILITY DATA TECHNICIAN	1	45,580.00
5	245,574.00	34	PUBLIC WORKS FOREMAN	5	255,124.00
3	151,362.00	34	WATER FILTRATION PLANT OPERATOR	3	154,590.00
1	50,454.00	34	FILTRATION PLANT LABORATORY TECHNICIAN	1	51,530.00
1	38,406.00	34	WORKING FOREMAN, MOTOR EQUIP REPAIRMAN	1	59,528.00
0	-	33HC	SENIOR SANITARY INSPECTOR	2	110,612.00
3	144,820.00	33	SENIOR ENGINEERING AIDE, GRADE 2 (DPW)	5	211,939.00
1	48,763.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	49,815.00
3	93,462.00	32	WORKING FOREMAN, CRAFTSMAN	3	131,744.00
1	46,967.00	32	WATER FILTRATION MECHANICAL TECHNICIAN	1	47,974.00
4	192,548.00	32	PUMPING STATION OPERATOR II	4	184,096.00
2	90,050.00	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	80,141.00
2	79,590.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	80,141.00
3	133,948.00	30	WORKING FOREMAN, DPW MAINTENANCE MAN	4	182,797.00
2	78,781.00	30	HEAD CLERK	2	84,677.00
0	-	32	WORKING FOREMAN CRAFTMAN	1	49,170.00
1	42,207.00	28	SENIOR STOREKEEPER	0	-
1	39,380.00	27	PRINCIPAL CLERK & STENOGRAPHER	1	40,528.00
32	1,003,036.00	26	PUBLIC WORKS MAINTENANCE MAN	32	1,082,454.00
1	39,242.00	26	WATER SERVICE INSPECTOR	1	40,091.00
2	71,509.00	26	STOREKEEPER (DPW)	2	74,046.00
3	109,435.00	25	ASSISTANT STOREKEEPER (DPW)	3	111,776.00
3	107,202.00	24	ASSISTANT FILTRATION PLANT OPERATOR	3	109,479.00
1	33,283.00	24	SENIOR CLERK AND STENOGRAPHER	1	34,298.00
15	551,076.00	24	PUBLIC WORKS LABORER	15	503,619.00
1	33,283.00	22	SENIOR CLERK AND TYPIST	1	34,298.00
1	49,598.00	4	SENIOR SECURITY GUARD (DPW)	1	50,667.00
4	122,523.00	1	SECURITY GUARD	4	127,051.00
126	5,420,089.00		REGULAR SALARIES	132	5,853,764.00

ROBERT L. MOYLAN, Jr., COMMISSIONER**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013****DEPARTMENT OF PUBLIC WORKS & PARKS****DIVISION OF WATER- DIVISION #450**

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	-
1	-	39M	WATER DISTRIBUTION SUPERVISOR	1	-
1	-	38	GENERAL PUBLIC WORKS FOREMAN	1	-
1	-	37	JUNIOR CIVIL ENGINEER, GRADE 3 (DPW)	1	-
1	-	36	PUBLIC WORKS FOREMAN AND INSPECTOR	1	-
1	-	34	PUBLIC WORKS FOREMAN	1	-
1	-	32	WORKING FOREMAN, CRAFTSMAN	1	-
1	-	32	STAFF ASSISTANT I	1	-
1	-	27	PRINCIPAL CLERK AND TYPIST	1	-
1	-	26	PUBLIC WORKS MAINTENANCE MAN	1	-
<u>10</u>	<u>-</u>		REGULAR SALARIES	<u>10</u>	<u>-</u>
	4,922.00		EM INCENTIVE PAY		7,433.00
	110,456.00		BUDGET SUPPLEMENT		-
	103,203.00		CONTRACTUAL STIPENDS - MEO		161,030.00
	(105,502.00)		VACANCY FACTOR		(105,502.00)
	<u>5,533,168.00</u>		TOTAL RECOMMENDED SALARIES		<u>5,916,725.00</u>
			FUNDING SOURCES:		
	(32,187.00)		CREDIT SEWER REVENUES		(33,030.00)
	<u>(32,187.00)</u>				<u>(33,030.00)</u>
<u>136</u>	<u>\$ 5,500,981.00</u>	450-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>142</u>	<u>\$ 5,883,695.00</u>
	<u>600,000.00</u>	450-97000	TOTAL OVERTIME		<u>615,000.00</u>
	\$ 290,537.00		WATER ORDINARY MAINTENANCE		\$ 290,537.00
	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		41,000.00
	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
	17,000.00		RESERVOIR - HEATING FUEL OIL		17,000.00
	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		706,400.00
	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
	<u>\$ 3,439,023.00</u>	450-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 3,439,023.00</u>
	<u>\$ 25,000.00</u>	450-93000	TOTAL OTHER CAPITAL OUTLAY		<u>\$ 25,000.00</u>

ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
			DEBT SERVICES:		
	\$ 3,100,879.00		INTEREST ON BONDS		\$ 2,930,399.00
	7,695,873.00		REDEMPTION OF BONDS		8,273,721.00
	<u>\$ 10,796,752.00</u>	450-94000	TOTAL RECOMMENDED DEBT SERVICES		<u>\$ 11,204,120.00</u>
	<u>\$ 1,977,221.00</u>	450-95000	TRANSFER OF SERVICES		<u>\$ 2,002,778.00</u>
			FRINGE BENEFITS		
	\$ 2,004,493.00		HEALTH INSURANCE		\$ 1,802,018.00
	1,298,087.00		CONTRIBUTORY PENSIONS		1,291,402.00
	296,296.00		EARLY RETIREMENT		258,375.00
	31,211.00		SECTION 90 PENSIONS		30,648.00
	817,635.00		PENSION OBLIGATION BONDS		751,751.00
	90,929.00		WORKERS COMPENSATION		90,929.00
	10,000.00		UNEMPLOYMENT COMPENSATION		10,000.00
	<u>\$ 4,548,651.00</u>	450-96000	TOTAL FRINGE BENEFITS		<u>\$ 4,235,123.00</u>
	<u>\$ 26,887,628.00</u>		TOTAL WATER		<u>\$ 27,404,739.00</u>

ADMINISTRATION & FINANCE

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

Department 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.

Department 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 of the City’s Five Point Plan, the Budget Division ensures both short and long term financial modeling 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

ADMINISTRATION & FINANCE DEPARTMENT

the Worcester Retirement System. The Treasurers division functions as the disbursing agent for 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 will meet its statutory duties of maximizing City revenues and paying 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 cost consistent with the quality necessary for the proper operation of the various departments, thereby attaining the maximum value for each public dollar spent.

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2011	Budget for	Number	Appropriation
		Fiscal 2012		Fiscal 2013
EXPENDITURES				
SALARIES	\$ 1,523,262.90	\$ 1,559,572.00	91000	\$ 1,565,136.00
OVERTIME	12,575.32	40,000.00	97000	40,000.00
ORDINARY MAINTENANCE	993,249.34	726,935.00	92000	796,935.00
TOTAL	\$ 2,529,087.56	\$ 2,326,507.00		\$ 2,402,071.00
TOTAL POSITIONS	42	47		47

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The Department of Administration & Finance’s total tax levy budget for Fiscal 2013 is recommended to be \$2,402,071, an increase of \$75,564 from the approved tax levy budget for Fiscal 2012 of \$2,326,507.

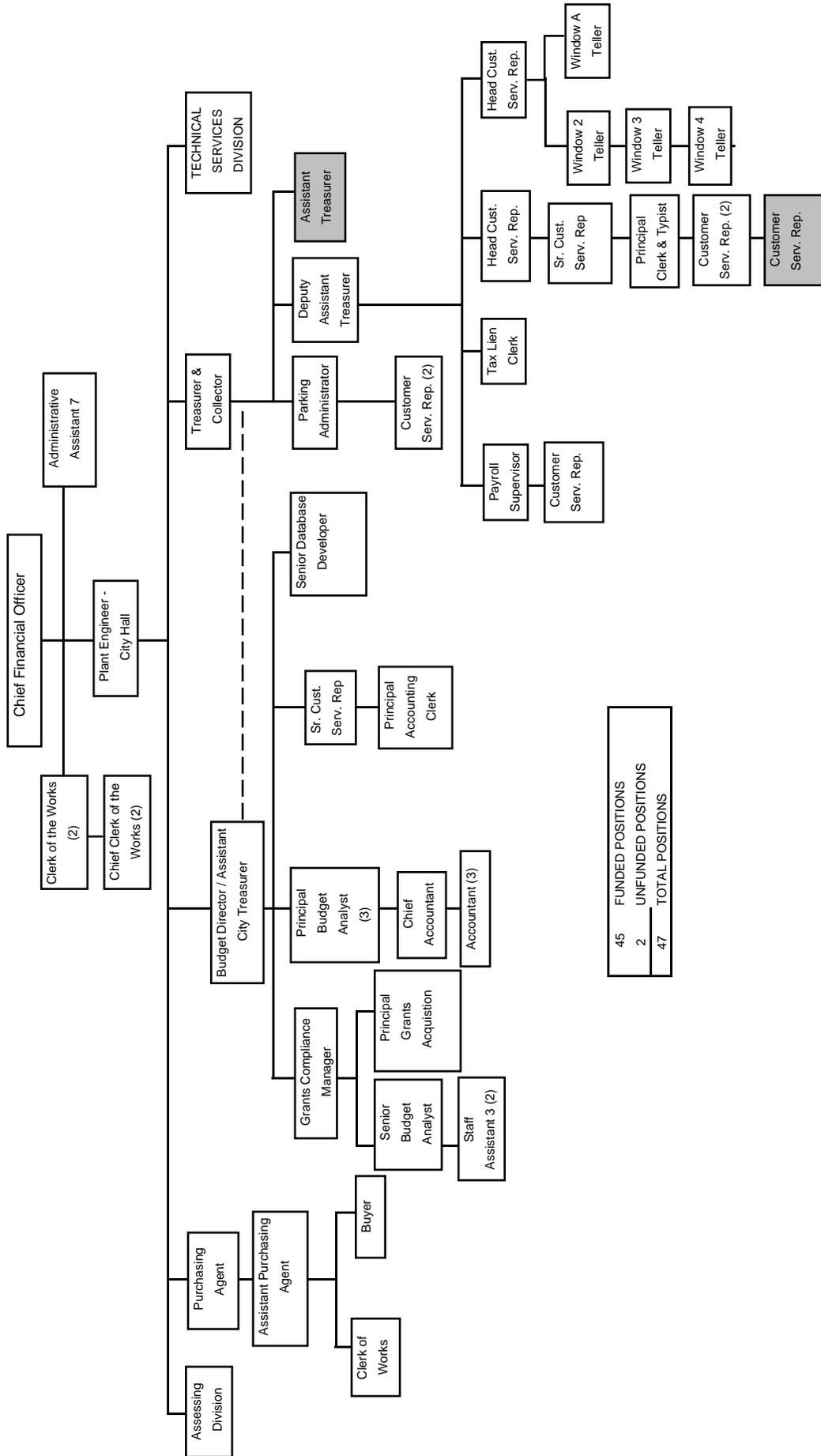
The tax levy Personal Services budget is recommended to be \$1,565,136 which is an increase of \$5,564 from the Fiscal 2012 budget of \$1,559,572. This increase is the result of anticipated wage and step increases in Fiscal 2013. The salary increases include a 2% increase as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance. Other factors contributing to this increase include the replacement of the Data Processing Analyst with the Senior Database Developer, the \$20,000 temporary staff line item and the Municipal Hearing Officer Stipend in the amount of \$2,500. This increase is offset by the elimination of the Grants Director, an increase in the departmental vacancy factor and increases in various funding sources. A new position of Grants Compliance Manager has been added to the table of organization and is fully funded through various grants. There is no tax levy appropriation necessary for this position.

The tax levy Overtime budget for Fiscal 2013 is recommended to be level funded at \$40,000.00.

The tax levy Ordinary Maintenance budget for Fiscal 2013 is recommended to be \$796,935, an increase of \$70,000 from the Fiscal 2012 amount of \$726,935. This increase includes an additional \$20,000 in the Budget Division for grants compliance and \$50,000 in the Treasurer’s Office for expenses associated with mailing and general office maintenance.

Travel Reimbursements: Travel reimbursement costs for Fiscal 2013, which are processed through the Budget Office, are recommended to be level funded at \$30,000. These funds are used to reimburse staff for travel expenses on mileage cost incurred on official business.

DEPARTMENT OF ADMINISTRATION & FINANCE
ORGANIZATIONAL CHART



45	FUNDED POSITIONS
2	UNFUNDED POSITIONS
47	TOTAL POSITIONS



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICE
CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF PURCHASING, FINANCE & TREASURY

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
ADMINISTRATION & FINANCE					
1	\$ 132,714.00	58CM	CHIEF FINANCIAL OFFICER	1	\$ 135,838.00
2	150,536.00	50M	CHIEF CLERK OF THE WORKS	2	186,419.00
2	100,057.00	40	CLERK OF THE WORKS	2	107,006.00
1	50,864.00	35	ADMINISTRATIVE ASSISTANT 7	1	53,309.00
1	41,760.00	35	PLANT ENGINEER - CITY HALL	1	44,833.00
7	\$ 475,931.00		REGULAR SALARIES	7	\$ 527,405.00
FINANCE & TREASURY					
1	\$ 105,048.00	53EM	CITY TREASURER & COLLECTOR	1	\$ 107,588.00
1	96,863.00	47EM	ASSISTANT TREASURER	1	99,230.00
1	85,170.00	49M	GRANTS DIRECTOR	0	-
	-	48P	SENIOR DATABASE DEVELOPER	1	80,837.00
1	76,004.00	44M	DATA PROCESSING ANALYST	0	-
1	76,004.00	44M	DEPUTY ASSISTANT TREASURER	1	77,925.00
1	70,450.00	42M	PARKING ADMINISTRATOR	1	72,267.00
0	-	42M	GRANTS COMPLIANCE MANAGER	1	67,348.00
3	186,209.00	40M	PRINCIPAL BUDGET ANALYST	3	193,267.00
1	63,309.00	39M	SENIOR BUDGET ANALYST	1	64,967.00
1	63,309.00	39M	CHIEF ACCOUNTANT	1	64,967.00
0	-	39M	PRINCIPAL GRANTS ACQUISITION	1	58,571.00
3	155,947.00	37	STAFF ASSISTANT 3	2	105,308.00
2	105,696.00	36	HEAD CUSTOMER SERVICE REPRESENTATIVE	2	110,736.00
1	47,502.00	33	HEAD TELLER	1	49,815.00
1	44,074.00	32	SUPERVISOR OF PAYROLL	1	47,764.00
2	91,498.00	32	ACCOUNTANT	2	95,948.00
1	45,749.00	32	TAX-LIEN CLERK	1	47,974.00
4	170,968.00	30	TELLER	4	179,332.00
3	120,270.00	28	SR. CUSTOMER SERVICE REPRESENTATIVE	3	126,168.00
1	40,090.00	28	PRINCIPAL ACCOUNT CLERK	1	34,603.00
1	38,608.00	27	PRINCIPAL CLERK & TYPIST	1	40,528.00
4	127,572.00	22	CUSTOMER SERVICE REPRESENTATIVE	4	132,624.00
34	\$ 1,810,340.00	660-91000	REGULAR SALARIES	34	\$ 1,857,767.00
PURCHASING DIVISION					
1	\$ 98,575.00	50EM	PURCHASING AGENT	1	\$ 100,978.00
1	68,153.00	41M	ASST. PURCHASING AGENT	1	69,917.00
1	46,068.00	37	BUYER	1	37,604.00
1	51,887.00	35	CLERK OF WORKS	1	53,309.00
4	\$ 264,683.00	600-91000	REGULAR SALARIES	4	\$ 261,808.00
1	\$ -	47EM	ASSISTANT TREASURER	1	\$ -
1	-	22	CUSTOMER SERVICE REPRESENTATIVE	1	-
2	\$ -		REGULAR SALARIES	2	\$ -
	(57,937.00)		VACANCY FACTOR		(109,020.00)
			TEMPORARY STAFF		20,000.00
	11,546.00		BUDGET SUPPLEMENT		
	-		MUNICIPAL HEARING OFFICER STIPEND		2,500.00
	10,249.00		EM INCENTIVE PAY		10,249.00
47	\$ 2,514,812.00		TOTAL RECOMMENDED SALARIES	47	\$ 2,570,709.00
FUNDING SOURCES:					
	\$ (182,626.00)		FEDERAL & STATE GRANTS		\$ (149,312.00)
	-		PUBLIC HEALTH GRANTS		(47,831.00)
	(47,429.00)		WORCESTER REDEVELOPMENT AUTHORITY		-
	(100,057.00)		ESCO PROJECT		(244,838.00)
	(154,994.00)		PROJECT ACCOUNTS		(101,896.00)
	(2,892.00)		GOLF REVENUES		(3,024.00)
	(241,853.00)		SEWER REVENUES		(238,132.00)
	(225,389.00)		WATER REVENUES		(220,540.00)
	\$ (955,240.00)		TOTAL FUNDING SOURCES		\$ (1,005,573.00)
47	\$ 1,559,572.00		TOTAL PERSONAL SERVICES	47	\$ 1,565,136.00
	\$ 10,000.00	610-97000	BUILDING MAINTENANCE OVERTIME		\$ 10,000.00
	\$ 10,000.00		TOTAL RECOMMENDED OVERTIME		\$ 10,000.00
	\$ 30,000.00	660-97000	TREASURER & COLLECTOR OVERTIME		\$ 30,000.00
	\$ 30,000.00		TOTAL RECOMMENDED OVERTIME		\$ 30,000.00

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICE
CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF ADMINISTRATION & FINANCE

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 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>	600-92000	SUBTOTAL PURCHASING ORDINARY MAINTENANCE		<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		6,000.00
	-		GRANTS COMPLIANCE		20,000.00
	<u>\$ 77,685.00</u>	610-92000	SUBTOTAL BUDGET ORDINARY MAINTENANCE		<u>\$ 97,685.00</u>
	\$ 10,100.00		TREASURER ORDINARY MAINTENANCE		\$ 40,100.00
	25,000.00		TAX TITLE FORECLOSURE		25,000.00
	182,500.00		PARKING ADMINISTRATION SECTION		182,500.00
	450,000.00		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>\$ 711,000.00</u>	660-92000	SUBTOTAL TREASURY ORDINARY MAINTENANCE		<u>\$ 761,000.00</u>
			FUNDING SOURCES:		
	\$ (6,000.00)		FEDERAL GRANTS		\$ (6,000.00)
	(31,493.00)		SEWER REVENUES		(31,493.00)
	(40,057.00)		WATER REVENUES		(40,057.00)
	<u>\$ (77,550.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (77,550.00)</u>
	<u>\$ 726,935.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 796,935.00</u>
			FRINGE BENEFITS:		
	\$ 13,285.00		HEALTH INSURANCE		\$ 12,819.00
	19,084.00		RETIREMENT		20,603.00
	<u>\$ 32,369.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 33,422.00</u>
			FUNDING SOURCES:		
	(32,369.00)		FEDERAL & STATE GRANTS		(33,422.00)
	(32,369.00)		TOTAL FUNDING SOURCES		(33,422.00)
	<u>\$ -</u>		TOTAL FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 2,326,507.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,402,071.00</u>

**FISCAL YEAR 2013
DEPARTMENT OF ADMINISTRATION & FINANCE
FUNDING SOURCES**

ECONOMIC DEVELOPMENT GRANTS	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 80,588.00	\$ 15,344.00	\$ 95,932.00
EECBG	1,226.00	263.00	1,489.00
2012 LEAD HAZARD GRANT	17,969.00	3,417.00	21,386.00
2009 LEAD HAZARD GRANT	11,040.00	2,065.00	13,105.00
HOME	7,282.00	1,409.00	8,691.00
SUSTAINABLE COMMUNITIES	3,720.00	688.00	4,408.00
EMERGENCY SHELTER	3,212.00	601.00	3,813.00
SUPPORTING HOUSING	10,526.00	1,930.00	12,456.00
TRANSITIONAL HOUSING	2,765.00	503.00	3,268.00
NEIGHBORHOOD STABILIZATION	2,663.00	504.00	3,167.00
EPA GRANTS	5,714.00	1,057.00	6,771.00
MTC	1,461.00	314.00	1,775.00
SUB-TOTAL ECONOMIC DEVELOPMENT GRANTS	148,166.00	28,095.00	176,261.00
WORCESTER POLICE DEPARTMENT GRANTS			
WPD - SHANNON / VAWA	\$ 573.00	\$ 100.00	\$ 673.00
WPD - COVERT	573.00	100.00	673.00
SUB-TOTAL POLICE GRANTS	\$ 1,146.00	\$ 200.00	\$ 1,346.00
PUBLIC HEALTH GRANTS			
TOBACCO CONTROL	\$ 8,917.00	\$ 1,627.00	\$ 10,544.00
UNDERAGE DRINKING	4,613.00	406.00	5,019.00
OPIOID	4,807.00	406.00	5,213.00
PERP	8,649.00	761.00	9,410.00
HEALTH/MED PREP	16,809.00	1,572.00	18,381.00
MASS IN MOTION	2,883.00	254.00	3,137.00
DISTRICT IMPROVEMENT GRANT	1,153.00	101.00	1,254.00
SUB-TOTAL PUBLIC HEALTH GRANTS	\$ 47,831.00	\$ 5,127.00	\$ 52,958.00
TOTAL GRANTS	\$ 197,143.00	\$ 33,422.00	\$ 230,565.00

ASSESSING DIVISION

William J. Ford

City Assessor

City Hall - Room 209

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1108

Division Mission Statement:

The mission of the Assessment 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 Assessment 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.

Division Overview:

The Assessment 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 48,000 real property (residential, commercial, industrial, tax exempt) and 5,200 personal property (business and utility tangible assets) accounts; process 101,500 excise tax accounts on motor vehicles.

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2011	Budget for	Number	Appropriation
		Fiscal 2012		Fiscal 2013
EXPENDITURES				
SALARIES	\$ 520,564.52	\$ 454,528.00	91000	\$ 528,051.00
OVERTIME	-	61,500.00	97000	1,000.00
ORDINARY MAINTENANCE	146,275.87	474,244.00	92000	333,929.00
TOTAL	\$ 666,840.39	\$ 990,272.00		\$ 862,980.00
TOTAL POSITIONS	10	10		10

FISCAL 2013 BUDGET OVERVIEW

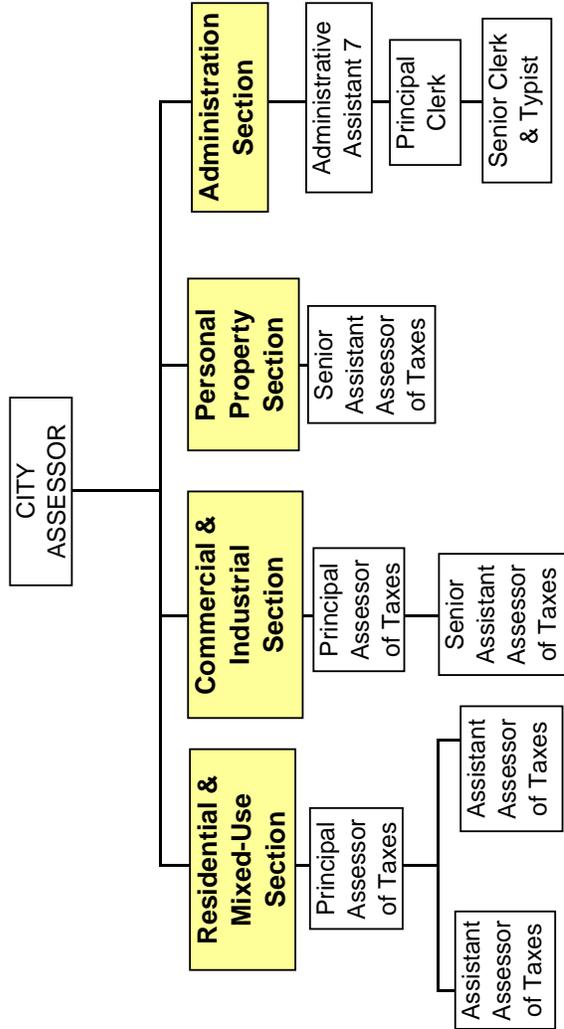
Expenditures:

The total Fiscal 2013 budget for the Assessment Division is recommended to be \$862,980, a decrease of \$127,292 from the Fiscal 2012 budget of \$990,272. The recommended Personal Services budget is \$528,051, which is an increase of \$73,523 from Fiscal 2012. This increase is reflective of a Fiscal 2012 mid-year decrease of \$60,000 as well as wage and step increases for employees. The salary increases include a 2% increase as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance. This increase is offset by positions being vacated during Fiscal 2012 and being re-hired at lower steps. A new position of Administrative Assistant 7 has been added to the table of organization while one Senior Assistant Assessor of Taxes has been eliminated from the table of organization.

The Overtime budget for Fiscal 2013 is recommended to be \$1,000, a decrease of \$60,500 from the Fiscal 2012 amount of \$61,500. In Fiscal 2012, the Assessment Division held extended office hours and various community hearings associated with the Fiscal 2012 revaluation process. It is not anticipated that the Assessment Division will maintain extended office hours and hold community hearings in Fiscal 2013.

The recommended Ordinary Maintenance budget for Fiscal 2013 is \$333,929, a decrease of \$140,315 from the Fiscal 2012 amount of \$474,244. During Fiscal 2012, the Assessment Division incurred additional expenses associated with the Fiscal 2012 revaluation. It is anticipated that approximately 70% of these expenses will be incurred in Fiscal 2013 so as to maintain valuation standards established during the Fiscal 2012 revaluation process.

DEPARTMENT OF ADMINISTRATION & FINANCE
ASSESSING DIVISION
ORGANIZATIONAL CHART



10 Total Positions



WILLIAM J. FORD, CITY ASSESSOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF ADMINISTRATION & FINANCE
ASSESSING DIVISION - DIVISION #670

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 102,709.00	54EM	CITY ASSESSOR	1	\$ 105,200.00
2	117,948.00	40M	PRINCIPAL ASSESSOR OF TAXES	2	121,348.00
3	156,852.00	37	SENIOR ASSISTANT ASSESSOR OF TAXES	2	100,328.00
0	-	35	ADMINISTRATIVE ASSISTANT 7	1	53,309.00
2	78,739.00	32	ASSISTANT ASSESSOR OF TAXES	2	85,136.00
1	33,144.00	27	PRINCIPAL CLERK	1	35,932.00
1	32,636.00	22	SENIOR CLERK AND TYPIST	1	34,298.00
<u>10</u>	<u>\$ 522,028.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 535,551.00</u>
	-		EM INCENTIVE PAY		-
	(7,500.00)		VACANCY FACTOR		(7,500.00)
	(60,000.00)		BUDGET SUPPLEMENT		-
<u>10</u>	<u>\$ 454,528.00</u>	670-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 528,051.00</u>
	\$ 61,500.00		OVERTIME		\$ 1,000.00
	<u>\$ 61,500.00</u>	670-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 1,000.00</u>
	\$ 2,873.00		LEASES & RENTALS		\$ 1,650.00
	4,000.00		MAINTENANCE & REPAIR		3,000.00
	456,790.00		OTHER PERSONAL SERVICES		319,429.00
	1,000.00		AUTOMOTIVE SUPPLIES		2,000.00
	4,300.00		OFFICE SUPPLIES		3,000.00
	2,000.00		OTHER SUPPLIES		1,000.00
	2,081.00		AUTO FUEL		2,123.00
	1,200.00		OTHER CHARGES & EXPENDITURES		1,727.00
	<u>\$ 474,244.00</u>	670-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 333,929.00</u>
	<u>\$ 990,272.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 862,980.00</u>

TECHNICAL SERVICES DIVISION

Paul R. Covello

Chief Information Officer

1 Skyline Drive, Building A

Worcester, Massachusetts 01605

(508) 799-1272

Divisional Mission Statement:

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

Divisional Overview:

The Technical Services Division provides quality technical solutions and support services to city departments. By utilizing technology, departments have increased productivity, are able to do more with less and deliver more effective municipal services to the public. 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.

Technical Services continues to focus its efforts on citizen-centric services such as expanding its e-government offerings on the city's website. Value-added services include a 24x7 online customer service request system, online bill payments, vendor check register, public records search, certificate requests, and various license renewals.

Each year, the Division continues to provide increased support services to a growing base of users. It offers quality products and support services, highly qualified and experienced technical professionals, project management and Help Desk support.

Technical Services 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.

The Production Services Division supports the operational processes of the City's financial systems such as payroll, budget, auditing, purchasing, miscellaneous receivables, utility billing, tax billing and collections and the corresponding procedural documentation. Staff members also manage the printing requirements for payrolls, year-end tax forms, purchase orders, elections and many customized reports. This group manages system and site security procedures, as well as environmental controls and provides system management to 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, 960 personal computers, 200 printers, smart phones and 45 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 6,000 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

The Programming Services Division develops applications to meet the needs of city user 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 Right 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.

The Department's Geographic Information System Division manages and supports the GIS needs of the city.

In addition to providing system management for the city's Internet platform, the Department maintains the city's website. Features available on the city's website include: online bill payments, 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 for Treasury 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.

Because of the Division's efforts, the city continues to be recognized as a technology leader.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 1,562,458.09	\$ 1,564,043.00	91000	\$ 1,574,601.00
OVERTIME	36,387.13	35,700.00	97000	36,593.00
CAPITAL OUTLAY	-	350,000.00	93000	-
ORDINARY MAINTENANCE	894,984.32	903,495.00	92000	1,156,978.00
TOTAL	\$ 2,493,829.54	\$ 2,853,238.00		\$ 2,768,172.00
TOTAL POSITIONS	22	23		23

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The total recommended budget for the Technical Services Department for Fiscal 2013 is \$2,768,172, a decrease of \$85,066 from the approved budget for Fiscal 2012 of \$2,853,238.

The Fiscal 2013 Personal Services budget is recommended to be \$1,574,601 which is an increase of \$10,558 from Fiscal 20112 budget of \$1,564,043. This increase is reflective of \$20,000 in funding for temporary staff, wage increases for all employees as well as step increases for non-executive management positions. The salary increases include a 2% increase as of July 1, 2012 and a 1% increase as of January 1, 2013. Salary amounts include step increases for employees that have not reached the maximum salary step per the salary ordinance. This increase is offset by an increase in the departmental vacancy factor, increases in golf, sewer and water credits, as well as funding from cable revenues.

There is no funding budgeted for Capital Outlay in Fiscal 2013.

The Fiscal 2013 Overtime budget will be \$36,593, which is an increase of \$893 from the Fiscal 2012 amount of \$35,700. This increase reflects the aforementioned wage increases scheduled for Fiscal 2013.

The Fiscal 2013 tax levy Ordinary Maintenance budget is recommended to be \$1,156,978, which is an increase of \$253,483 from the Fiscal 2012 budget of \$903,495. This increase is reflective of computer replacements and additional network expenses. This increase is offset by a decrease in the utility line item of electricity due to the City's new energy contracts that reflect reduced rates.



Paul R. Covello
City of Worcester
Technical Services Division
Fiscal Year Activity Report

Divisional Activity Reporting

To provide quality information technology systems and services, efficiently and effectively, to city departments and users, thus enabling them to fulfill their goals and objectives.

	Actual FY12
Develop/upgrade applications to automate city business functions	
Upgrade applications to Visual Studio 2010	32
Convert text-based financial programs to GUI-based	4

Provide technical assistance to over 1,700 computer users through the Technical Services Help Desk

Total number of requests received and resolved	7,900
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Enhance e-government services via the City's website

Total web pages accessed by the public	12,100,000
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Added the following e-government offerings:

- Added ALERTWorcester Emergency Notification System
- Added Community Policing & Neighborhood Crime Statistics
- Redesigned the WorkforceCentralMa.org website
- Redesigned the Worcester Police Department web page

Geographic Information Systems (GIS)

- Enhanced the Abutter's Tool and Parcel Search applications
- Census Re-districting mapping
- Updated the Flood plain mapping

Upgraded the Customer Service application to include the following:

- Integration with GIS mapping
- Add modules for Inspectional Services building and zoning complaints as well as Assessing complaints

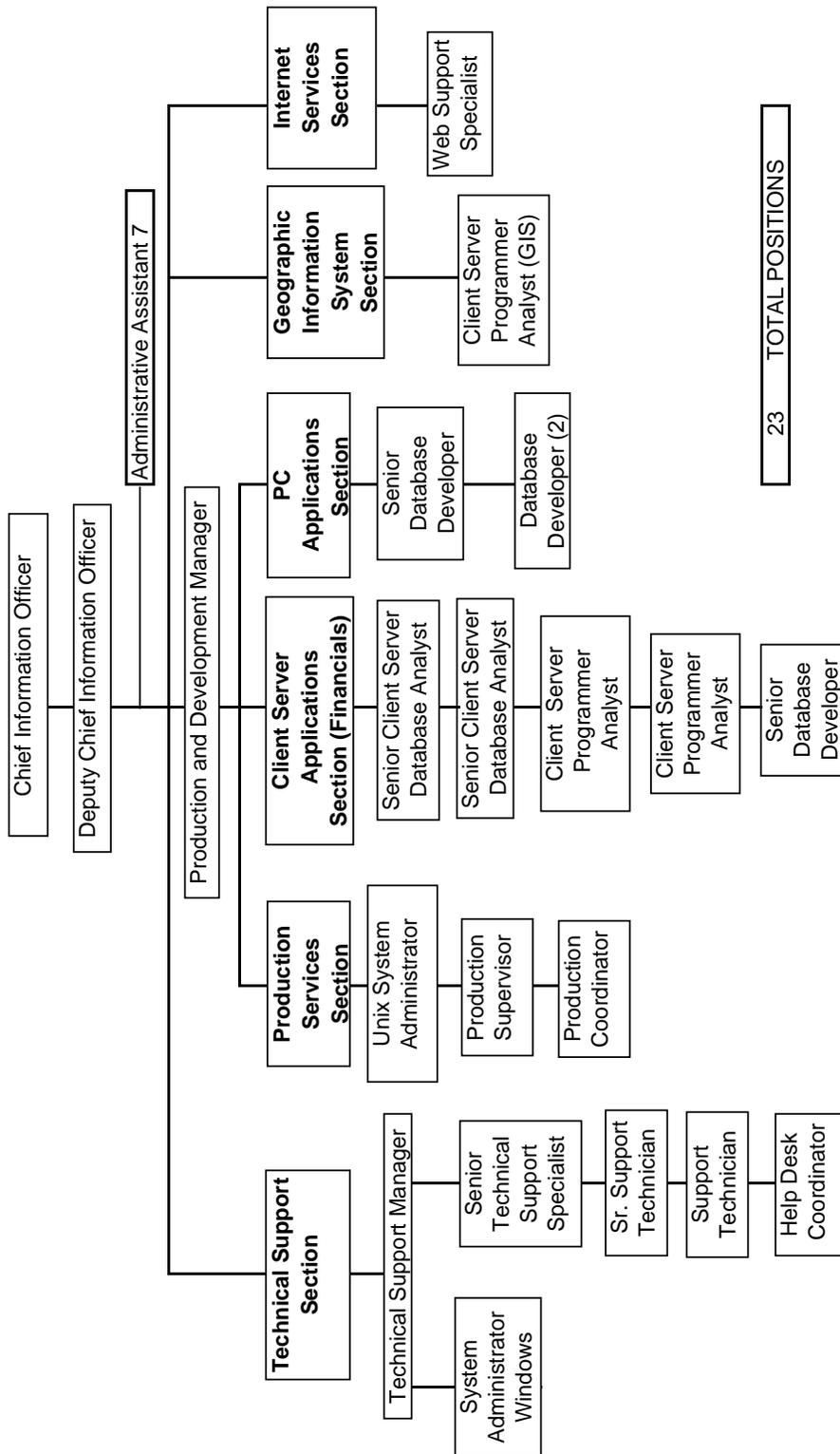
Implemented a new, online permitting application with integration to GIS mapping

Developed a new system for Public Works that utilizes bar code technology to scan salt and sand cards as well as new truck ID badges during winter storms. Contractors, trucks, route times and materials are now electronically tracked by Public Works

Developed a WPD Detective Bureau Case Management System

Developed a WPD Sex Offenders Tracking System

TECHNICAL SERVICES DIVISION ORGANIZATIONAL CHART





PAUL R. COVELLO, CHIEF INFORMATION OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF TECHNICAL SERVICES- DIVISION #680

FY12 TOTAL POSITIONS	APPROVED FY12 AMOUNT	PAY GRADE	TITLE	FY13 TOTAL POSITIONS	RECOMMENDED FY13 AMOUNT
1	\$ 107,115.00	53EM	CHIEF INFORMATION OFFICER	1	\$ 109,698.00
1	98,074.00	48EM	DEPUTY CHIEF INFORMATION OFFICER	1	100,466.00
1	96,946.00	47EM	PRODUCTION AND DEVELOPMENT MANAGER	1	99,315.00
1	88,594.00	47EM	TECHNICAL SUPPORT MANAGER	1	96,034.00
2	176,102.00	48P	SENIOR DATABASE DEVELOPER	2	180,476.00
2	169,774.00	48P	SENIOR CLIENT SERVER DATABASE ANALYST	2	180,453.00
2	176,102.00	48P	SYSTEM ADMINISTRATOR	2	180,476.00
1	88,051.00	48P	SENIOR TECHNICAL SUPPORT SPECIALIST	1	90,238.00
3	183,132.00	42P	CLIENT SERVER PROGRAMMER/ANALYST	3	192,550.00
2	140,900.00	42P	DATABASE DEVELOPER	2	144,534.00
1	64,832.00	42P	WEB SUPPORT SPECIALIST	1	69,022.00
1	65,647.00	40P	PRODUCTION SUPERVISOR	1	67,348.00
1	62,139.00	40	SENIOR SUPPORT TECHNICIAN	1	63,781.00
1	57,984.00	38	PRODUCTION COORDINATOR	1	59,528.00
1	42,350.00	37	SUPPORT TECHNICIAN	1	46,518.00
1	46,097.00	35	PRODUCTION SUPPORT SPECIALIST	1	42,961.00
1	51,887.00	35	ADMINISTRATIVE ASSISTANT 7	1	53,309.00
23	\$ 1,715,726.00		REGULAR SALARIES	23	\$ 1,776,707.00
	15,411.00		EM INCENTIVE PAY		15,411.00
	(65,415.00)		VACANCY FACTOR		(66,898.00)
	-		TEMPORARY STAFF		20,000.00
	6,600.00		BUDGET SUPPLEMENT		-
23	\$ 1,672,322.00		TOTAL RECOMMENDED SALARIES	23	\$ 1,745,220.00
			FUNDING SOURCES:		
	\$ (2,110.00)		GOLF REVENUES		\$ (2,202.00)
	(42,208.00)		SEWER REVENUES		(44,048.00)
	(63,961.00)		WATER REVENUES		(66,749.00)
	-		CABLE REVENUES		(57,620.00)
	\$ (108,279.00)		TOTAL FUNDING SOURCES		\$ (170,619.00)
23	\$ 1,564,043.00	680-91000	TOTAL RECOMMENDED PERSONAL SERVICES	23	\$ 1,574,601.00
	\$ 350,000.00		CAPITAL OUTLAY		\$ -
	\$ 350,000.00	680-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		\$ -
	\$ 35,700.00		OVERTIME		\$ 36,593.00
	\$ 35,700.00	680-97000	TOTAL RECOMMENDED OVERTIME		\$ 36,593.00
	\$ 159,009.00		REGULAR ORDINARY MAINTENANCE		\$ 199,759.00
	491,238.00		REGULAR SYSTEM MAINTENANCE		497,120.00
	86,578.00		MICROSOFT LICENSES--ASSURANCE AGREEMENT		251,578.00
	-		COMPUTER REPLACEMENTS/UPGRADES		137,466.00
	-		NETWORK HARDWARE		80,000.00
	-		NETWORK SOFTWARE SUPPORT		30,000.00
	61,632.00		FIBER RING CITY HALL/9-11 LINCOLN SQUARE		-
	37,429.00		EMC DATA STORAGE SUPPORT		37,429.00
	95,164.00		GIS HARDWARE/SOFTWARE		95,164.00
	10,000.00		SQL ORDINARY MAINTENANCE		25,000.00
	45,000.00		ELECTRICITY		38,000.00
	24,000.00		TELEPHONES		24,000.00
	12,500.00		OFFICE SUPPLIES		12,500.00
	\$ 1,022,550.00		TOTAL ORDINARY MAINTENANCE		\$ 1,428,016.00
			FUNDING SOURCES:		
	\$ -		CREDIT INET		\$ (151,983.00)
	(1,179.00)		CREDIT FROM GOLF		(1,179.00)
	(47,672.00)		CREDIT FROM SEWER		(47,672.00)
	(70,204.00)		CREDIT FROM WATER		(70,204.00)
	\$ (119,055.00)		TOTAL FUNDING SOURCES		\$ (271,038.00)
	\$ 903,495.00	680-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 1,156,978.00
	\$ 2,853,238.00		TOTAL RECOMMENDED TAX LEVY		\$ 2,768,172.00

**DEPARTMENT ADMINISTRATION & FINANCE
CITY MESSENGER**

Thomas F. Zidelis
Chief Financial Officer
 City Hall
 455 Main Street
 Worcester, Massachusetts 01608
 (508) 799-1295

Divisional Mission Statement:

The mission of the City Messenger Division is to:

Provide for the efficient and effective maintenance and management of City Hall in order to enhance the beauty and functionality of the building for all public purposes.

Divisional Overview:

The City Messenger Section maintains and manages City Hall. The facility 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 City Hall. These tasks include general custodial work, event setup & takedown, general oversight of the mechanical systems and building security.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2011	Budget for	Account	Appropriation
		Fiscal 2012	Number	Fiscal 2013
EXPENDITURES				
SALARIES	38,011.60	-	91000	-
OVERTIME	6,701.40	-	97000	-
ORDINARY MAINTENANCE	356,675.49	339,000.00	92000	339,000.00
TOTAL	\$ 401,388.49	\$ 339,000.00		\$ 339,000.00

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The City Messenger tax levy budget for Fiscal 2013 is level funded with the Fiscal 2012 budgeted amount of \$339,000. In Fiscal 2011, the citywide telephone costs were transferred to the Department of Public Works and the Personal Services salary costs to Department of Administration & Finance.

The Ordinary Maintenance budget is funded at \$339,000, which is level funded with the Fiscal 2012 budget. This allocation will be used to fund fuel oil and the cost of electricity. Expenses to be paid from this account in Fiscal 2013 include Fuel & Oil \$85,000, Electricity \$68,850, Maintenance & Repair \$65,000, Natural Gas \$800 and Other Supplies \$75,750. The remaining \$1,600 is for regular telephone expenses and associated costs. \$60,000 of the Ordinary Maintenance expenditures is included to cover the cost of professional cleaning services. This cleaning contract provides for the daily cleaning of city hall outside of normal business hours. The contract covers more than 95,000 square feet of occupied office and bathroom space and requires the following daily and weekly duties (dry/wet mop halls and stairs, trash and recycling emptied, complete bathroom cleaning, vacuuming and dusting, floor washing, window and glass doors, carpet cleaning as needed and other services). Additional services included in the contract include monthly floor and woodwork polishing.



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF ADMINISTRATION & FINANCE
CITY MESSENGER- DIVISION #110

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 50,100.00	CITY MESSENGER ORDINARY MAINTENANCE	\$ 57,750.00
65,000.00	MAINTENANCE & REPAIR	65,000.00
60,000.00	CLEANING SERVICES	60,000.00
76,500.00	ELECTRICITY	68,850.00
1,600.00	TELEPHONE	1,600.00
85,000.00	FUEL & OIL	85,000.00
800.00	NATURAL GAS	800.00
<u>\$ 339,000.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 339,000.00</u>
<hr/>		
<u>\$ 339,000.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 339,000.00</u>

FINANCE - DEBT SERVICE OBLIGATIONS

Treasurer

City Hall Room 203
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1074

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”. Majority of the 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 2010. 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 \$10,911,942,365.

DEBT SERVICE OBLIGATIONS

DEBT SERVICE INTEREST - #662

BUDGET SUMMARY INFORMATION

EXPENDITURES	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
DEBT INTEREST	\$ 19,518,015.00	\$ 18,798,130.00		\$ 19,086,409.00
TOTAL INTEREST	\$ 19,518,015.00	\$ 18,798,130.00	94000	\$ 19,086,409.00
FUNDING SOURCES				
WATER REVENUES	3,309,184.00	3,100,879.00	94972	2,930,399.00
SEWER REVENUES	2,302,666.00	2,405,941.00	94938	2,706,698.00
CAPITAL CAMPAIGN	3,864,481.00	3,582,686.00	94903	3,228,502.00
NORTH HIGH FUND	284,365.00	227,418.00	94909	609,219.00
MAJOR TAYLOR	210,391.00	194,092.00	94904	176,015.00
WORCESTER AIRPORT	70,661.00	58,434.00	94973	47,211.00
OFF STREET PARKING	173,520.00	183,179.00	94944	158,139.00
UNION STATION GARAGE	254,153.00	279,965.00	94980	254,760.00
OPCD/WEBSTER SQUARE	217,999.00	167,676.00	94976	153,896.00
DCU CENTER	579,371.00	679,583.00	94975	695,375.00
CITY SQUARE	445,270.00	543,360.00	94910	429,703.00
COMMUNICATIONS	0.00	21,118.00	94927	27,385.00
GOLF REVENUES	79,027.00	51,280.00	94970	72,903.00
INSTITUTE PARK	0.00	0.00		109,317.00
PARKS CSX PROJECTS	0.00	0.00		24,844.00
GENERAL FUND	7,726,927.00	7,302,519.00		7,462,043.00
TOTAL	\$19,518,015.00	\$18,798,130.00		\$19,086,409.00

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The total recommended Fiscal 2013 budget for both long-term debt interest and short term borrowing interest is \$19,086,409 compared to the Fiscal 2012 budget of \$18,798,130. Of this amount, \$16,766,354 is for long-term bond interest for debt issued through Fiscal 2011 which is still outstanding. It also includes \$927,537 to account for short-term interest incurred by the City for \$72,313,000 in capital projects projected to be implemented in Fiscal 2012 and an additional budget recommendation of \$1,355,869 for ½ year of interest on long term debt to be issued on November 08, 2012

Short Term Borrowing \$73,133,000:

The \$72,313,000 of BANS borrowed includes \$38,925,000 in tax levy funded projects. The tax levy funded projects are made up of the following; \$2,375,000 for Capital Equipment, \$2,425,000 for Citywide Building Rehabilitation, \$5,500,000 for Worcester Public School Building Rehabilitation, \$8,430,000 for Citywide ESCO Energy projects, \$2,000,000 Pilot

DEBT SERVICES - OBLIGATIONS

support programs for CSX and University Park, and \$9,920,000 for Street Infrastructure and Park Improvements. Lastly, it includes \$8,275,000 for the approved \$20,000,000 Street program.

The balance of \$33,388,000 in borrowings consists of \$14,135,000 for Sewer Enterprise infrastructure, equipment and rehabilitation improvements; \$9,823,000 for Water Enterprise infrastructure, equipment and rehabilitation improvements; \$265,000 for Off Street Parking projects that include Union Station Garage and Off Street Garage Improvements and Parking Meters; \$180,000 for City Square projects; \$1,810,000 for the Special District Financing rehabilitation projects for the DCU Center; \$25,000 for Golf Course infrastructure and lastly \$7,150,000 to finish the construction costs associated with the new North High School.

Funding Sources for Debt Interest Payment:

The gross interest expense for Fiscal 2013 is anticipated to be in the amount of \$19,086,409. Funding from non tax levy is estimated in the amount of \$11,624,366 to include Water, Sewer Enterprise accounts, Golf Course, Off Street Parking revenues, as well as other financial sources listed. The remaining balance of \$7,462,043 is recommended to be financed with tax levy funds. This represents an increase of \$159,524 compared to the approved Fiscal 2012 tax levy debt service interest budget of \$7,302,519.

Short-Term Financing for Capital Projects:

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

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



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

FINANCE - DEBT SERVICE INTEREST - #662

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 18,798,130.00	INTEREST ON LONG TERM BONDS	\$ 19,086,409.00
<u>\$ 18,798,130.00</u>	TOTAL INTEREST	<u>\$ 19,086,409.00</u>
	FUNDING SOURCES:	
\$ (3,100,879.00)	CREDIT FROM WATER	\$ (2,930,399.00)
(2,405,941.00)	CREDIT FROM SEWER	(2,706,698.00)
(3,582,686.00)	STABILIZATION - CAPITAL CAMPAIGN	(3,228,502.00)
(227,418.00)	STABILIZATION - NORTH HIGH SCHOOL	(609,219.00)
(194,092.00)	MAJOR TAYLOR BOULEVARD GARAGE	(176,015.00)
(58,434.00)	CREDIT FROM AIRPORT	(47,211.00)
(183,179.00)	CREDIT OFF STREET PARKING	(158,139.00)
(279,965.00)	CREDIT UNION STATION GARAGE	(254,760.00)
(167,676.00)	CREDIT OPCD/WEBSTER SQ. FIRE STATION	(153,896.00)
(679,583.00)	CREDIT DCU CENTER REVOLVING	(695,375.00)
(543,360.00)	CREDIT CITY SQUARE CAPITALIZED INTEREST	(429,703.00)
(21,118.00)	CREDIT GRANT COMMUNICATION BUILDING	(27,385.00)
(51,280.00)	CREDIT FROM GOLF	(72,903.00)
-	CREDIT FROM INSTITUTE PARK	(109,317.00)
-	CREDIT FROM PARKS CSX PROJECT	(24,844.00)
<u>\$ (11,495,611.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (11,624,366.00)</u>
<u>\$ 7,302,519.00</u>	662-94000 TOTAL RECOMMENDED INTEREST PAYMENT	<u>\$ 7,462,043.00</u>
<u>\$ 7,302,519.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 7,462,043.00</u>

DEBT SERVICES - OBLIGATIONS

DEBT SERVICE PRINCIPAL - #661

	Actual Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
EXPENDITURES				
DEBT PRINCIPAL	\$ 42,828,101.00	\$ 44,590,924.00		\$ 45,699,844.00
TOTAL PRINCIPAL	\$ 42,828,101.00	\$ 44,590,924.00	94000	\$ 45,699,844.00
FUNDING SOURCES				
WATER REVENUES	7,346,781.00	7,695,873.00	94972	8,273,721.00
SEWER REVENUES	3,329,798.00	3,635,902.00	94938	3,553,030.00
CAPITAL CAMPAIGN	6,683,006.00	6,717,427.00	94903	6,760,294.00
NORTH HIGH FUND	291,000.00	290,000.00	94909	623,334.00
MAJOR TAYLOR	347,000.00	375,000.00	94904	395,000.00
AIRPORT REVENUES	512,143.00	470,075.00	94973	485,026.00
OFF STREET PARKING	222,888.00	295,292.00	94944	296,565.00
UNION STATION GARAGE	374,000.00	416,000.00	94980	416,000.00
OPCD/WEBSTER SQ.	271,059.00	369,980.00	94976	383,463.00
DCU CENTER	559,731.00	708,785.00	94975	663,180.00
CITY SQUARE	18,000.00	19,000.00	94910	20,000.00
GOLF REVENUES	141,513.00	139,284.00	94970	207,443.00
CREDIT COMM. GRANT	0.00	0.00		39,474.00
GENERAL FUND	22,731,182.00	23,458,306.00		23,583,314.00
TOTAL	\$42,828,101.00	\$44,590,924.00		\$45,699,844.00

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The amount of principal payments the City of Worcester will make on long-term debt for Fiscal 2013 is \$45,699,844. Of this \$45,699,844 in anticipated payments, it is recommended that \$22,109,530 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 \$23,583,314 is recommended to be financed with tax levy funds in Fiscal 2013, compared to the Fiscal 2012 approved amount of \$23,458,306, an increase of \$125,008.

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 2013 Debt service obligations. The city has been able to reduce its obligations within \$18,000,000 for Fiscal 2010 and Fiscal 2011. The following two charts identifies the summary of bonded debt and an illustration of specific projects issued by the City of Worcester from Fiscal 2008 through Fiscal 2011.



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013

FINANCE - DEBT SERVICE PRINCIPAL- #661

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 44,590,924.00	REDEMPTION ON BONDS	\$ 45,699,844.00
<u>\$ 44,590,924.00</u>	TOTAL PRINCIPAL	<u>\$ 45,699,844.00</u>
	FUNDING SOURCES:	
\$ (7,695,873.00)	CREDIT FROM WATER	\$ (8,273,721.00)
(3,635,902.00)	CREDIT FROM SEWER	(3,553,030.00)
(6,717,427.00)	STABILIZATION-BUILDING CAMPAIGN	(6,760,294.00)
(290,000.00)	STABILIZATION-NORTH HIGH SCHOOL	(623,334.00)
(375,000.00)	MAJOR TAYLOR BOULEVARD GARAGE	(395,000.00)
(470,075.00)	CREDIT FROM AIRPORT	(485,026.00)
(295,292.00)	CREDIT OFF STREET PARKING	(296,565.00)
(416,000.00)	CREDIT UNION STATION GARAGE	(416,000.00)
(369,980.00)	CREDIT OPCD/WEBSTER SQ. FIRE STATION	(383,463.00)
(708,785.00)	CREDIT DCU CENTER REVOLVING	(663,180.00)
(19,000.00)	CREDIT CITY SQUARE CAPITALIZED PRINCIPAL	(20,000.00)
(139,284.00)	CREDIT GOLF	(207,443.00)
-	CREDIT COMMUNICATION GRANT	(39,474.00)
<u>\$ (21,132,618.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (22,116,530.00)</u>
<u>\$ 23,458,306.00</u>	661-9400 TOTAL RECOMMENDED PRINCIPAL PAYMENT	<u>\$ 23,583,314.00</u>
<u>\$ 23,458,306.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 23,583,314.00</u>

DEBT SERVICES - OBLIGATIONS

**CITY OF WORCESTER
FISCAL YEAR 2008 - 2012
CASH FLOW ANALYSIS SUMMARY**

DESCRIPTION	FY2008	FY2009	FY2010	FY2011	FY2012	TOTAL
CAPITAL EQUIPMENT	\$ 3,382,000	\$ 3,120,000	\$ 1,553,500	\$ 3,034,000	\$ 2,375,000	\$ 13,464,500
BUILDING REHABILITATION	\$ 5,460,000	\$ 4,910,000	\$ 3,144,000	\$ 2,850,000	\$ 2,425,000	\$ 18,789,000
BUILDING REHABILITATION SCHOOLS					\$ 5,500,000	\$ 5,500,000
BUILDING REHABILITATION ESCO					\$ 8,430,000	\$ 8,430,000
BLACKSTONE VALLEY GATEWAY	\$ 500,000	\$ 420,000	\$ 120,000			\$ 1,040,000
INFRASTRUCTURE IMP. /PARKS	\$ 7,655,000	\$ 6,550,000	\$ 10,182,000	\$ 12,116,000	\$ 9,920,000	\$ 46,423,000
CSX / UNIVERSITY PARK					\$ 2,000,000	\$ 2,000,000
INFRASTRUCTURE IMP/ \$20M PROG.				\$ 1,000,000	\$ 8,275,000	\$ 9,275,000
TOTAL TAX LEVY	\$ 16,997,000	\$ 15,000,000	\$ 14,999,500	\$ 19,000,000	\$ 38,925,000	\$ 104,921,500
EMERGENCY COMMUNICATION BLDG				\$ 750,000		\$ 750,000
SCHOOL CONSTRUCTION	\$ 5,180,000		\$ 1,800,000		\$ 7,150,000	\$ 14,130,000
ECONOMIC DEVELOPMENT		\$ 400,000	\$ 1,950,000			\$ 2,350,000
AUDITORIUM	\$ 450,000					\$ 450,000
CITY SQUARE		\$ 500,000	\$ 2,695,000	\$ 4,410,000	\$ 180,000	\$ 7,785,000
DCU CENTER	\$ 1,195,000	\$ 395,000	\$ 6,350,000	\$ 2,045,000	\$ 1,810,000	\$ 11,795,000
OFFSTREET PARKING	\$ 3,300,000	\$ 1,975,000	\$ 1,620,000	\$ 855,000	\$ 265,000	\$ 8,015,000
AIRPORT	\$ 300,000					\$ 300,000
GOLF ENTERPRISE	\$ 100,000	\$ 700,000	\$ 770,000	\$ 155,000	\$ 25,000	\$ 1,750,000
SEWER ENTERPRISE	\$ 5,728,000	\$ 5,850,000	\$ 7,716,000	\$ 7,110,000	\$ 14,135,000	\$ 40,539,000
WATER ENTERPRISE	\$ 8,040,000	\$ 5,815,000	\$ 4,319,000	\$ 3,705,000	\$ 9,823,000	\$ 31,702,000
GRAND TOTAL	\$ 41,290,000	\$ 30,635,000	\$ 42,219,500	\$ 38,030,000	\$ 72,313,000	\$ 224,487,500
BONDED DEBT						
CITY SQUARE DIF			\$ (2,695,000)			\$ (2,695,000)
TOTAL BONDED DEBT	\$ 41,290,000	\$ 30,635,000	\$ 39,524,500	\$ 38,030,000	\$ 72,313,000	\$ 221,792,500

The Fiscal 2012 amounts illustrated in the following tables are the actual projected borrowings for the various entities. These amounts will be used to pay for approved capital projects through Fiscal 2012.

PURPOSE	Q1 FY12	Q2 FY12	Q3 FY12	Q4 FY12	TOTAL
PUBLIC IMPROVEMENT BONDS (CITY SQ)			\$180,000	\$0	\$180,000
TOTAL	\$0	\$0	\$180,000	\$0	\$180,000
BUILDING REHAB. - CENTRUM		\$230,000			\$230,000
DCU SPECIAL DISTRICT IMPROVEMENTS			\$480,000	\$1,100,000	\$1,580,000
TOTAL	\$0	\$230,000	\$480,000	\$1,100,000	\$1,810,000
DAM IMPROVEMENT	\$50,000		\$50,000		\$100,000
DAM IMPROVEMENT		\$500,000			\$500,000
DAM IMPROVEMENT	\$30,000				\$30,000
DAM IMPROVEMENT	\$200,000		\$225,000		\$425,000
TOTAL GENERAL FUND DAMS	\$280,000	\$500,000	\$275,000	\$0	\$1,055,000
CAPITAL EQUIPMENT	\$200,000				\$200,000
CAPITAL EQUIPMENT	\$200,000				\$200,000
CAPITAL EQUIPMENT		\$195,000	\$25,000	\$45,000	\$265,000
CAPITAL EQUIPMENT		\$1,710,000			\$1,710,000
TOTAL GENERAL FUND CAPITAL EQUIPMENT	\$400,000	\$1,905,000	\$25,000	\$45,000	\$2,375,000

DEBT SERVICES - OBLIGATIONS

CASHFLOW ANALYSIS FISCAL 2012

PURPOSE	Q1 FY12	Q2 FY12	Q3 FY12	Q4 FY12	TOTAL
AUDITORIUM		\$15,000	\$15,000		\$30,000
BLDG REMODELING BONDS(FORESTRY DEMO)		\$30,000	\$20,000	\$45,000	\$95,000
BUILDING REHAB		\$400,000		\$150,000	\$550,000
BUILDING REMODELING BONDS(MILLBURY St STORAGE)	\$200,000				\$200,000
CITYWIDE BUILDING REHABILITATION			\$675,000		\$675,000
BUILDING REHABILITATION - FIRE	\$40,000				\$40,000
BUILDING REHABILITATION - PUBLIC WORKS	\$60,000				\$60,000
BUILDING REHABILITATION CITY/SCHOOL/ESCO	\$1,360,000	\$1,500,000	\$2,620,000	\$2,950,000	\$8,430,000
BUILDING REHABILITATION SCHOOLS	\$5,500,000				\$5,500,000
BUILDING REHABILITATION		\$100,000	\$675,000		\$775,000
TOTAL GENERAL FUND BUILDING REHABILITATION	\$7,160,000	\$2,045,000	\$4,005,000	\$3,145,000	\$16,355,000
STREET/ SIDEWALK (CITYWIDE RESURFACE)SHADE TRESS	\$150,000				\$150,000
STREET CONST (VARIOUS STREET)	\$40,000		\$35,000		\$75,000
STREET CONSTRUCTION EXT PAVEMENT	\$100,000				\$100,000
STREET CONSTRUCTION RESURFACING	\$50,000				\$50,000
STREET CONSTRUCTION SIDEWALKS				\$100,000	\$100,000
URBAN RENEWAL (ARCHITECTURAL)	\$25,000		\$10,000		\$35,000
EXTENDED PAVEMENT		\$300,000			\$300,000
PRIVATE STREET CONCERSION	\$500,000	\$400,000		\$400,000	\$1,300,000
STREET - SIDEWALK				\$1,250,000	\$1,250,000
STREET CONSTRUCTION	\$1,775,000	\$4,000,000		\$1,250,000	\$7,025,000
STREET/ADA/STREET RESURFACING	\$300,000	\$400,000	\$200,000		\$900,000
BRIDGE REHABILITATION				\$50,000	\$50,000
GUARD RAILS	\$10,000	\$40,000	\$10,000	\$40,000	\$100,000
STREET CONSTRUCTION - RESURFACING				\$400,000	\$400,000
STREET CONSTRUCTION / CENTRAL BUSINESS DISTRICT		\$50,000	\$50,000	\$50,000	\$150,000
STREET CONSTRUCTION / GRAFTON	\$80,000	\$80,000	\$80,000	\$60,000	\$300,000
STREET CONSTRUCTION / HOLDEN /DRUMMOND/SHORE		\$25,000	\$50,000	\$10,000	\$85,000
STREET CONSTRUCTION / LINCOLN	\$30,000	\$30,000	\$30,000	\$30,000	\$120,000
STREET CONSTRUCTION / NORTH LAKE AVE		\$30,000	\$30,000		\$60,000
STREET CONSTRUCTION / NORTH LAKE PARK	\$60,000				\$60,000
STREET CONSTRUCTION / WINTROP		\$30,000	\$30,000	\$65,000	\$125,000
STREET CONSTRUCTION /BELMONT	\$20,000	\$90,000	\$100,000	\$50,000	\$260,000
STREET CONSTRUCTION /SIDEWALK/ADA/RESURFACING	\$200,000	\$150,000	\$150,000	\$150,000	\$650,000
STREET CONSTRUCTION -CANAL-SHREWBURY-GRAFTON	\$40,000			\$60,000	\$100,000
STREETS LIGHTS	\$100,000	\$100,000		\$50,000	\$250,000
TRAFFIC SIGNAL IMPROVEMENT			\$150,000	\$50,000	\$200,000
TOTAL GENERAL FUND STREETS	\$3,480,000	\$5,725,000	\$925,000	\$4,065,000	\$14,195,000
ACQUISITION OF TREES				\$25,000	\$25,000
PARKS/BAILEY/INTITUTE/VERNON/COLUMBO/	\$200,000	\$60,000			\$260,000
PARK IMPROVEMENT - ACQUATIC FACILITIES DEMOLITION		\$150,000			\$150,000
PARK IMPROVEMENT - BENNETT FIELD	\$150,000				\$150,000
PARK IMPROVEMENT - LAKE PARK	\$40,000				\$40,000
PARK IMPROVEMENT - NEWTON SQ VETERANS MEMORIAL		\$10,000		\$20,000	\$30,000
ACQUATIC DEMOLITION		\$500,000			\$500,000
CITY HALL PLAZA		\$500,000	\$500,000		\$1,000,000
LAND ACQUISITION / TRINITY AVENUE	\$200,000				\$200,000
PARK IMPROVEMENT - COES RESERVOIR		\$50,000	\$25,000	\$95,000	\$170,000
PARK IMPROVEMENT - EAST PARK & HOLMES FIELD		\$100,000	\$100,000	\$1,125,000	\$1,325,000
PARK IMPROVEMENT - ELM PARK		\$20,000			\$20,000
PARK IMPROVEMENT - GREENHILL PARK		\$60,000			\$60,000
PARK IMPROVEMENT - GREENWOOD PARK		\$25,000			\$25,000
PARK IMPROVEMENT - HARRINGTON WAY		\$45,000			\$45,000
PARK IMPROVEMENT - INDIAN HILL SALTER SCHOOL			\$50,000		\$50,000
PARK IMPROVEMENT - KENDRICK PARK		\$300,000	\$200,000		\$500,000
PARK IMPROVEMENT - LOGAN FIELD				\$100,000	\$100,000
PARK IMPROVEMENT - ROCKWOOD	\$50,000				\$50,000
PARK IMPROVEMENT - SCHWARTZ FIELD/KENDRICK		\$50,000			\$50,000
PARK IMPROVEMENT - SPILLANE/BAILEY/PROUTY	\$50,000				\$50,000
PARK IMPROVEMENT - UNIVERSITY PARK				\$75,000	\$75,000
PARK IMPROVEMENT MULCAHY FIELD		\$30,000	\$15,000	\$25,000	\$70,000
TOTAL GENERAL FUND PARK IMPROVEMENT	\$690,000	\$1,900,000	\$890,000	\$1,465,000	\$4,945,000

DEBT SERVICES - OBLIGATIONS

CASHFLOW ANALYSIS FISCAL 2012

PURPOSE	Q1 FY12	Q2 FY12	Q3 FY12	Q4 FY12	TOTAL
BUILDING REHABILITATION - UNION STATION	\$110,000				\$110,000
GARAGE IMPROVEMENTS		\$25,000			\$25,000
OFF STREET PARKING METERS			\$40,000	\$20,000	\$60,000
MAJOR TAYLOR GARAGE			\$20,000	\$10,000	\$30,000
OFF STREET PARKING EQUIPMENT				\$40,000	\$40,000
TOTAL OFFSTREET PARKING PROGRAM	\$110,000	\$25,000	\$60,000	\$70,000	\$265,000
SCHOOL CONSTRUCTION - NORTH				\$7,150,000	\$7,150,000
TOTAL NORTH HIGH SCHOOL	\$0	\$0	\$0	\$7,150,000	\$7,150,000
GOLF FACILITIES IMPROVEMENT				\$25,000	\$25,000
TOTAL GOLF IMPROVEMENTS	\$0	\$0	\$0	\$25,000	\$25,000
SEWER CON - LONG TERM CONTROL		\$100,000	\$50,000	\$50,000	\$200,000
SEWER CONSTRUCTION - GRANITE	\$100,000				\$100,000
SEWER DRAINS	\$250,000				\$250,000
SEWER BONDS (CAPACITY OPS PRG) CMOM	\$250,000				\$250,000
SEWER BONDS GRANITE STREET	\$460,000	\$200,000			\$660,000
BELMONT ST FORCE MAIN	\$90,000	\$150,000	\$150,000	\$410,000	\$800,000
SEWER GRANITE STREET	\$500,000				\$500,000
SEWER CAPITAL EQUIPMENT	\$295,000	\$245,000			\$540,000
SEWER BUILDING REHABILITATION		\$100,000			\$100,000
SEWER CAPITAL EQUIPMENT	\$305,000				\$305,000
SEWER CMOM	\$100,000				\$100,000
SEWER INTERCEPTOR		\$850,000	\$50,000		\$900,000
SEWER PUMP STATION				\$100,000	\$100,000
SEWER RECONSTRUCTION	\$500,000				\$500,000
SURFACE DRAINS		\$350,000	\$1,350,000	\$300,000	\$2,000,000
SEWER BUILDING REHABILITATION (OFF SEASON)	\$25,000				\$25,000
NEW SEWER CONSTRUCTION		\$80,000		\$200,000	\$280,000
SEWER BUILDING REHABILITATION	\$100,000				\$100,000
SEWER CAPITAL EQUIPMENT		\$55,000	\$300,000		\$355,000
SEWER CMOM PROGRAM	\$200,000				\$200,000
SEWER CONSTRUCTION LAKE AVE PUMP/BELMONT FORCE				\$1,090,000	\$1,090,000
SEWER INFILTRATION/INFLOW	\$450,000	\$450,000	\$50,000	\$50,000	\$1,000,000
SEWER INTERCEPTOR/TRUNK	\$200,000				\$200,000
SEWER PUMP STATION REHABILITATION	\$250,000	\$150,000	\$100,000		\$500,000
SEWER RECONSTRUCTION	\$280,000	\$710,000		\$600,000	\$1,590,000
SEWER STORMWATER PERMIT (cso)	\$275,000	\$550,000	\$100,000	\$50,000	\$975,000
SURFACE DRAINAGE	\$515,000				\$515,000
TOTAL SEWER ENTERPRISE	\$5,145,000	\$3,990,000	\$2,150,000	\$2,850,000	\$14,135,000
WATER EQUIP		\$2,000			\$2,000
CAPITAL EQUIPMENT - WATER	\$2,000				\$2,000
WATER BUILDING REHABILITATION	\$250,000				\$250,000
WATER DEPARTMENT BUILDING	\$50,000	\$100,000	\$200,000		\$350,000
RESERVOIR REMODELING - HOLDEN	\$100,000				\$100,000
RESERVOIR REHABILITATION	\$50,000	\$30,000	\$10,000	\$200,000	\$290,000
WATER BUILDING REHABILITATION		\$100,000			\$100,000
WATERSHED LAND ACQUISITION		\$175,000			\$175,000
WATER CAPITAL	\$164,000				\$164,000
WATER FILTRATION PLANT MODIFICATION	\$50,000				\$50,000
WATER LAND ACQUISITION		\$300,000			\$300,000
WATER MAINS	\$1,060,000	\$800,000	\$140,000		\$2,000,000
WATER MAINS - ACCOUNTABILITY ANALYSIS		\$50,000	\$50,000	\$50,000	\$150,000
WATER MAINS CROSS CONNECTION SURVEY	\$25,000	\$25,000	\$50,000	\$50,000	\$150,000
WATER PUMP STATION	\$100,000				\$100,000
WATER BUILDING REHABILITATION (OFF SEASON)	\$25,000				\$25,000
WATER ACCOUNTABILITY ANALYSIS	\$100,000				\$100,000
WATER CAPITAL EQUIPMENT		\$455,000			\$455,000
WATER FILTRATION PLANT MODIFICATION	\$240,000	\$70,000	\$40,000		\$350,000
WATER HYDRANTS			\$75,000	\$75,000	\$150,000
WATER LAND ACQUISITION			\$300,000		\$300,000
WATER MAIN & GATES			\$1,060,000	\$1,600,000	\$2,660,000
WATER METERS	\$200,000				\$200,000
WATER PUMP STATIONS	\$50,000	\$70,000	\$65,000	\$15,000	\$200,000
WATER RESERVOIR REHABILITATION	\$200,000	\$800,000	\$200,000		\$1,200,000
TOTAL WATER ENTERPRISE	\$2,666,000	\$2,977,000	\$2,190,000	\$1,990,000	\$9,823,000
GRAND TOTAL	\$19,931,000	\$19,297,000	\$11,180,000	\$21,905,000	\$72,313,000

PENSION OBLIGATION BONDS

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

Departmental Overview:

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

Introduction:

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

Unfunded Pension Obligation:

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

DEBT SERVICE OBLIGATIONS

Administration:

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

AMORTIZATION SCHEDULE – EXISTING VRS REFUNDING #665

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

PENSION OBLIGATION BONDS - ORGANIZATION #665

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2011	Budget	Number	Appropriation
EXPENDITURES		Fiscal 2012		Fiscal 2013
FRINGE BENEFITS	\$ 11,986,621.39	\$ 10,467,403.00	96000	\$ 10,592,905.00
TOTAL	\$ 11,986,621.39	\$ 10,467,403.00		\$ 10,592,905.00

FISCAL 2013 BUDGET OVERVIEW

Expenditures:

The total tax levy Pension Obligation budget for Fiscal 2013 is recommended to be \$10,592,905 which is an increase of \$125,502 from the Fiscal 2012 amount of \$10,467,403.



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF PENSION OBLIGATION BONDS- DIVISION #665

APPROVED FY12 AMOUNT	TITLE	RECOMMENDED FY13 AMOUNT
\$ 12,056,723.00	665-94100 PENSION OBLIGATION DEBT SERVICE	\$ 11,929,920.00
<u>\$ 12,056,723.00</u>		<u>\$ 11,929,920.00</u>
	FUNDING SOURCES:	
(81,234.00)	CREDIT FROM AIRPORT	-
(23,558.00)	CREDIT FROM GOLF	(20,453.00)
(641,032.00)	CREDIT FROM SEWER	(564,811.00)
(843,496.00)	CREDIT FROM WATER	(751,751.00)
<u>(1,589,320.00)</u>	TOTAL FUNDING SOURCES	<u>(1,337,015.00)</u>
<u>\$ 10,467,403.00</u>	665-94000 TOTAL RECOMMENDED PAYMENT	<u>\$ 10,592,905.00</u>
<u>\$ 10,467,403.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 10,592,905.00</u>

CITY MANAGER'S –FIVE POINT PLAN FUNDS

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

BUDGET SUMMARY INFORMATION

	Actuals Fiscal 2011	Approved Budget for Fiscal 2012	Account Number	Recommended Appropriation Fiscal 2013
Reserve Funds				
Capital Campaign Stabilization	\$ 10,547,487	\$ 10,300,112	04D802	\$ 10,288,797
CitySquare DIF Reserve Fund	463,270	500,000	04D803	800,000
9C Emergency Reserve	-	1,500,000	359-74	-
Bond Rating Reserve Fund	-	2,462,188	359-21	950,000
North High Construction Fund	575,366	3,047,000	04D806	3,047,000
Total Expenditures	\$ 11,586,123	\$ 17,809,300		\$ 15,085,797
FUNDING SOURCES				
General Fund Transfer Out	\$ 11,586,123	\$ 16,309,300		\$ 15,085,797
Total Funding Source	\$ 11,586,123	\$ 16,309,300		\$ 15,085,797

FY 2013 Budget Overview

Five Point Plan Funds

The City of Worcester's Five Point 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 \$10.0M and is now fully funded through tax levy appropriations. The additional \$300,000 will allow this stabilization fund to build a balance for future debt service payments in Fiscal Year 2013.

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 2013 is \$800,000.00.

Five Point Plan Funds—Bond Rating Reserve and North High Construction

The Five Point Plan defined Two other stabilization funds for the purposed of pre-funding known upcoming debt service obligations and building up general fund reserves (Fund Balance). The Funds are the following: The North High Construction Fund for the purpose of funding future debt service associated with the construction of a new North High School, and the Bond Rating Stabilization Fund which was developed to build general fund reserve so that the City would poise to maintain or improve its bond rating. Per the Five Point 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.



MICHAEL V. O'BRIEN, CITY MANAGER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2013
CITY MANAGER'S "FIVE POINT PLAN" STABILIZATION ACCOUNTS

RECOMMENDED FY12 AMOUNT	TITLE		RECOMMENDED FY13 AMOUNT
\$ 10,300,112.00	CAPITAL CAMPAIGN STABILIZATION (1)	04D802	\$ 10,288,797.00
500,000.00	CITY SQUARE DIF RESERVE FUND	04D803	800,000.00
2,462,188.00	BOND RATING STABILIZATION FUND	359-21	950,000.00
1,500,000.00	EMERGENCY STABILIZATION RESERVE	359-74	-
3,047,000.00	NORTH HIGH SCHOOL CONSTRUCTION FUND	04D806	3,047,000.00
<u>\$ 17,809,300.00</u>	TOTAL STABILIZATION		<u>\$ 15,085,797.00</u>
<hr/>			
<u>\$ 17,809,300.00</u>	TOTAL STABILIZATION		<u>\$ 15,085,797.00</u>

**CITY OF WORCESTER
FISCAL 2013
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	324,000.00	26,867.00						350,867.00
MAYOR	030	104,036.00	5,777.00						109,813.00
CITY MANAGER	040	876,098.00	1,459,280.00						2,335,378.00
PROMOTION OF TOURISM	041								0.00
ECONOMIC DEVELOPMENT	043	1,028,906.00	104,590.00						1,133,496.00
CITY CLERK	100	534,455.00	36,024.00					3,000.00	573,479.00
CITY MESSENGER	110		339,000.00						339,000.00
LAW	120	704,404.00	137,842.00						842,246.00
COURT JUDGMENTS	121		378,100.00						378,100.00
PROPERTY & CASUALTY	122		119,948.00						119,948.00
ELECTIONS	150		110,885.00						433,800.00
CONTRIBUTORY PENSIONS	161	322,915.00					20,227,011.00		20,227,011.00
NON CONTRIBUTORY PENSIONS	162						150,867.00		150,867.00
HUMAN RESOURCES	170	839,104.00	237,701.00					3,000.00	1,079,805.00
WORKERS COMPENSATION	171		104,700.00				1,125,557.00		1,230,257.00
UNEMPLOYMENT COMPENSATION	172						300,000.00		300,000.00
PUBLIC SAFETY IOD	174						348,135.00		348,135.00
LICENSE COMMISSION	190		1,200.00						1,200.00
POLICE	250	37,265,197.00	2,066,970.00	65,000.00				2,737,546.00	42,134,713.00
FIRE	260	32,375,642.00	994,541.00	25,000.00				545,689.00	33,940,872.00
COMMUNICATIONS	270	1,637,287.00	331,068.00					156,497.00	2,124,852.00
INSPECTONAL SERVICES	280	2,612,784.00	288,868.00					72,626.00	2,974,278.00
PUBLIC HEALTH	330	294,132.00	40,000.00						334,132.00
ELDER AFFAIRS	340	313,282.00	271,063.00					2,124.00	586,469.00
DPW ADMINISTRATION	4101	428,875.00	248,090.00					31,110.00	708,075.00
DPW ENGINEERING	4102	1,126,290.00	402,342.00					81,793.00	1,610,425.00
DPW STREETS	4103	1,605,547.00	623,039.00					350,108.00	2,578,694.00
DPW SANITATION	4104	1,114,899.00	4,251,833.00					121,414.00	5,488,146.00
DPW CENTRAL GARAGE	4105	503,835.00	1,214,912.00					30,613.00	1,749,360.00
SNOW REMOVAL	411		3,080,694.00					391,877.00	3,472,571.00
STREET LIGHTS	412		2,357,828.00						2,357,828.00
UNION STATION	480		552,720.00						552,720.00
WORCESTER PUBLIC SCHOOLS (1)	500	183,402,162.00	46,902,443.00	300,000.00			52,409,441.00	1,487,766.00	284,501,812.00
PUBLIC LIBRARY	550	2,926,108.00	1,371,632.00					66,863.00	4,364,603.00
REGIONAL LIBRARY	560								0.00
ADMINISTRATION/FINANCE	600/610/660	1,565,136.00	796,935.00					40,000.00	2,402,071.00
AUDITING	650	494,532.00	157,559.00					2,193.00	654,284.00
DEBT PRINCIPAL	661				23,583,314.00				23,583,314.00
DEBT INTEREST	662				7,462,043.00				7,462,043.00

Cont...

**CITY OF WORCESTER
FISCAL 2013
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				10,592,905.00		21,441,877.00		21,441,877.00
PENSION OBLIGATION BONDS	665							1,000.00	862,980.00
ASSESSING	670	528,051.00	333,929.00						2,768,172.00
TECHNICAL SERVICES	680	1,574,601.00	1,156,978.00						3,806,824.00
PARKS	720	2,588,454.00	930,691.00					287,679.00	121,506.00
AUDITORIUM	740		121,506.00						760,102.00
DCU	750		407,262.00		352,840.00				0.00
WORKFORCE DEVELOPMENT	31S								500,000.00
CONTINGENCY	900		500,000.00						
TOTAL TAX LEVY APPROPRIATION		277,090,732.00	72,464,817.00	390,000.00	41,991,102.00	0.00	96,002,888.00	6,449,491.00	494,389,030.00
CHARTER SCHOOLS									28,676,520.00
OTHER INTERGOVERNMENTAL									3,507,645.00
FIVE POINT PLAN TRANSFERS OUT									15,085,797.00
GOLF COURSE									150,000.00
TOTAL TRANSFERS AND INTERGOVERNMENTAL									47,419,962.00
SEWER	440	2,825,403.00	18,866,976.00	24,500.00	6,259,728.00	3,130,991.00	2,973,310.00	205,000.00	34,285,908.00
WATER	450	5,883,695.00	3,439,023.00	25,000.00	11,204,120.00	2,002,778.00	4,235,123.00	615,000.00	27,404,739.00
AIRPORT	470								
GOLF COURSE	710	219,845.00	728,513.00		280,346.00	29,803.00	87,926.00		1,346,433.00
TOTAL ENTERPRISE APPROPRIATION		8,928,943.00	23,034,512.00	49,500.00	17,744,194.00	5,163,572.00	7,296,359.00	820,000.00	63,037,080.00