CITY OF WORCESTER

FISCAL 2011

ANNUAL BUDGET

Michael V. O'Brien, City Manager

Worcester, Massachusetts

TABLE OF CONTENTS

I. TABLE OF CONTENTS……...…….……... I – 1

II. GENERAL INFORMATION

1) City Manager's Transmittal and Budget Overview **II – 1**
2) Budget Financial Plan—Revenue and Expenditure Summary **II – 2**
3) Fiscal 2011 Budget Procedure **II – 3**
4) Fiscal Policies **II - 4**

III. LEGISLATIVE OFFICES

1) City Council……..……..pg.1 **III – 1**
2) Mayor's Office……..…….……....pg.4 **III – 2**
3) City Clerk…….…….….....pg.7 **III – 3**
4) Election Commission…….....pg.11 **III – 4**
5) City Auditor……....pg.15 **III – 5**
6) Retirement…….……...……..pg.19 **III – 6**
   - Contributory Pensions
   - Non-Contributory Pensions

IV. CITY MANAGER'S OFFICE

1) City Manager's Office……pg.26 **IV - 1**
   - Administration
   - Human Services
2) License Commission…….....pg.31 **IV – 2**
3) City Manager's Contingency……..pg.34 **IV – 3**
4) Public Health……..…….....pg.36 **IV – 4**

5) Elder Affairs……..……..…….....pg.46 **IV – 5**

6) Public Library….……..……...pg.51 **IV – 6**

7) Regional Library…….....pg.58 **IV - 7**

V. HUMAN RESOURCES

1) Human Resources……..……..pg.61 **V – 1**

2) Workers' Compensation & Public Safety IOD……...pg.68 **V – 2**

3) Unemployment Compensation…….……...pg.76 **V - 3**

4) Health Insurance…….....pg.78 **V - 4**

VI. OFFICE OF ECONOMIC & NEIGHBORHOOD DEVELOPMENT

1) Economic Development……..……...pg.82 **VI – 1**

2) Neighborhood Development……..……pg.87 **VI – 2**

3) Worcester Redevelopment Authority / Union Station…pg.93 **VI – 3**

4) Planning & Regulatory Development……..……..pg.96 **VI – 4**

5) Regional Employment Board…….pg.102 **VI – 5**

6) Workforce Central Career Center……..pg.107 **VI – 6**

7) Marketing Campaign…….....pg.112 **VI – 7**

8) Airport……...…..…….....pg.115 **VI – 8**

9) Cable Services……..……..……....pg.120 **VI – 9**

VII. LAW DEPARTMENT

1) Law Department….…….……....pg.125 **VII – 1**

2) Property & Casualty Insurance…….…...……...pg.129 **VII – 2**

3) Court Judgments…….…….……...pg.132 **VII – 3**

VIII. WORCESTER POLICE DEPARTMENT

1) Police Department……..pg.134 **VIII – 1**

IX. WORCESTER FIRE DEPARTMENT

1) Fire Department……pg.140 **IX-1**

X. DEPARTMENT OF EMERGENCY COMMUNICATIONS

1) Emergency Communications……..pg.150 **X-1**

- Emergency Management

XI. INSPECTIONAL SERVICES

1) Inspectional Services…….…….....pg.156 **XI– 1**

- Buildings and Zoning
- Housing and Health Inspections

XII. WORCESTER PUBLIC SCHOOLS

1) Public Schools…….……...pg.166 **XII– 1**

XIII. PUBLIC WORKS & PARKS

1) Auditorium……..……...pg.169 **XIII – 1**
2) City Messenger….…….....pg.171 **XIII – 2**
3) DCU Center….……..…….pg.174 **XIII – 3**
4) Golf……...……..pg.180 **XIII – 4**
5) Off-Street Parking Program…….....pg.187 **XIII – 5**
6) Administration/Finance Division……...pg.191 **XIII – 6**
7) Engineering/Architectural Division…..…..……...pg.202 **XIII – 7**
8) Streets Division……..……..……..pg.205 **XIII – 8**
9) Sanitation Division……....pg.208 **XIII – 9**
10) Central Garage Division…….....pg.210 **XIII – 10**
11) Parks, Recreation, & Hope Cemetery Division……pg.212 **XIII – 11**

12) Snow Removal……...……..…….pg.220 **XIII – 12**

13) Streetlights Division….……..……..pg.224 **XIII – 13**

14) Enterprise: Sewer Division……..……..pg.226 **XIII – 14**

15) Enterprise: Water Division…….....pg.234 **XIII – 15**

XIV. ADMINISTRATION & FINANCE

1) Finance……....……..pg.242 **XIV – 1**

- Administration
- Budget & Treasurer and Collector
- Purchasing

2) Assessing……...pg.251 **XIV – 2**

3) Technical Services…….……pg.255 **XIV – 3**

4) Debt Service Principal & Interest…….....pg.261 **XIV – 4**

5) Pension Obligation Bonds..……pg.269 **XIV – 5**

XV. CITY MANAGER'S FIVE POINT PLAN FUNDS…….pg.273 **XV – 1**

XVI. LINE ITEM BUDGET……....pg.276 **XVI – 1**

Michael V. O'Brien
City Manager

CITY OF WORCESTER

cm2010apr27183503 Attachment for Item # 8.39 C

April 27, 2010

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

In the last few years, we have been faced with significant financial challenges due to the national and international recession. We have seen our four revenue sources—property taxes (with new construction growth), local receipts (Motor Vehicle Excise, building permits, etc.), State Local Aid, and other available funds—drop steadily, while our fixed costs continue to rise. State Aid has been cut by nearly 32%, a loss of $19M in annual, recurring revenue; while, local receipts have fallen nearly 10%, a loss of $4M in annual, recurring revenue.

We have prepared and planned over the last six years through re-structuring, reducing, and fiscal planning, but the operational impacts have been felt across the organization and the City. We have eliminated more than 200 positions from the table of organization through layoffs and attrition. We also anticipate the loss of an additional 80 positions through the early retirement incentive program likely to be approved at Beacon Hill. When combined, the City's workforce will have shrunk by 15% in two short years. We have frozen wages for two years, reduced uniformed staff in our public safety departments, reduced staff levels in all other departments, cut programs, and pushed for and achieved multiple employee health insurance reforms. The reality is that we have stabilized our quality of life due to our employees rising to this challenge. Their dedicated efforts in all departments and divisions have transitioned us, in a systematic and professional manner, to this new era of fewer resources.

In January, I presented to you revenue and expenditure challenges that would culminate into a $15M projected budget deficit for Fiscal Year 2011. I also identified a number of responsible solutions to apply toward closing the budget gap, including the pension schedule extension, the early retirement incentive, additional frozen/ vacant positions, further department reductions, and the use of one-time proceeds from the transfer of the Worcester Regional Airport. These adjustments, some subject to the final approval of the State Legislature, reduce the projected deficit to $2M, leaving deep program cuts to close the remaining gap. We would be required to reduce or eliminate entirely these successful core programs and services:

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EMAIL: citymanager@ci.worcester.ma.us

Worcester Police Department = $800,000

- Elimination of Additional Summer/ Fall WPD Patrols
- Elimination of Community Impact/ Crime Watch Program
- Elimination of A-Team, Saturation Patrols and Gang Unit Program
- Elimination of Vice Stings

Department of Public Works & Parks = $700,000

- Closure of Three Yard-Waste Drop-Off Sites
- Elimination of Nuisance Team Program
- Elimination of KWC and Neighborhood Clean-Ups
- Dramatic Reduction in Hope Cemetery Maintenance
- Elimination of Graffiti "Grime Watch" Team
- Closure of Summer City Beach Program

Worcester Fire Department = $500,000

- Additional Company Closures During Summer, Response Time Increases
- Significant Drops in Staff Levels – New Class Would Be Unlikely
- Unable to Maintain Staff Levels to Qualify for Recently Awarded Federal S.A.F.E.R. Grant

Addressing Our Priorities

My Fiscal Year 2011 Budget Recommendation stabilizes these core programs and services and reinvests net new millions of dollars into critical infrastructure. It accomplishes this through the modest use of our un-levied tax capacity to generate the recurring revenues to properly fund this endeavor, all per our Five Point Financial Plan. It will reinvest nearly $20M more in a push to address the backlog of reconstruction of our streets and sidewalks Citywide. This backlog of streets and sidewalks that is in great need of repair is the number one issue cited time and time again by citizens and surveys.

This $20M plan will be funded by a combination of net new capital borrowing and proceeds from the transfer of the Airport. This infusion will require a recurring revenue stream of $2M annually to finance approximately $17M of this reinvestment. This will require $2M from the un-levied tax capacity of the City, reducing it from $12M to $10M, in effect raising taxes within the Prop 2 limit to fund this capital reinvestment program. As mentioned, the balance of $3M will come from pending one-time revenues from the transfer of the Worcester Regional Airport to MassPort.

Upon approvals of the $20M additional streets and sidewalks reinvestment program (in addition to the annual $9M+ capital budget for this purpose), we will begin the planning and implementation process as early as this summer. As you know, the selection and engineering process will create a ramp up to actual construction over a 12 month period, with the physical work completed over the next year's construction season and two construction seasons thereafter. The debt service payments on this borrowing will ramp up similarly over this period. As a result, the $2 million of recurring revenue will be available for FY2011 to stabilize services for it will not be

obligated to debt service payments. This provides a means to close the remaining FY2011 budget gap and avoid further cuts to critical programs and services. In each succeeding fiscal years (FYs 2012-2014), the balance available to stabilize the services will decline dramatically as we transition to the full commitment to pay principle and interest on the $17M borrowing.

Revenue Stabilization to Debt Service Illustration

	FY11	FY12	FY13	FY14	FY15
Recurring Tax Revenue	2.00	2.00	2.00	2.00	2.00
Debt Service Due	-	(0.30)	(1.10)	(1.81)	(2.00)
Revenue to Stabilize Budget	2.00	1.70	0.90	0.19	0.00

Capital Reinvestments In Our Public School Buildings

Our public schools are in critical need of capital repair. As part of the FY 2011 Capital Budget (to be submitted to City Council in May 2010), I will propose an increase in the allocation of capital dollars for the repair and rehabilitation of school facilities. Over the past two years, we have maintained the City's tax levy borrowing cap at $15M, a self-imposed cap that is well below the level set within the Five Point Financial Plan. I will propose to restore the borrowing cap to $18M, and dedicate this additional $3M in capital funding for school rehabilitation. Our annual Capital Budget has historically funded schools at $3M. This action effectively doubles their FY2011 allotment to $6M. In addition to this, I will recommend $14M in energy efficiency upgrades to school facilities Citywide such as the installation of state-of-the-art boilers, HVAC systems, controls, new windows, insulation and other technology. These energy upgrades will be affected through our Energy Savings Contract with Honeywell International. The annual cost savings from decreased energy use as a result of these upgrades are substantial and are guaranteed as part of this contract. These savings are applied to finance these upgrades. The net effect of these efforts will be a $20M reinvestment in our Worcester Public school facilities over this same period.

These reinvestments will address our top priorities while interest rates and construction costs are still low—all within the parameters of responsible financial planning. The City will maintain over $10M in un-levied tax levy capacity—the second highest in the State—and will demonstrate to residents, visitors, and bond rating agencies that we recognize the value of investing in ourselves.

S.A.F.E.R. Grant

The U.S. Department of Homeland Security has awarded the City a Federal S.A.F.E.R. grant in the amount of $2.2M. This grant will fund 100% of the cost for an additional 17 new firefighters this year and next year, allowing us to put on recruit classes on to address expected waves of firefighter retirements expected over this same time period, all to maintain a consistent compliment of 389.

Continued Challenges

It is important to note that in addition to these solutions difficult reductions are included as part of the FY 2011 budget recommendation and that there is more difficult work ahead. All positions and programs eliminated in FY 2010 budget have not been restored. All departments and divisions were asked to reduce their budgets by an additional 3% on average. Frozen positions and assumed vacancy savings in departments continues to put pressure on operations. Early retirements, if adopted by Beacon Hill, as noted above, will result in the loss of another 80 employees. These positions will also be eliminated entirely from the City's table of organization. The loss of these individuals, our most knowledgeable and most experienced employees, will ultimately have a significant impact on delivery of services. I will continue to work with all departments to address these changes, and intend to bring forward a number of proposals and recommendations by November, including:

Regionalization Through Shared Services and Cooperative Agreements with Neighboring Towns

I am currently pursuing proposals to develop a pilot program that would establish regional capability and cooperative agreements with neighboring towns. This would provide an opportunity to share resources and expertise, stretch dollars to support core services, and qualify us for significant grants to update technology and infrastructure. I intend to bring forth proposals in the coming weeks.

Consolidation Through the Use of Technology and Cross-Training

As you know, re-structuring and consolidation is underway in a number of departments and divisions, including Inspectional Services, Fire Prevention, Budget, Purchasing, and Treasury. In areas where certification or specialized training is not mandated, I will seek to cross-train sanitary inspectors in State Sanitary Code for Food Protection, Water Quality and Housing Sanitation in order to fill in gaps when staffing levels are not adequate. This will allow for interdivisional support as well during the ebbs and flows of peak service times. Work is also underway to relocate the Fire Prevention Division to Meade Street by July. This move will allow for the operation of one "point-of-sale" service desk for customers, shared administrative services for permits and licenses issuances, and cross-training of inspectors (both civilian and fire) to eliminate the need for multiple inspections at one site, and ultimately, to ensure that as many uniformed personnel as possible are on apparatus.

Alternative Service Delivery and Technology Deployment

We are currently evaluating alternative solutions to deliver services as effectively and efficiently as possible, including the exploration of permitting software and new financial applications to streamline critical departmental functions. In addition, I will continue to explore privatization and outsourcing where it makes financial and reasonable sense. I have included within my FY 2011 budget recommendation $300,000 in the City Manager's contingency to provide the critical funding to support these necessary endeavors as we continue to transition to a leaner and leaner times.

All of the above is aimed at achieving one goal—preserving and improving quality of life for our residents. We must maintain our commitment to core services and meet the expectations of the public through measured risks and aggressive reform. Investments in streets, sidewalks, and school facilities are critically important assets in our community, and this kind of investment, even more so when times are

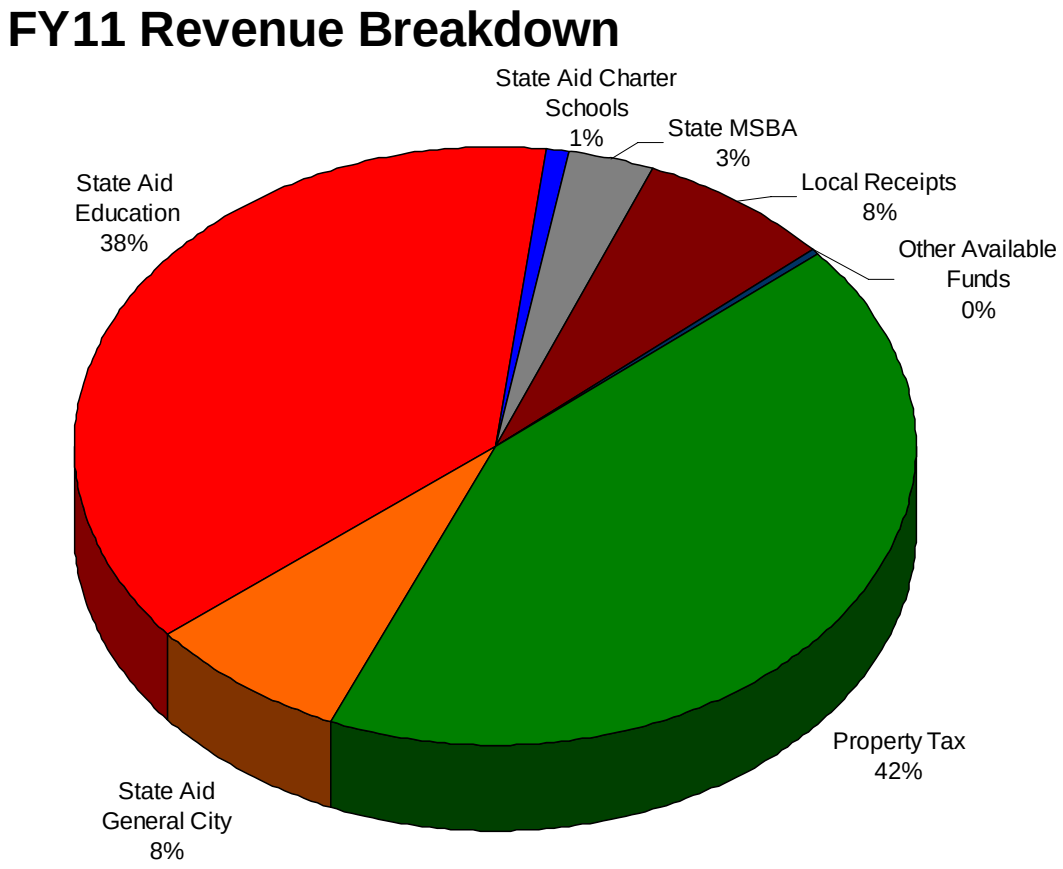
challenging, speaks volumes about our values for our community and our willingness and motivation to move forward.

I respectfully recommend your approval of the appropriations shown in the Statement of Amounts included in the attached Annual Budget for Fiscal Year 2011. This recommendation calls for total expenditures of $571,295,345. The largest item of this total expenditure recommendation is the Operating Budget (General Fund) of $506,076,587 million. The total expenditure recommendation for all Enterprise Accounts is $65,218,758. The accompanying budget documentation outlines the amounts and purposes for all recommended appropriations.

Respectfully submitted,

Michael V. O'Brien
City Manager

Fiscal Year 2011 Revenues



The Fiscal Year 2011 budget is funded through $506.1M in revenues. Revenue estimates for Fiscal Year 2011 indicate revenue reductions in nearly all revenue categories. State Aid General Revenue sharing for City operations declines by more than 4% based on the House and Senate statement on revenues. That represents a 32% reduction since Fiscal Year 2008. State Funding for Education has been sustained with the continued deployment by the State of stimulus funds. State MSBA reimbursements are reduced consistent with the approved level of reimbursements for school construction projects that have not been fully reimbursed by the Commonwealth to date. Property taxes show increases consistent with Proposition 2 ½ and New Growth, and $2M in unused levy capacity to support a long term street and sidewalks investment and to provide a short term support for services. This leaves $10M in unused levy capacity—an increase in the city's recurring revenues that leaves the city the second highest in the Commonwealth for property tax relief under Proposition 2 ½. Local Receipts, inclusive of Motor Vehicle Excise taxes, Building Permits, Parking Fines and other licensing fees, are projected to decline by more than $3.3M, due to slowing revenue trends and an anticipated change in the Medicaid reimbursement formula. Transfers in from reserve funds which are appropriated in to the general

fund budget are estimated at the same level as Fiscal Year 2010. Each revenue category is discussed in detail in the following sections of this document.

Revenue Summary	FY09	FY10	FY11	%
Property Tax Levy	197.5	204.8	214.9	5.0%
State Aid General City	53.3	41.6	39.7	-4.6%
State Aid Education	180.5	192.8	191.5	-0.7%
State Aid Charter Schools	5.4	4.6	4.4	-2.6%
State MSBA	17.8	19.1	15.7	-17.8%
Local Receipts	39.8	41.9	38.5	-8.0%
Other Available Funds	4.8	1.3	1.3	0.0%
Free Cash	-	-	-	0.0%
Total Revenues	**499.1**	**506.0**	**506.1**	**0.01%**

Property Taxes

The Fiscal Year 2011 budget assumes that the City will raise property taxes consistent with the provisions of Proposition 2 1/2, recognizing a 2.5% increase in property taxation as well as the value of New Construction Growth certified by the Commonwealth. The Fiscal Year 2011 budget assumes new growth of $2.7M, a reduction from Fiscal Year 2010 which employed New Growth in the amount of $3.0M. The tax levy amount recognized for the Fiscal 2011 budget maintains $10M in unused levy capacity available to be raised by taxation. This is an increase of $2M in the city's recurring revenues from property taxes. This recurring revenue source will be deployed to support a long term street and sidewalks investment strategy. In the short term, before the infrastructure construction is complete and debt service payments are due, the revenues are available to stabilize services in Fiscal Year 2011 and 2012. The following chart illustrates the transition from service funding to debt service payments for this identified recurring revenue source:

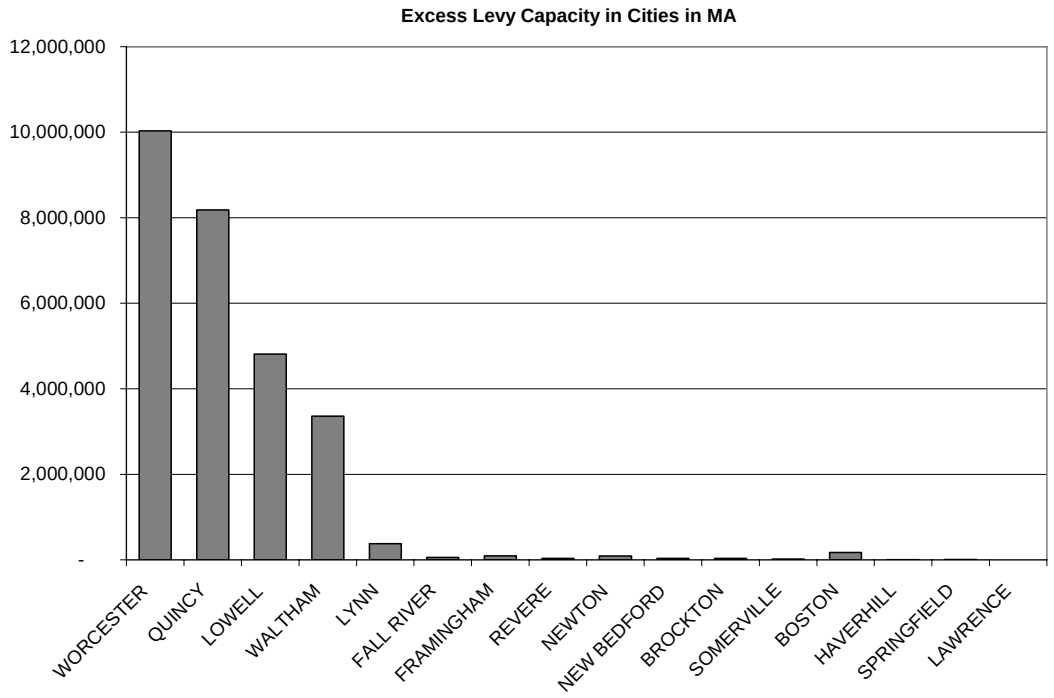
Revenue Stabilization to Debt Service Illustration

	FY11	FY12	FY13	FY14	FY15
Streets/Sidewalks Construction	5.00	8.50	3.50	NA	NA
Debt Service Due	-	0.30	1.10	1.81	2.00
Recurring Revenue Source	2.00	2.00	2.00	2.00	2.00
Revenue to Stabilize Budget	**2.00**	**1.70**	**0.90**	**0.19**	**0.00**

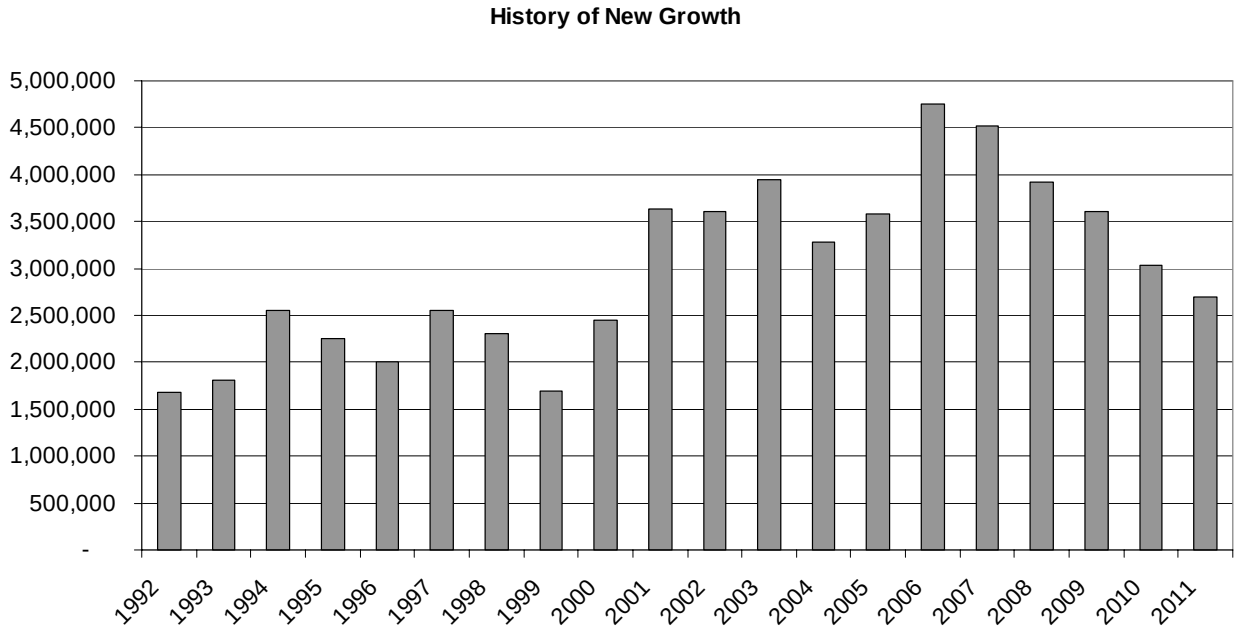
The following chart compares the City of Worcester's unused levy capacity with that of other cities in Massachusetts with population over 60,000 (Cambridge has more than $90M in capacity and is excluded from the table).

City	Excess Levy	% of Maximum Levy	budget	% of Total Budget
CAMBRIDGE	96,559,307	26.8%	514,295,812	18.78%
WORCESTER	10,031,636	5.5%	570,667,436	1.76%
QUINCY	8,183,408	4.6%	288,945,040	2.83%
LOWELL	4,810,057	4.6%	318,636,488	1.51%
WALTHAM	3,357,448	2.3%	208,696,125	1.61%
LYNN	379,881	0.4%	263,234,523	0.14%
FALL RIVER	60,007	0.1%	259,389,359	0.02%
FRAMINGHAM	92,769	0.1%	238,719,133	0.04%
REVERE	37,157	0.1%	137,413,697	0.03%
NEWTON	88,541	0.0%	334,466,113	0.03%
NEW BEDFORD	34,413	0.0%	298,618,880	0.01%
BROCKTON	34,443	0.0%	324,638,789	0.01%
SOMERVILLE	17,095	0.0%	206,194,569	0.01%
BOSTON	172,448	0.0%	2,479,269,843	0.01%
HAVERHILL	4,696	0.0%	162,195,452	0.00%
SPRINGFIELD	7,429	0.0%	604,225,598	0.00%
LAWRENCE	-	0.0%	248,915,181	0.00%

Based on FY10 Excess Levy Amounts, except for Worcester which includes the FY11 budget



The City's property tax levy increases annually consistent with New Construction Growth in the City. The following chart illustrates the history of New Growth amounts applied to the Fiscal Year tax levy:



Property Tax Statutes

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

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

The "Levy Ceiling" is the upper limit of the two separate means to restrict the amount of the tax levy to be raised. 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. Proposition 2 ½ provides that a community's tax levy cannot exceed 2.5% of the total taxable assessed value of the community. The "Levy Ceiling" is the absolute limit to how much tax levy a community may raise. The Levy Ceiling would be reached when a community has a single tax rate of 25.00 per thousand, or 2.5% of assessed valuation.

Any community may choose to "override" the levy limit set by the above limitations. 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". Proposition 2 1/2 provided communities with some flexibility to increase the amount of property taxes levied to balance their budget. Any city below its "Primary Limit" may, by majority vote of a special or state election, increase

for any given fiscal year its allowable annual increase, but in no event may this increase exceed the Primary Limit.

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 2011 is set at $2.8M. The following table includes all elements of the City's property tax revenue estimate for Fiscal Year 2011.

Property Tax Revenues

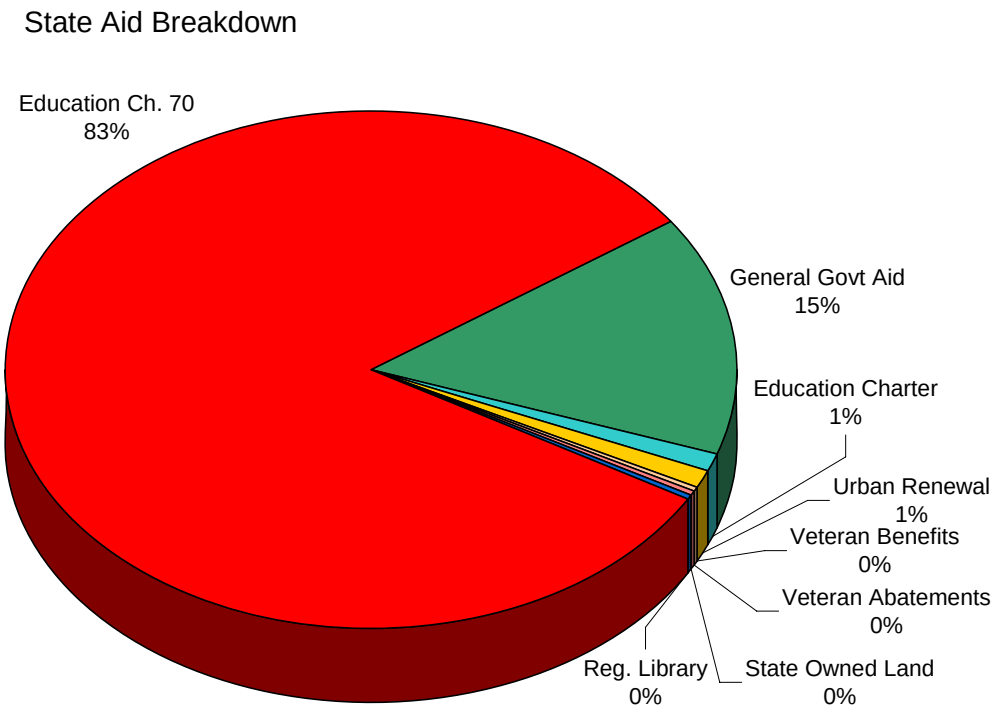
	2009	2010	2011
Prior Year Levy	**190,524,784**	**199,191,001**	**207,502,880**
Amended Growth	7,923	24,733	
2.5% Increase	5,063,297	5,280,571	5,488,363
New Growth	3,602,919	3,031,096	2,700,000
Use of Unused Capacity			2,000,000
New Total Levy	**199,191,001**	**207,502,880**	**217,691,243**
Less Overlay	(3,503,117)	(3,100,000)	(2,800,000)
Available Tax Levy	**195,687,884**	**204,402,880**	**214,891,243**

State Aid (Cherry Sheet)

The Cherry Sheet is an 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 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 signed by the Governor following House and Senate deliberation and passage.

State Aid Overview and trends

The Fiscal Year 2011 budget proposal includes estimates for State Aid based on the House Ways and Means proposed budget. 83% of the City's aid from the state is directed toward public education. 15% is allocated for direct general government aid:



The following tables show the general trend since Fiscal Year 2008 for state funding for the City of Worcester. Over this period, Education aid has increased by 8%, or $16.4M, as shown in the following table:

State Aid Category	FY08 Actual	FY09 Actual	FY 10 Budget	FY11 Budget	FY08 to FY11 %
Education Chapter 70	174,025,314	180,493,947	192,784,395	191,512,804	10.0%
Education Charter School	5,533,047	5,412,587	4,566,823	4,447,297	-19.6%
Education Subtotal	**179,558,361**	**185,906,534**	**197,351,218**	**195,960,101**	**9.1%**

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 greater than 30%. This represents the loss of more than $18M in recurring revenues as shown in the following table:

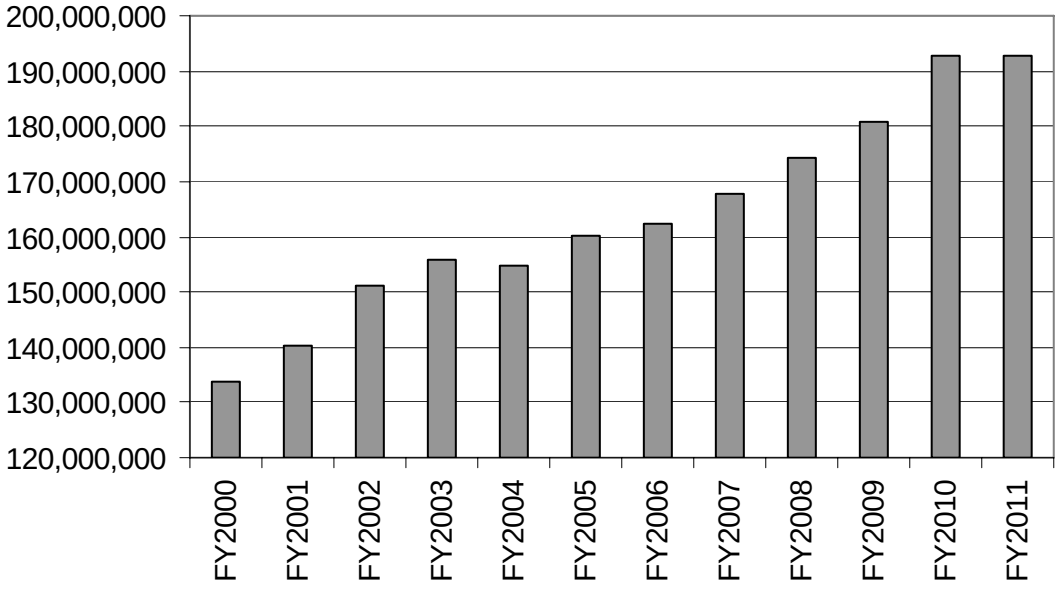
State Aid Category	FY08 Actual	FY09 Actual	FY 10 Budget	FY11 Budget	FY08 to FY11 %
General Revenue Sharing	51,721,578	46,681,511	36,955,755	35,150,025	-32.0%
Urban Renewal	2,410,000	2,410,000	2,410,000	2,410,000	0.0%
Veteran's Benefits	347,564	689,646	788,109	912,830	162.6%
Vet/Eld Abatements	668,998	667,314	665,439	650,246	-2.8%
State Owned Land	615,428	659,870	594,453	466,823	-24.1%
Regional Lib	119,655	119,655	102,640	81,844	-31.6%
Quinn Bill	2,190,117	2,055,173	400,000	0	-100.0%
Subtotal General Government	**58,073,340**	**53,283,169**	**41,916,396**	**39,671,768**	**-31.7%**

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 2011.

Education Aid—Chapter 70 (Including SFSF State Stimulus Funds)
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, and to reduce reliance upon the property tax to fund public education. Chapter 70 School Aid is based on a formula that generates a "foundation budget" representing the spending 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. 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 level funded from Fiscal 2010 at $191,512,804 for Fiscal 2011. Chapter 70 Aid in the amount of $187,838,166 was supplemented with $3,674,638 in State Fiscal Stabilization Funds (SFSF/ARRA/Stimulus), allowing the state to meet the Foundation budget for the Worcester Public Schools. Stimulus funds have been used by the State over the last three years to maintain the state obligation to fund foundation budgets. The SFSF funds are not subject to appropriation and are not included in the line item budget for that reason, but the funds are included in the summary presentation. The table below includes SFSF for Fiscal Years 2009 ($18.9M) , 2010 ($15.9M) and 2011 ($3.7M).

State Education Aid FY00 to FY11



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. The Fiscal 2011 the Charter Tuition Reimbursement and school choice tuition is budgeted at $4,447,297. In Fiscal

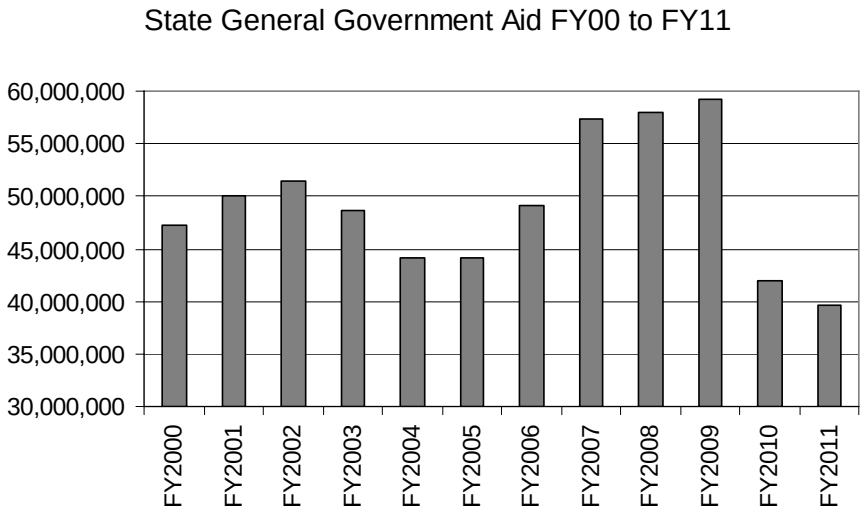
Year 2011, a new charter school is opening in Worcester. As a result, this reimbursement amount will change consistent with the enrollment of the new charter school.

Other State Aid Categories:

State Aid Category	FY08 Actual	FY09 Actual	FY 10 Budget	FY11 Budget	FY08 to FY11 %
General Revenue Sharing	51,721,578	46,681,511	36,955,755	35,150,025	-32.0%
Urban Renewal	2,410,000	2,410,000	2,410,000	2,410,000	0.0%
Veteran's Benefits	347,564	689,646	788,109	912,830	162.6%
Vet/Eld Abatements	668,998	667,314	665,439	650,246	-2.8%
State Owned Land	615,428	659,870	594,453	466,823	-24.1%
Regional Lib	119,655	119,655	102,640	81,844	-31.6%
Quinn Bill	2,190,117	2,055,173	400,000	0	-100.0%
Subtotal General Government	**58,073,340**	**53,283,169**	**41,916,396**	**39,671,768**	**-31.7%**

General Revenue Sharing

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 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 was reduced by 30% in Fiscal Year 2010. The current budget assumes an additional 4% reduction from the Fiscal Year 2010 levels of this revenue source for Fiscal Year 2011.



Police Career Incentive (Quinn Bill)

The current budget estimate assumes the complete elimination of this budgetary line item in the state's budget process. This recognizes the state's elimination of the state reimbursement program for Police career development through education (Quinn Bill). The House Ways and Means budget proposal did include an allocation for a reimbursement of $200,000 to the City of Worcester, but this budget assumes that that amount will not be included in the final State budget.

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 of the $40 million in long-term bonds issued by the City to finance this project. The Fiscal 2011 preliminary cherry sheet reports that the funds to the City will remain level funded at $2,410,000 from Fiscal 2010.

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 2011 revenue estimate for this revenue source is $912,830.

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 $466,823, a reduction from Fiscal Year 2010 level of $594,453

Regional Public Library
Regional Public Library receives a state aid allocation for the city's participation in the state wide Regional Library program. Due to a change in the state statute, the Central Massachusetts Regional Library System has become an independent non-profit entity that receives funding directly from the Massachusetts Board of Library Commissioners. Previously, this board contracted with the cities of Worcester and Fitchburg to provide services to the public libraries in central Massachusetts. The state also provided funding to the City through the Cherry Sheet to compensate for these services. The Central Massachusetts Regional Library System now serves all types of libraries, including those in schools, colleges, hospitals and businesses. Indications from the Commonwealth are that this program is coming to a close in Fiscal Year 2011. The Cherry sheet includes $81,844 for regional library.

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

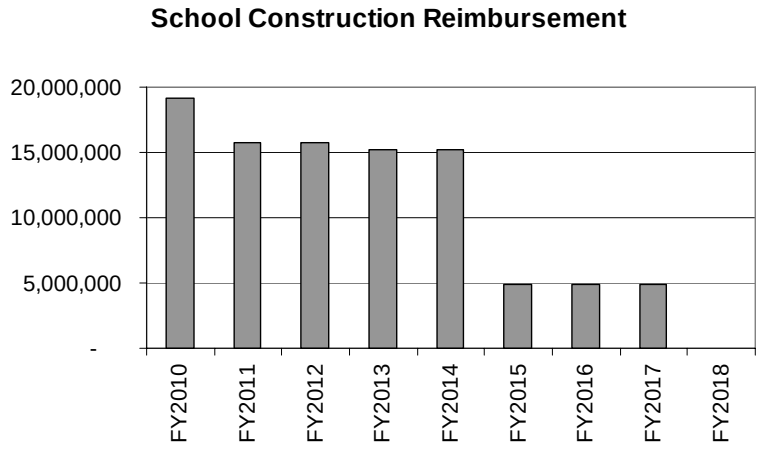
maximum earnings of $13,000 for a single person, or $15,000 for a married person, minus minimum social security exclusions, residing in their property for five years and in the state for ten years with an estate, not in excess of $28,000 if single, or in excess of $30,000 if married, with any income 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. It is anticipated that the Elderly Exemption appropriation will be level funded in Fiscal 2010 from the Fiscal 2009 appropriation of $650,246.

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 2011 is projected to be $15,729,151. Reimbursements are provided over a period of time, up to twenty years.

	FY08 Actual	FY09 Actual	FY 10 Budget	FY11 Budget	FY10 to FY11%
MSBA Reimbursement	17,305,905	17,805,421	19,128,787	15,729,151	-17.8%

The School Building authority 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 follow chart shows the recent history and future of school building reimbursements:

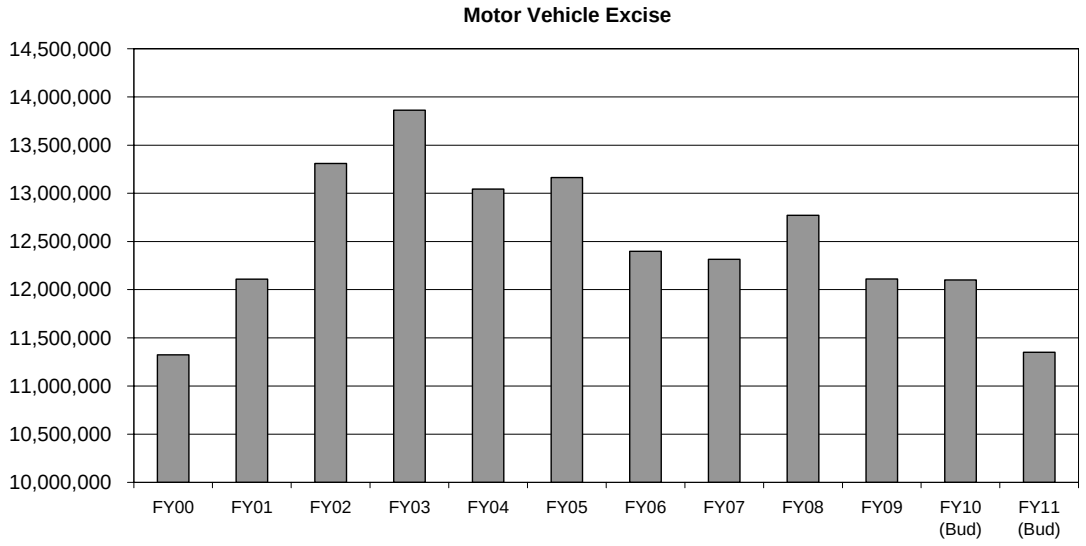


Local Receipts

Category	FY09 Actuals	FY10 Budget	FY11 Projection
Motor Vehicle	12,108,104	12,100,000	11,350,000
Other Excise	632,923	2,416,000	2,375,000
Penalties and Interest	2,605,177	2,572,000	2,572,000
In lieu	1,521,307	1,400,000	1,100,000
Charges Trash	3,614,361	3,750,000	3,400,000
Other Charges	200,602	200,000	65,000
Fees	1,648,749	1,735,420	1,487,920
Federal Reimbursement (Medicaid)	5,976,340	5,610,000	5,000,000
Dept Rev Cemeteries	234,124	230,000	189,500
Dept Rev Rec.	49,090	50,000	50,000
Other Dept	184,034	180,000	180,000
Licenses and Permits	4,402,115	4,784,580	3,961,410
Special Assessments	374,656	395,000	370,000
Fines and Forefeits	3,136,579	3,400,000	3,350,000
Investment Income	764,840	750,000	750,000
Misc Recurring	1,840,024	2,328,000	2,328,000
Misc Non	483,818	0	0
Total	**39,776,842**	**41,901,000**	**38,528,830**

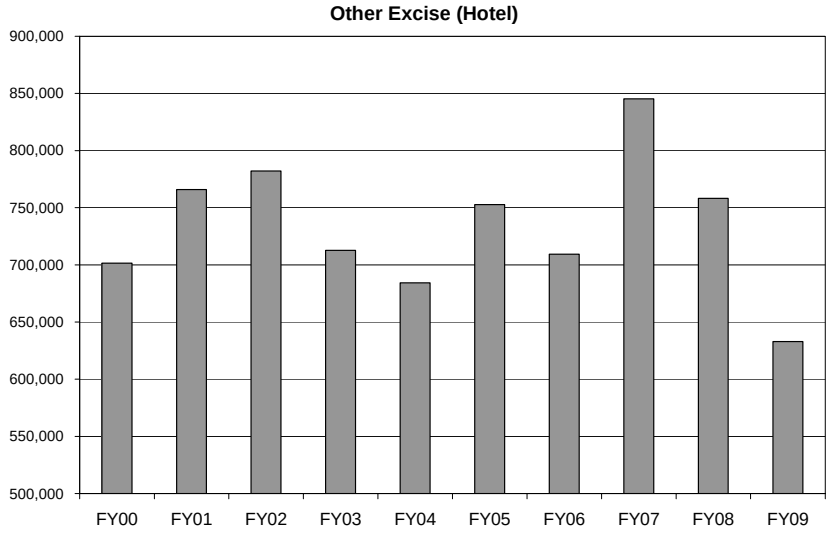
Motor Vehicle Excise Taxes

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 collects the money 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, and the Fiscal Year 2011 revenue estimate of $11.35M continues this trend.



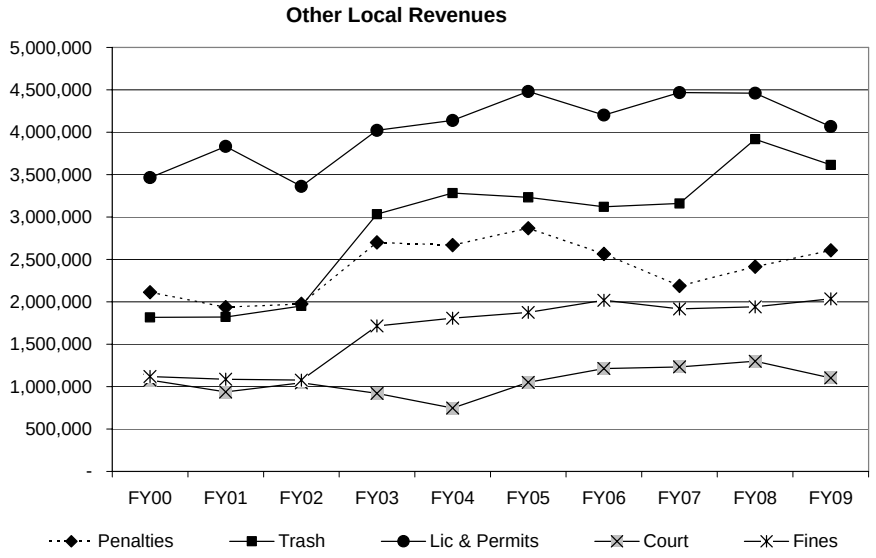
Other Excise: Hotel and Meals Taxes

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 revenue source was first implemented during the last three quarters of Fiscal Year 2010. The hotel and meals tax is estimated to be $2.375M in Fiscal Year 2011, $1.4M from Meals taxes and the balance from hotel and motel taxes. Hotel taxes have been declining over the last three years, but are expected to increase consistent with local option revenue increases established for Fiscal Year 2010 and assumed in the revenue estimate for Fiscal Year 2011.The table below illustrates the history of Hotel taxes only. Fiscal Year 2010 was the first year for meals tax and is not illustrated below:



Other Local Receipts:

The following chart illustrates the historical trends of the other major local receipt categories. All revenue categories are described in the narratives following the chart:



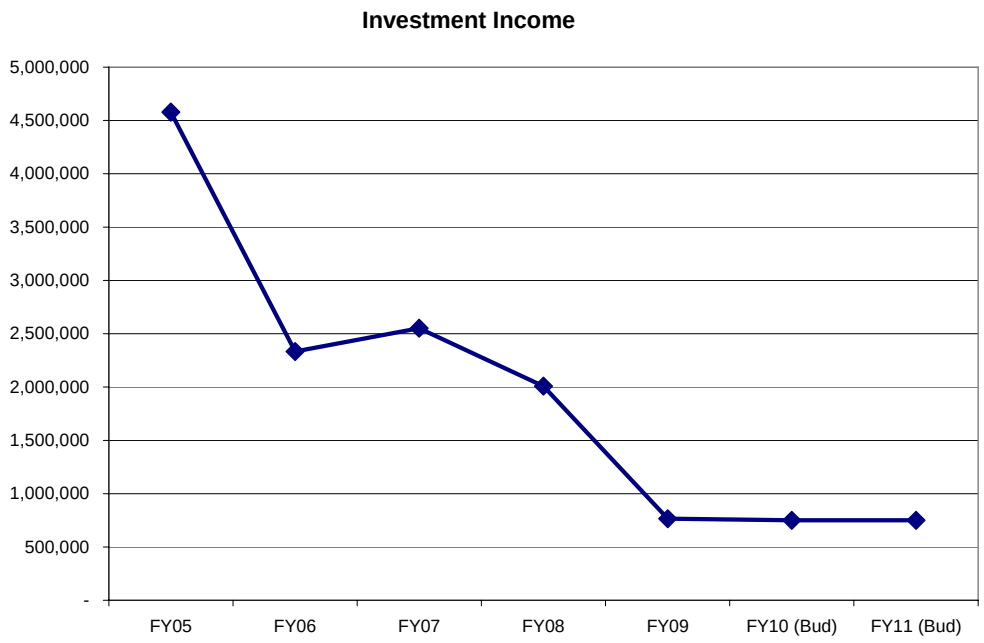
Penalties and Interest
State law dictates the interest rate on delinquent taxes, while city ordinance sets the rate for water and sewer late charges. Penalties and fees are incurred for delinquency of tax payment, serving notice and issuance of warrants, recording instruments of taking and other miscellaneous fees.

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 reduced to $3.4M for this category due to reduced usage of the bags that is associated with increased recycling. This in turn reduces waste disposal costs.

Licenses and Permits
Revenues are collected associated with licenses and permits issued by the city. These include building permits of various kinds, liquor licenses, and other City licenses.

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 delinquent bills are also placed within this category of revenue.

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 $750,000. Interest income has reached a low point that is now carried forward in the Fiscal Year 2011 revenue estimate. This trend is illustrated in the chart below:



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 development 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.

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 2011.

Federal Grant Administration (Miscellaneous Recurring)
In Fiscal Year 2010, the City assesses a 3% federal and state grant assessment on all eligible grants. This assessment is applied to the financial and certain administrative departments for the services provided for financial, legal, and human resource related services. This assessment increased from 1% to 3% in the Fiscal Year 2010 estimated receipt.

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 remaining balance supplements the cemetery-operating budget.

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.

General Fees
Several departments throughout the city assess fees for various types of services provided. In general the following describes the types of fees charged, and the departments responsible for collecting the fee. Fees are set consistent with Massachusetts General Law with the intent of recovering some or all of the costs associated with the service provided. Other departments and the types of fees contributing to this category of revenue include the cost for review of site plans through the Planning Board, The Office of the City Treasurer from the return of personal checks due to insufficient funds, and Department of Public Works through vending machine commissions. In addition, revenue collected from pay telephone commissions, zoning ordinance and tax map fees are included in this category of receipts.

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. Also, towing contract revenues received from vendors who individually bid on the 10 specific zones of the City are an operation of the Emergency Management Administration and 50% of the cost are placed in this account category.

Charges for Services
This category represents the annual rental amount collected for the tenants of the Worcester Memorial Auditorium. With the new courthouse operational the net revenue to be received by the city in addition to any operational costs is uncertain.

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

Local Receipt Increases/Adjustments for Fiscal Year 2011

Burial permit fee increase to $20.00 per permit
Under MGL Chapter 114: Section 45. Burial permits; permits for removal of bodies; certificates of death; deceased veterans; The local Board of Health must issue a burial permit for each individual who has died in the City of Worcester. The Boston Public Health Commission fee is currently set at $31.00 per permit as is the City of New Bedford with a $30.00 fee per permit. The City of Worcester burial permit fee has not changed in over a decade. In order to continue to provide this service to the numerous undertakers, we propose an increase from $10.00 to $20.00 which is in alignment with other like size cities while also considering present administrative costs and cost of living increases over the past decade.

Tobacco permit fee increase to $150.00 per permit
The Division of Public Health's Tobacco Control and Prevention Program received a 30% budget reduction under the 9C cuts in 2009; with reductions from $194,000 to $134,000 per annum. Although there were significant reductions in funding, the Tobacco Control Program must continue to uphold similar contract requirements by visiting each retail tobacco establishment four times per year. The proposed permit fee increase of $100.00 to $150.00 is reflective of cost of living increases since 2007 coupled with State budget reductions.

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 2011 Budget.

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 2011 Budget. This revenue classification allows salary and ordinary maintenance projections to be performed in a more consistent and expedient manner. Funds previously transferred from Parking, Sewer Connection Fees, Construction Inspection Fees, and Hope Cemetery Trust Funds and Lots and Graves Sales are the sources of revenues for this revenue classification. In additional, other funds which are not generated as a revenue collection or state aid are recognized by the Department of Revenue as "Other Available Funds." The funds and amounts are detailed below:

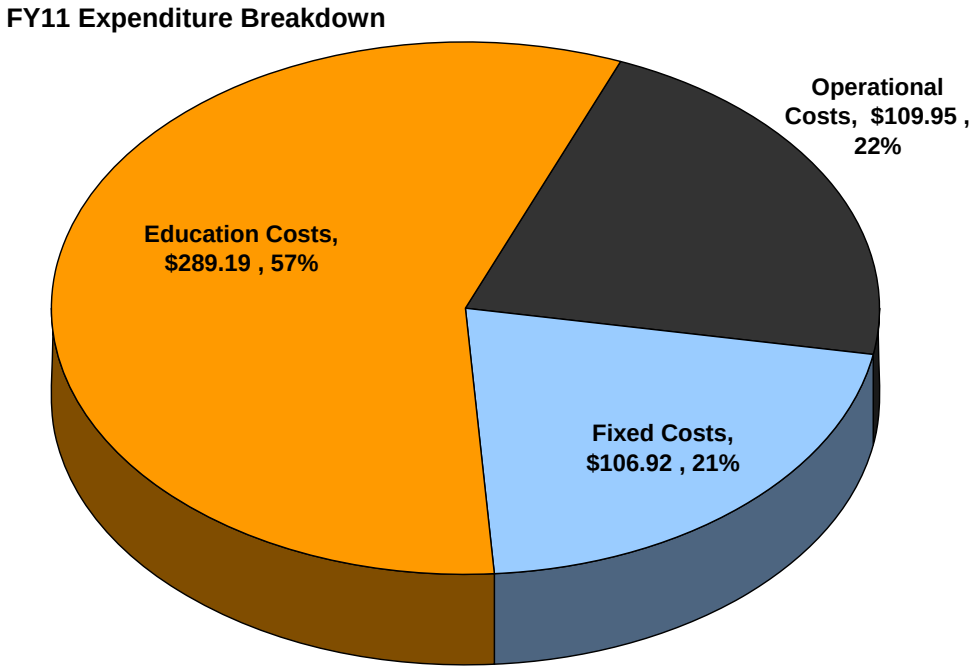
Other Available Funds (Non Local Receipt)		FROM	TO	FY2010	FY2011
DPW Engineering	Chapter 90 Funds		4102-91000	73,000.00	73,000.00
DPW Engineering	Conservation Commission	330-15	4102-91000	30,730.00	30,730.00
DPW Engineering	Construction Inspection Fee	330-12	4102-91000	145,000.00	145,000.00
DPW Engineering	Sewer Connection	330-10	4102-91000	117,930.00	117,930.00
DPW Engineering	Off Street Parking	330-03	4102-91000	169,442.00	169,442.00
DPW Engineering	Parking Meters	330-04	4102-91000	183,562.00	183,562.00
DPW Streets	Chapter 90 Funds		4103-91000	300,000.00	300,000.00
Subtotal DPW Engineering Funding				**1,019,664.00**	**1,019,664.00**
		FROM	**TO**		
Treasury Parking Ticket Processing		330-04	660-92000	10,000.00	10,000.00
Treasury Parking Ticket Processing		330-03	660-92000	90,000.00	90,000.00
Parks/Hope Cemetery	Lots & Graves	332-01	720-91000	43,750.00	43,750.00
Parks/Hope Cemetery	Perpetual Care Trust	359-76	720-91000	50,000.00	50,000.00
Hope Cemtery Debt Princ. Service			661-94000	52,241.23	52,241.23
Hope Cemtery Debt Interest Service			662-94000	29,838.59	29,838.59
				275,829.82	**275,829.82**
Total Other Available Funds (Non Local Receipts)				**1,295,493.82**	**1,295,493.82**

The $1.295M will be shown as a July 1, 2010 appropriation on the DOR Recap to balance the budget.
It will appear as a reserve revenue line item along with the General Fund and Enterprise posting.

No other revenue sources are included in the Fiscal Year 2011 Budget. Any alternation to these revenue sources would have to be recognized prior to the Department of Revenue Tax Rate Recapitulation and Certification of tax rates

Fiscal Year 2011 Expenditure Overview

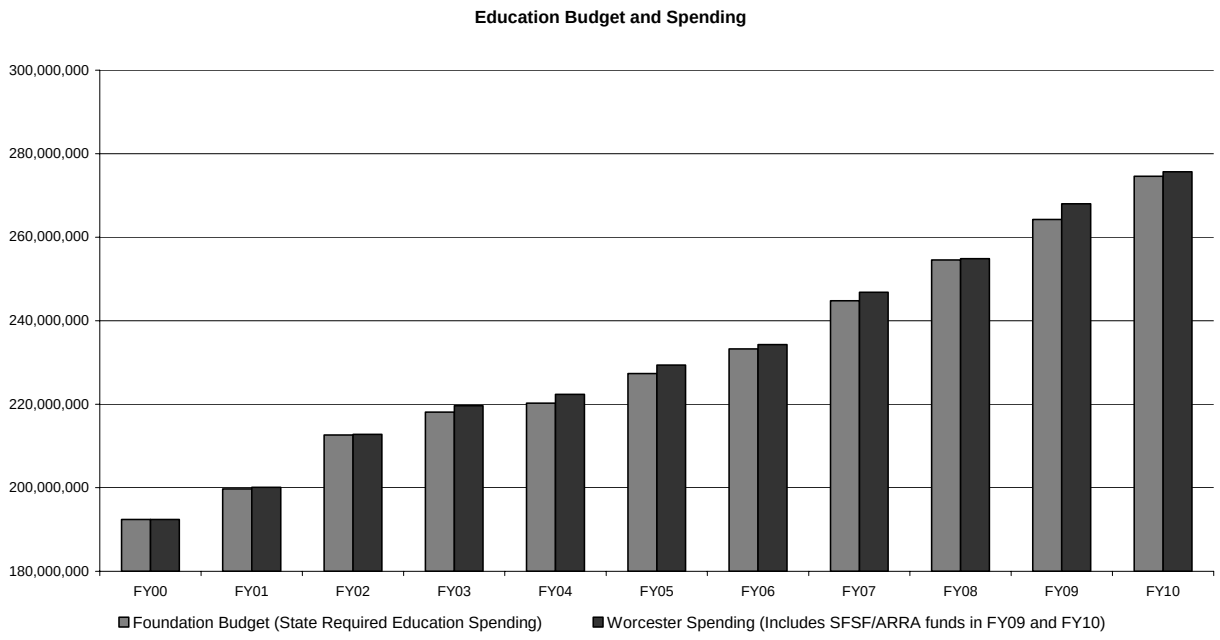
The Fiscal Year 2011 budget appropriates $506.1M in revenues to fund the following cost centers. The following chart shows the breakdown of these expenditures in the broadest categories, of Educational expenditures, City operational expenditures and City fixed costs. The City's expenditure budget is broken into three large categories—Education (Including Worcester Public Schools and Charter School Tuition), City Operations, and City Fixed Costs.



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 operating, covering the salary and ordinary maintenance costs of all city departments.

Education Funding

Education Costs are driven by the state's calculation of the Foundation Budget for the Worcester Public Schools. This formula determines the state mandated adequate level of funding for education in Worcester. The state determines a local contribution level and funds the balance with state aid. The current budget of $264M is expected to be approximately $660,000 above the required level of funding for education per the state formula. The increase in required 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. The history of education funding in Worcester is illustrated in the following chart. The chart includes State Fiscal Stabilization Funds (Stimulus) funds used to maintain foundation funding levels in Fiscal Years 2009 and 2010.



City Fixed Costs

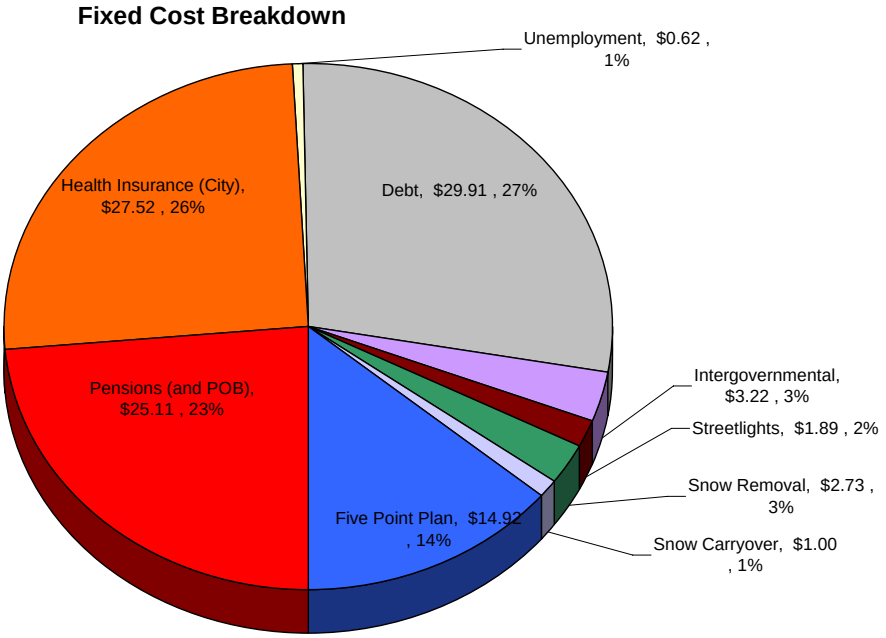
City side fixed costs are comprised of Health Insurance, Pensions, Debt Service, Snow Removal and Snow Carryover, Street lighting, and Intergovernmental charges.

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 budget, but the total, over $70M, dwarfs the next largest category, debt service. The City side health insurance cost for Fiscal Year 2011 is budgeted at $25.8M. includes cost for employee and retiree premiums, public safety Injured On Duty medical claims, Workers Compensation claims, and Federal Medicare costs. Worker's compensation and Injured on Duty claims are expected to add an additional $1.7M in fixed costs for the city. Together these costs total $27.5M. Health Insurance costs for the Worcester Public Schools are included in the Schools budget. The total combined cost for City and Schools Health insurance is over $70M.

Pensions

Pension costs are also split between city and schools. The combined pension costs, including the debt service on the Pension Obligation Bond is approximately $44M annually. The City side pension and pension obligation bond cost is $27.1M for Fiscal Year 2011. This amount is being reduced in the budget by the anticipated savings associated with the Early Retirement program proposed by the state. Savings from that program will be realized in operational departments as employees retire and positions are not refilled. Those savings will have to be transferred into the retirement budget to meet the expected tax levy obligation of $27.1M. The early retirement savings reduces the appropriation in the Fiscal Year 2011 budget to $25.1M for these two categories.



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 meet the City's obligation for these borrowings. $29.9M is the City's budget for debt service payments for Fiscal Year 2011

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 2011 also recognizes the anticipated carryover of $1,000,000 of snow expenditures from Fiscal Year 2010.

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 roles, increasing the exposure that the city will have to pay these benefits for a longer period of time. The Fiscal Year 2011 budget for unemployment is estimated at $620,000, a reduction from Fiscal Year 2011 due to the reduced expectation of layoffs this fiscal year.

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 anticipated takeover of the streetlight system, this budget is level funded with Fiscal Year 2010 at $1,887,828.

Intergovernmental Charges

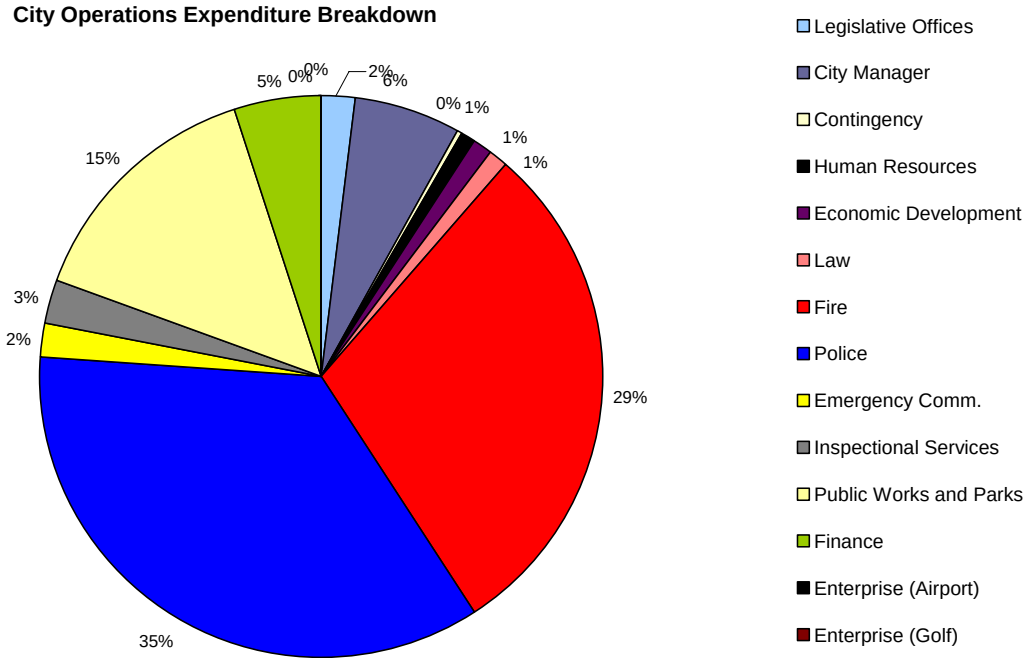
The Commonwealth of Massachusetts mandates certain intergovernmental charges, including charges for the Regional Transit Authority, and Registry of Motor Vehicle fees. This also includes the city's funding for the Central Mass Regional Planning Commission. These are projected to be $3,280,806.30.

Operational Budgets

The City's budget for operational departments is based on the funds remaining after all fixed costs have been addressed and the City's allocation for public education has been identified. The following table shows the trend for funding available for the City's operational departments since Fiscal Year 2008:

	FY08	FY09	FY10	FY11	FY08 to FY11 %
Total Revenue Sources	**475.7**	**499.1**	**506.0**	**506.1**	6.39%
Less Fixed Costs	(92.7)	(106.1)	(105.6)	(106.9)	15.33%
Less Education Cost (W Charter)	(265.8)	(279.6)	(288.0)	(289.2)	8.80%
Balance for City Departments	**117.2**	**113.4**	**112.3**	**109.9**	**-6.17%**

As a result, even while the city's gross revenues are near level with Fiscal Year 2010 ($506.1M), the revenues available for appropriation to operational departments has fallen more than $2M and has fallen more than $7.2M since Fiscal Year 2008.



Details of each of the operational budgets are included in the complete budget document. 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 tax levy appropriations for salaries, overtime, ordinary maintenance, debt service, capital outlay, and fringe benefits.

Gross Revenue and Expenditure Overview Fiscal Year 2010 to Fiscal Year 2011

In total, City revenues increased $70,000 from Fiscal Year 2010 to 2011. This increase was the net effect of $10.14M in Property Tax revenues, a $3.3M reduction in all state aid categories, a $3.4M reduction in School Building reimbursements, and a $3.3M reduction in local receipts.

Overall expenditures also increased $70,000 from Fiscal Year 2010 to 2011. This increase was the net effect of the following changes in major expenditure categories:

Fixed Costs increased $1.2M despite the assumption of $2M in savings associated with Early Retirement and $2.0M in one time revenues applied to reduce the Debt service budget.

Education costs increased $1.18M due to an increase in Charter School assessments of $1.45M which was offset by a reduction of $270,000 in the Worcester Public Schools appropriation associated with a reduction in State Aid for Education.

Finally, Operational Departmental budgets were reduced $2.4M in order to maintain a balanced budget for Fiscal Year 2011.

Line item details are included in the following sections of the budget document and are summarized in a budget summary table at the end of this overview

Enterprise Fund Overview

Water Revenues

Water revenues are projected to increase consistent with rate escalation required to meet anticipated expenditures for Fiscal Year 2011. The following table shows the revenue increases anticipated for the Water Enterprise. Water revenues associated with user fees for in town and out of town usage are expected to increase to $25,570,870. Miscellaneous Revenue (Includes fire service charges, backflow inspections, Hydrant use, water connection permits, timber sales, water service repairs , and other categories) are estimated to increase to $1,544,400. These revenue sources are expected to cover operational costs for fiscal Year 2011, requiring no tax levy subsidy for this enterprise division.

Sewer

Sewer revenues associated with fees for use of the system (billed at 80% of water usage) are estimated to increase to $32,195,400. In additional, other departmental revenue is estimated to increase to $775,243. These revenues are expected to cover 100% of operational costs in Fiscal Year 2011, requiring no tax levy subsidy for this enterprise division.

Golf

Revenues associated with the Worcester Municipal Golf Course at Green Hill are projected to increase to $1.254M inclusive of concessions and merchandise. This will be sufficient to cover anticipated expenditures of $1.24M.

Airport

Revenues for the Worcester Regional Airport are projected to increase consistent with increased flight activity due to the presence of Direct Air at the airport for another year. The city's tax levy subsidy has been eliminated due to the state legislation that requires the City and Massport to complete the transfer of the airport. The revenue associated with the Massport agreement has been increased to eliminate any tax levy subsidy for the estimated receipts in Fiscal Year 2011.

Enterprise Revenue and Expenditure Summary

Revenue		**Water**		**Sewer**		**Airport**		**Golf**
User Charges	$	25,570,870	$	32,217,635	$	849,621	$	1,254,460
Other	$	1,544,400	$	775,243	$	3,006,529	$	-
Total Estimated Revenue	**$**	**27,115,270**	**$**	**32,992,878**	**$**	**3,856,150**	**$**	**1,254,460**

Expenditure		**Water**		**Sewer**		**Airport**		**Golf**
Salary	$	5,887,603	$	2,963,004	$	1,285,403	$	212,968
Overtime	$	600,000	$	196,000	$	95,000	$	-
OM	$	3,439,023	$	17,784,438	$	1,408,562	$	685,093
Capital	$	25,000	$	24,500	$	-		
Debt	$	10,675,270	$	5,661,898	$	575,731	$	231,844
Benefits	$	4,396,590	$	3,143,639	$	491,454	$	93,368
Transfer of Services	$	2,091,784	$	3,219,399	$	-	$	31,187
Total	$	27,115,270	$	32,992,878	$	3,856,150	$	1,254,460

Revenue Summary	FY2009 Actuals	FY2010 Budget	FY2011 Budget	%
Property Tax Levy	197,548,896	204,752,779	214,891,243	5.0%
State Aid City	53,283,169	41,575,741	39,671,768	-4.6%
State Aid Education	180,493,947	192,784,395	191,512,804	-0.7%
State Aid Charter Schools	5,412,587	4,566,823	4,447,297	-2.6%
State MSBA Reimbursement	17,805,421	19,129,087	15,729,151	-17.8%
Local Receipts	39,776,842	41,901,000	38,528,830	-8.0%
Other Available Funds	4,758,164	1,295,494	1,295,494	0.0%
Free Cash	-	-	-	
Total Revenues	**499,079,025**	**506,005,319**	**506,076,587**	0.0%

Expenditure Summary	FY2009 Actuals	FY2010 Budget	FY2011 Budget	%
Fixed Costs				
Pensions (and POB)	25,483,872	27,751,853	25,112,403	-9.5%
Health Insurance (and WC/IOD)	25,840,274	23,978,622	27,521,452	14.8%
Unemployment	539,932	1,370,000	620,000	-54.7%
Debt (Principal and Interest)	28,924,515	29,877,721	29,909,384	0.1%
Intergovernmental Charges	3,164,829	3,160,975	3,280,806	3.8%
Streetlights	3,074,517	1,887,828	1,887,828	0.0%
Snow Removal	7,006,770	2,485,027	2,733,529	10.0%
Snow Carryover	-	3,100,000	1,000,000	-67.7%
Five Point Plan Funding	12,058,233	12,030,263	14,919,487	
Total Fixed Costs	**106,092,941**	**105,642,290**	**106,984,889**	**1.3%**
Education				
Worcester Public Schools	256,622,315	264,355,395	264,083,901	-0.1%
Charter Schools	22,937,360	23,660,337	25,110,946	6.1%
Total Education	**279,559,675**	**288,015,732**	**289,194,847**	**0.4%**
Expenditure Summary	**FY2009 Actuals**	**FY2010 Budget**	**FY2011 Budget**	**%**
City Operations				
Legislative Offices	2,190,990	1,955,275	2,041,094	4.4%
City Manager's Office	8,299,598	6,834,667	6,861,733	0.4%
City Manager's contingency	-	1,036,916	300,000	-71.1%
Human Resources	1,028,392	971,481	969,958	-0.2%
Economic Development	2,165,491	1,192,815	1,103,991	-7.4%
Law	1,562,450	1,369,464	1,386,425	1.2%
Fire	33,490,818	32,230,467	32,136,798	-0.3%
Police	40,316,851	39,047,555	38,902,032	-0.4%
Emergency Communications	2,598,784	2,069,135	1,998,841	-3.4%
Inspectional Services	3,249,102	2,901,410	2,832,148	-2.4%
Public Works and Parks	16,252,710	16,010,860	16,062,612	0.3%
Administration and Finance	6,545,853	5,544,329	5,301,217	-4.4%
Enterprise Subsidy (Airport)	1,184,258	1,182,925	-	-100.0%
Enterprise Subsidy (Golf)	111,147			
City Operations Total	**118,996,444**	**112,347,297**	**109,896,851**	**-2.2%**
Total Expenditures	**504,649,060**	**506,005,319**	**506,076,587**	**0.0%**

State Aid Education and Worcester Public Schools lines include $3.7M in State Fiscal Stabilization Funds (Stimulus)

FISCAL 2011 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 2011 was initiated in October 2009, 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 2011 operating budget. The operating budgets, including expenditure and revenue estimates, were submitted to the City Manager in March 2010.

Throughout March, 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 consistent with Best Practices recommended by the Government Finance Officers Association and seeks to achieve excellence in the following areas:

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 analysis 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 2011 Annual Budget to the City Council on April 27, 2010, 112 days after the first City Council assembly.

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 2011 Annual Budget becomes effective on July 1, 2010.

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.

FISCAL 2011 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:

1) 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.

2) 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.

3) Establishes an annual borrowing cap (originally $16.8M to be increased by inflation)

4) 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.

5) Directs the City Auditor to isolate net free cash as the amount generated from the most recent fiscal year only.

WORCESTER CITY COUNCIL

City Hall Room 112
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1049

Mayor Joseph C. O'Brien

Councilor Joffrey A. Smith - *District 1*
Councilor Philip P. Palmieri - *District 2*
Councilor Paul P. Clancy, Jr. - *District 3*
Councilor Barbara G. Haller - *District 4*
Councilor William J. Eddy- *District 5*
Councilor Frederick C. Rushton
Councilor Joseph M. Petty
Councilor Konstantina B. Lukes
Councilor Kathleen M. Toomey
Councilor Michael J. Germain

Divisional Overview:

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

All candidates nominated in the preliminary election for the office of City Councilor-at-large appear on the ballot as a candidate for Mayor, unless the individual withdraws his or her name from nomination to the office of Mayor. The Mayor, under the City Charter, is recognized as the official head of the City for all ceremonial purposes. This individual shall be the Chair of the City Council and, also shall serve as the 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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 297,305.40	$ 324,000.00	91000	$ 324,000.00
OVERTIME	-	-	97000	-
ORDINARY MAINTENANCE	18,397.15	26,867.00	92000	26,867.00
TOTAL	**$ 315,702.55**	**$ 350,867.00**		**$ 350,867.00**
TOTAL POSITIONS	**11**	**11**		**11**

BUDGET SUMMARY INFORMATION

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The recommended Fiscal 2011 budget for the Office of the City Council is $350,867.00, which represents a level funded budget from the Fiscal 2010 budget. The total Personal Services budget is recommended to be level funded at $324,000.00. The Total Ordinary Maintenance budget for Fiscal 2011 is also level funded at $26,867.00.

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
CITY COUNCIL- DEPARTMENT #010

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
1	$ 34,000.00	FL	MAYOR	1	$ 34,000.00
10	290,000.00	FL	COUNCILOR	10	290,000.00
11	324,000.00	**010-91000**	TOTAL RECOMMENDED PERSONAL SERVICES	11	324,000.00
	$ 26,867.00		ORDINARY MAINTENANCE		$ 26,867.00
	$ 26,867.00	**010-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 26,867.00
	$ 350,867.00		TOTAL RECOMMENDED TAX LEVY		$ 350,867.00

OFFICE OF THE MAYOR

Joseph C. O'Brien, 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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 40,971.98	$ 101,857.00	91000	$ 98,869.84
ORDINARY MAINTENANCE	4,648.42	5,205.00	92000	5,205.00
TOTAL	**$ 45,620.40**	**$ 107,062.00**		**$ 104,074.84**
TOTAL POSITIONS	3	3		3

FISCAL 2011 BUDGET OVERVIEW

Expenditures:
The total Fiscal 2011 budget for the Office of the Mayor is recommended to be $104,074.84, which represents a decrease of 42,986.76 from the Fiscal 2010 budget amount of $107,061.60. This net decrease is the result of adjustment to new personnel in the Mayors office.

The Ordinary Maintenance budget for Fiscal 2011 is recommended to be level funded at $5,205.00.

JOSEPH C. O'BRIEN, MAYOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF MAYOR- DEPARTMENT #030

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
1	$ 58,872.96	39	SECRETARY TO MAYOR	1	$ 49,071.04
2	42,983.64	35	ASSISTANT SECRETARY TO MAYOR	2	49,798.80
3	$ 101,856.60	**030-91000**	TOTAL RECOMMENDED PERSONAL SERVICES	3	$ 98,869.84
	$ 5,205.00		REGULAR ORDINARY MAINTENANCE		$ 5,205.00
	$ 5,205.00	**030-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 5,205.00
	$ 107,061.60		TOTAL RECOMMENDED TAX LEVY		$ 104,074.84

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:

a. Facilitate the operations of the City of Worcester as a municipal corporation
b. 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 two assistants who exercise 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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 675,112.36	$ 603,171.23	91000	$ 570,880.04
OVERTIME	503.20	1,000.00	97000	1,000.00
ORDINARY MAINTENANCE	17,079.01	26,693.00	92000	36,024.00
TOTAL	**$ 692,694.57**	**$ 630,864.23**		**$ 607,904.04**
TOTAL POSITIONS	14	12		11

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The City Clerk's tax levy budget for Fiscal 2011 is recommended to be $607,904.04 which is a decrease of $22,960.19 from the budget for Fiscal 2010 of $630,864.23.

The Personal Services budget for Fiscal 2011 is recommended to be $570,880.04 which is a decrease of $32,291.19 from the Fiscal 2010 budget amount of $603,171.23. This decrease is a result of a vacant Senior Clerk Typist position not being funded in Fiscal 2011 and wage adjustments consistent with collective bargaining. This savings is offset by an increase as a result of automatic step increases for staff positions that are not at the maximum step and the elimination of the vacancy factor.

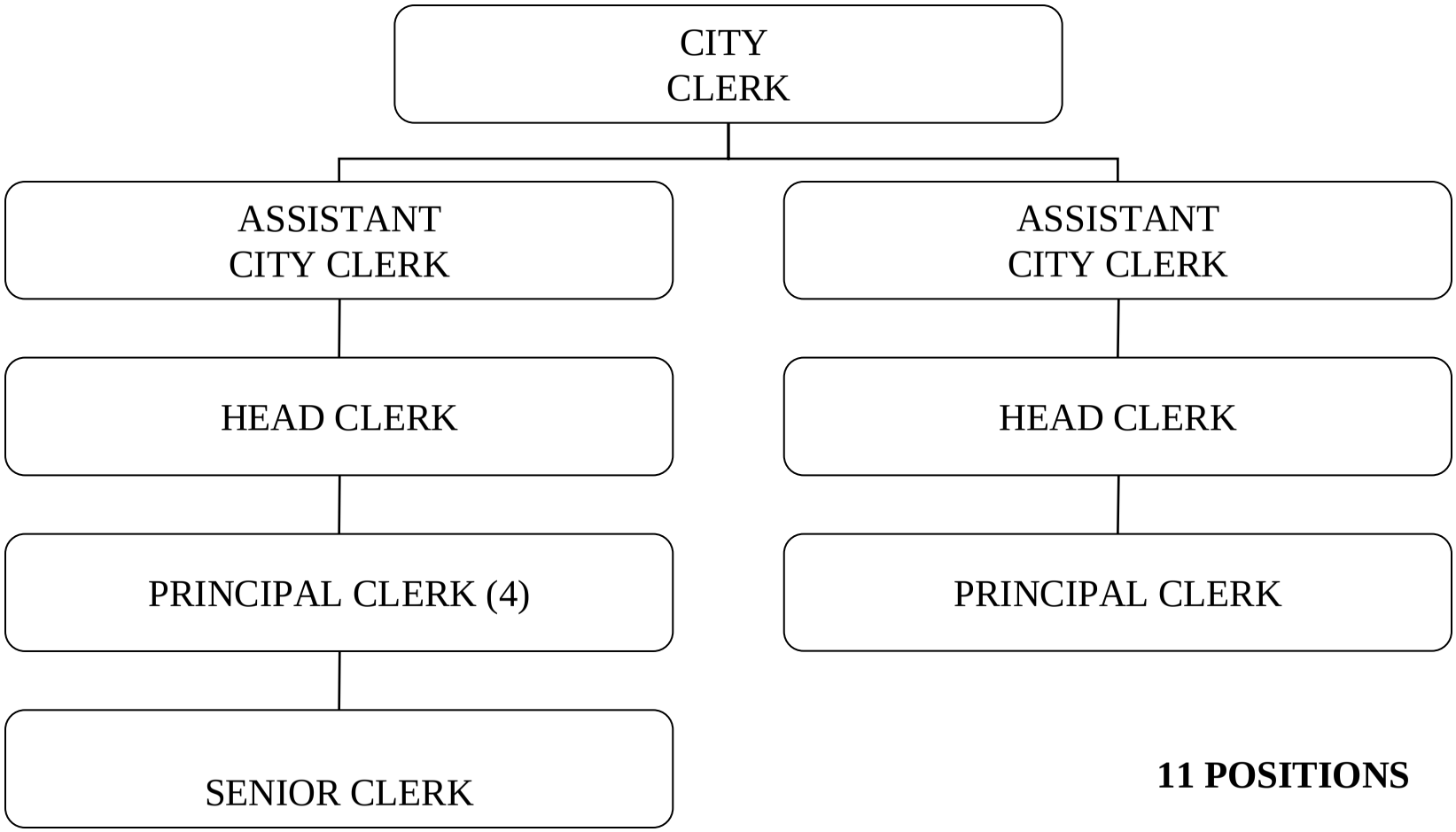
The Overtime budget of $1,000 is recommended to be level funded in Fiscal 2011.

The recommended Ordinary Maintenance budget for Fiscal 2011 is recommended to be $36,024 which is an increase of $9,331 from the Fiscal 2010 amount of $26,693. This increase is due entirely to the lease associated with the copier.

CITY OF WORCESTER

DEPARTMENT OF CITY CLERK

CITY CLERK DIVISION



11 POSITIONS

DAVID J. RUSHFORD, CITY CLERK

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF THE CITY CLERK

DIVISION OF THE CITY CLERK - DIVISION #100

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
1	$ 125,259.12	56EM	CITY CLERK	1	$ 125,259.12
2	124,904.16	44EM	ASSISTANT CITY CLERK	2	124,904.16
2	87,192.37	30	HEAD CLERK	2	85,482.72
5	196,058.28	27	PRINCIPAL CLERK	5	188,917.60
2	66,576.30	22	SENIOR CLERK TYPIST	1	32,635.44
12	$ 599,990.23		**TOTAL SALARIES**	11	$ 557,199.04
	9,681.00		EM INCENTIVE PAY		9,681.00
	4,000.00		STIPENDS - CITY CLERK, CLERK OF THE CITY COUNCIL		4,000.00
	(10,500.00)		VACANCY FACTOR		-
12	$ 603,171.23	**100-91000**	**TOTAL RECOMMENDED PERSONAL SERVICES**	11	$ 570,880.04
	$ 1,000.00		OVERTIME		$ 1,000.00
	$ 1,000.00	**100-97000**	**TOTAL RECOMMENDED OVERTIME**		$ 1,000.00
	$ 26,693.00		CITY CLERK ORDINARY MAINTENANCE		$ 36,024.00
	$ 26,693.00	**100-92000**	**TOTAL RECOMMENDED ORDINARY MAINTENANCE**		$ 36,024.00
	$ 630,864.23		**TOTAL RECOMMENDED TAX LEVY**		$ 607,904.04

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:
1) to conduct state and municipal elections in accordance with the Massachusetts Election Laws and Regulations as well as Worcester's Home Rule Charter
2) to register all voters and inform them of their polling location
3) 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 Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 303,302.37	$ 319,680.94	91000	$ 283,572.96
OVERTIME	1,061.05	-	97000	-
ORDINARY MAINTENANCE	101,594.11	84,885.00	92000	84,885.00
TOTAL	**$ 405,957.53**	**$ 404,565.94**		**$ 368,457.96**
TOTAL POSITIONS	8	7		7

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The gross departmental tax levy budget for Fiscal 2011 is $368,457.96, which is a decrease of $36,107.98 from the Fiscal 2010 amount of $404,565.94.

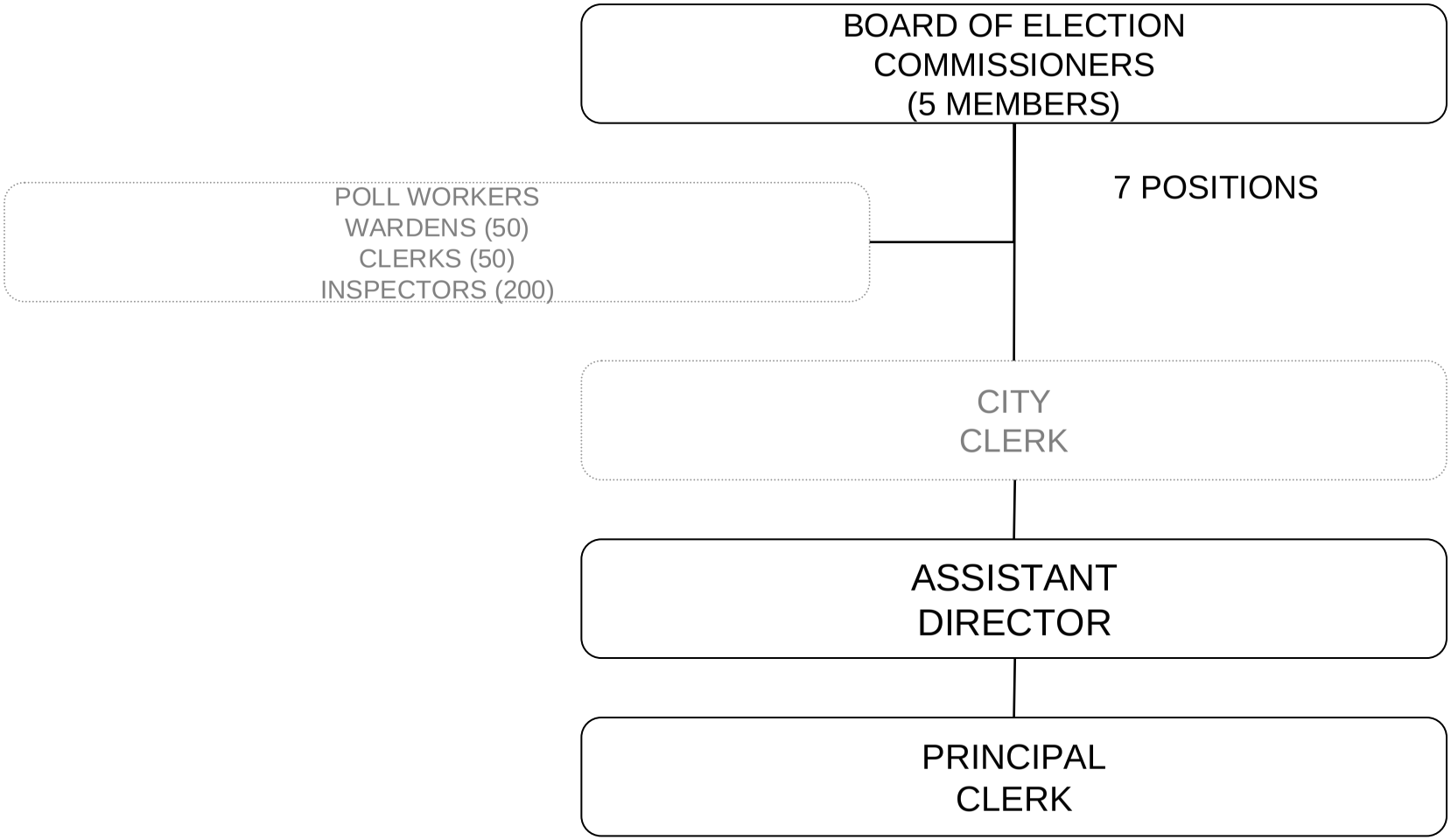
The recommended personal services tax levy budget for Fiscal 2011 is $283,572.96, which is a decrease of $36,107.98 from the Fiscal 2010 amount of $319,680.94. This decrease is a result of State reimbursement for statewide elections in the amount of $36,300 and the reduction of salaries for the Commissioners which is based on actual time worked in prior years in the amount of $2,000. This decrease is offset by step increases in the amount of $1,192.02 and the vacancy factor has been reduced by $1,000 due to reduced employee turnover in the current economic environment.

The miscellaneous salary which is used to pay the election workers is recommended to be level funded in Fiscal 2011 at $225,028.00.

The Fiscal 2011 tax levy Ordinary Maintenance budget is recommended to be level funded at $84,885.

CITY OF WORCESTER

DEPARTMENT OF CITY CLERK
ELECTION COMMISSION DIVISION



DAVID J. RUSHFORD, CITY CLERK

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF THE CITY CLERK
DIVISION OF ELECTION COMMISSION - DIVISION #150

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
5	$ 6,500.00	FL	ELECTION COMMISSIONER	5	$ 4,500.00
1	50,773.68	38M	ASSISTANT DIRECTOR OF ELECTIONS	1	52,737.84
1	39,379.26	27	PRINCIPAL CLERK	1	38,607.12
7	$ 96,652.94		REGULAR SALARIES	7	$ 95,844.96
	225,028.00		MISCELLANEOUS SALARIES		225,028.00
	(2,000.00)		VACANCY FACTOR		(1,000.00)
7	$ 319,680.94		TOTAL RECOMMENDED SALARIES	7	$ 319,872.96
			FUNDING SOURCES:		
	-		STATE REIMBURSEMENTS FOR STATEWIDE ELECTION		(36,300.00)
	-		TOTAL FUNDING SOURCES		(36,300.00)
7	$ 319,680.94	**150-91000**	**TOTAL RECOMMENDED PERSONAL SERVICES**	7	$ 283,572.96
	$ 5,200.00		ELECTION COMMISSION ORDINARY MAINTENANCE		5,200.00
	32,685.00		ELECTIONS ORDINARY MAINTENANCE		32,685.00
	11,000.00		ELECTION SYSTEMS MAINTENANCE		11,000.00
	36,000.00		STREET LISTING		36,000.00
	$ 84,885.00		TOTAL ORDINARY MAINTENANCE		$ 84,885.00
	$ 84,885.00	**150-92000**	**TOTAL RECOMMENDED ORDINARY MAINTENANCE**		$ 84,885.00
	$ 404,565.94		**TOTAL RECOMMENDED TAX LEVY**		$ 368,457.96

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:

a. Perform pre-audits of all invoices and payrolls submitted for payment by the City departments
b. Producing timely and accurate financial reports
c. 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 report relative to the City's finances. 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 will continue to live up to its high standards as demonstrated by such benchmarks as receiving an unqualified "clean" audit opinion and the Certificate of Achievement for Excellence in Financial Reporting.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 589,210.13	$ 520,663.95	91000	$ 525,038.57
OVERTIME	406.66	2,193.00	97000	2,193.00
ORDINARY MAINTENANCE	85,151.11	85,059.00	92000	82,559.00
TOTAL	**$ 674,767.90**	**$ 607,915.95**		**$ 609,790.57**
TOTAL POSITIONS	10	9		9

FISCAL 2011 BUDGET OVERVIEW

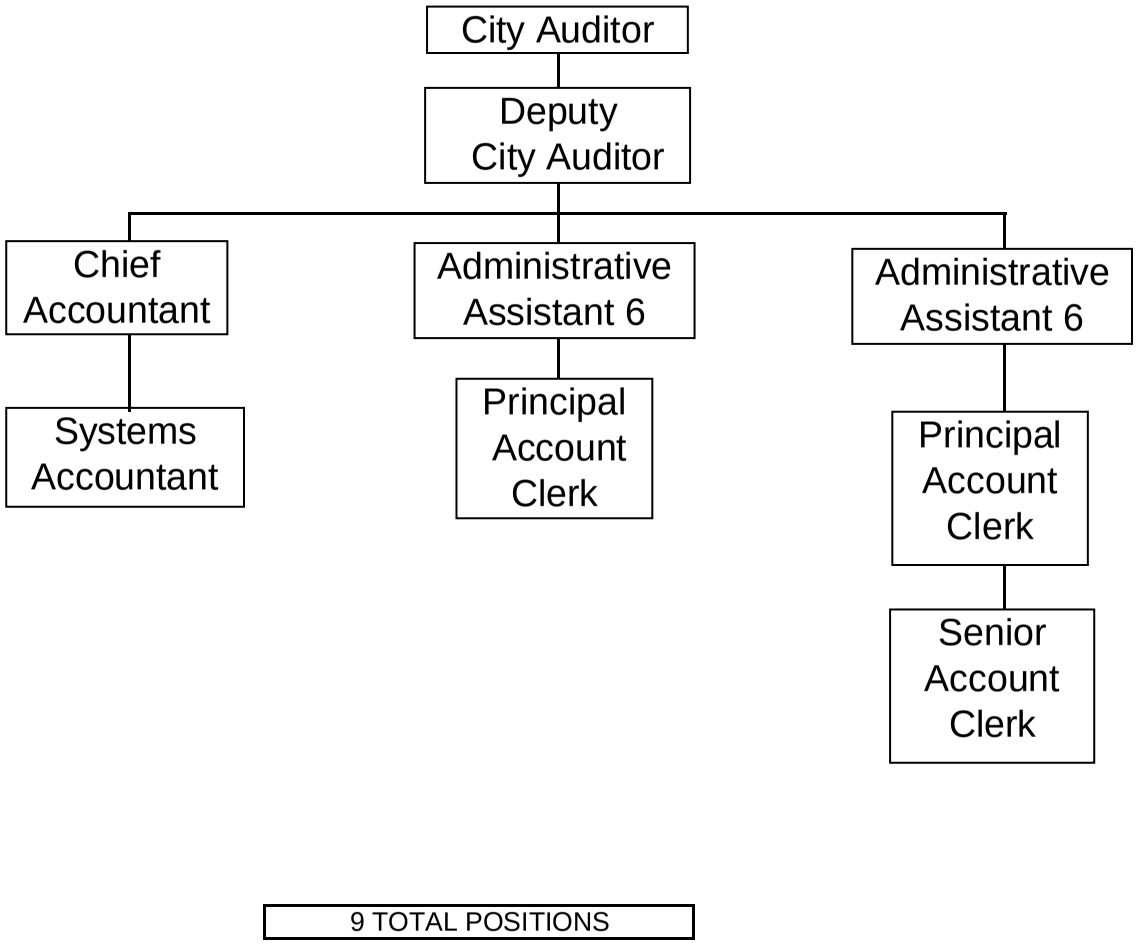
Expenditures: The Auditing Department's tax levy budget for Fiscal 2011 is recommended to be $609,790.57 an overall increase of $1,874.20 from the Fiscal 2010 budget of $607,915.95. The recommended increase in the Personal Services budget is $525,038.57, an increase of $4,374.62 from the Fiscal 2010 budget of $520,663.95. This increase is due to automatic step increases for staff positions that are not at their maximum step. The increase is also due to the reduction in their vacancy factor due to an assumed early retirement savings and the slow rate of employee turnover in the current economic environment.

The recommended tax levy overtime budget for Fiscal 2011 is recommended to be level funded at $2,193.00.

The tax levy ordinary maintenance budget for Fiscal 2011 is recommended to be $82,559.00, a decrease of $2,500.00 from the Fiscal 2010 budget of $85,059.00. This decrease is attributed to the City Audit cost being reduced by $2,500.00

AUDITING DEPARTMENT

ORGANIZATIONAL CHART



JAMES A. DELSIGNORE, CITY AUDITOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

AUDITING DEPARTMENT - DEPARTMENT #650

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
1	$ 127,284.48	56EM	CITY AUDITOR	1	$ 127,284.48
1	98,073.36	48EM	DEPUTY AUDITOR	1	98,073.36
1	70,449.12	42M	CHIEF ACCOUNTANT	1	70,449.12
1	54,891.04	38	SYSTEM ACCOUNTANT	1	56,929.04
2	93,412.91	33	ADMINISTRATIVE ASSISTANT 6	2	93,054.08
2	81,782.78	28	PRINCIPAL ACCOUNT CLERK	2	80,179.20
1	29,880.53	25	SENIOR ACCOUNT CLERK	1	31,370.56
9	$ 555,774.22		REGULAR SALARIES	9	$ 557,339.84
	764.73		CONTRACTUAL STIPENDS AND EXTRAS		764.73
	8,888.00		EM INCENTIVE PAY		8,888.00
	(5,618.00)		VACANCY FACTOR		(2,809.00)
9	559,808.95		TOTAL SALARIES	9	564,183.57
			FUNDING SOURCES:		
	(21,965.00)		WATER REVENUES		(21,965.00)
	(15,585.00)		SEWER REVENUES		(15,585.00)
	(1,595.00)		GOLF COURSE REVENUES		(1,595.00)
	(39,145.00)		TOTAL FUNDING SOURCES		(39,145.00)
9	$ 520,663.95	**650-91000**	**TOTAL RECOMMENDED PERSONAL SERVICES**	9	$ 525,038.57
	2,193.00		OVERTIME		2,193.00
	2,193.00	**650-97000**	TOTAL RECOMMENDED OVERTIME		2,193.00
	$ 9,300.00		REGULAR ORDINARY MAINTENANCE		$ 9,300.00
	78,500.00		CITY AUDIT		76,000.00
	$ 87,800.00		TOTAL ORDINARY MAINTENANCE		$ 85,300.00
			FUNDING SOURCES:		
	(67.00)		CREDIT FROM GOLF COURSE		(67.00)
	(996.00)		CREDIT FROM SEWER		(996.00)
	(1,678.00)		CREDIT FROM WATER		(1,678.00)
	(2,741.00)		TOTAL FUNDING SOURCES		(2,741.00)
	$ 85,059.00	**650-92000**	**TOTAL RECOMMENDED ORDINARY MAINTENANCE**		$ 82,559.00
	$ 607,915.95		**TOTAL RECOMMENDED TAX LEVY**		$ 609,790.57

CONTRIBUTORY PENSIONS - DEPARTMENT #161

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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
CONTRIBUTORY	$ 14,512,035.16	$ 16,835,038.00	96000	$ 14,538,981.00
TOTAL	**$ 14,512,035.16**	**$ 16,835,038.00**		**$ 14,538,981.00**

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The City of Worcester's tax levy pension assessment for Contributory retirement cost for Fiscal 2011 is $14,538,981. This amount is $2,296,057 less than the tax levy budget of $16,835,038 in Fiscal 2010. The City's assessment is based upon the prior year's employment base which was dramatically reduced through layoffs and attrition. The budget also recognizes the savings associated with the Early Retirement Program proposed by the Governor. This $2,000,000 will have to be transferred from departmental budgets following the execution of the program. This reduction to the Retirement budget will not affect the amount or timing of the City's payment into the Retirement System.

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2011
CONTRIBUTORY PENSIONS- DEPARTMENT #161

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 17,088,605.00		CONTRIBUTORY PENSIONS	$ 17,190,244.00
17,088,605.00		TOTAL FRINGE BENEFITS	17,190,244.00
		FUNDING SOURCES:	
-		EARLY RETIREMENT TRANSFER	(2,000,000.00)
(124,441.00)		AIRPORT REVENUES	(127,762.00)
(42,928.00)		GOLF REVENUES	(30,244.00)
(783,578.00)		SEWER REVENUES	(884,649.00)
(1,083,483.00)		WATER REVENUES	(1,219,160.00)
(294,623.00)		FEDERAL GRANT	(448,607.00)
(2,329,053.00)		TOTAL FUNDING SOURCES	(4,710,422.00)
$ 14,759,552.00	**161-96000**	TOTAL RECOMMENDED FRINGE BENEFITS	$ 12,479,822.00
$ 14,759,552.00		TOTAL RECOMMENDED TAX LEVY	$ 12,479,822.00

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2011
CONTRIBUTORY PENSIONS- DEPARTMENT #161
EARLY RETIREMENT COSTS

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 1,052,724.00		EARLY RETIREMENT CONTRIBUTIONS- FY02	$ 1,052,724.00
372,235.00		EARLY RETIREMENT CONTRIBUTIONS- FY03	372,235.00
$ 1,424,959.00		TOTAL FRINGE BENEFITS	$ 1,424,959.00
		FUNDING SOURCES:	
(2,368.00)		GOLF REVENUES	(996.00)
(183,559.00)		SEWER REVENUES	(191,618.00)
(176,332.00)		WATER REVENUES	(183,524.00)
(362,259.00)		TOTAL FUNDING SOURCES	(376,138.00)
$ 1,062,700.00	**161-96000**	TOTAL RECOMMENDED FRINGE BENEFITS	$ 1,048,821.00
$ 1,062,700.00		TOTAL RECOMMENDED TAX LEVY	$ 1,048,821.00

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2011
CONTRIBUTORY PENSIONS- DEPARTMENT #161
SECTION 90 PENSIONS

TITLE

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 1,067,316.00		SECTION 90 CONTRIBUTORY PAYMENTS	$ 1,067,316.00
1,067,316.00		TOTAL FRINGE BENEFITS	1,067,316.00
		FUNDING SOURCES:	
(474.00)		AIRPORT REVENUES	(474.00)
(165.00)		GOLF REVENUES	(74.00)
(20,963.00)		SEWER REVENUES	(22,340.00)
(32,928.00)		WATER REVENUES	(34,090.00)
(54,530.00)		TOTAL FUNDING SOURCES	(56,978.00)
$ 1,012,786.00	**161-96000**	TOTAL RECOMMENDED FRINGE BENEFITS	$ 1,010,338.00
$ 1,012,786.00		TOTAL RECOMMENDED TAX LEVY	$ 1,010,338.00

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

DEPARTMENT	FY11 NORMAL	FY11 2002 ERI	FY11 2003 ERI	FY11 SECTION 90	FY11 UNFUNDED LIABILITY	FY11 NEW NORMAL
LEGISLATIVE OFFICES:						
COUNCIL	32,748.94	-	-	1,118.00	-	33,866.94
MAYOR	9,712.87	1,506.00	-	-	-	11,218.87
AUDITING	92,637.07	15,513.00	-	1,920.00	-	110,070.07
CITY CLERK	108,643.44	1,709.00	-	1,619.00	-	111,971.44
ELECTION COMMISSION	-	-	-	-	-	-
TOTAL	**243,742.32**	**18,728.00**	**-**	**4,657.00**	**-**	**267,127.32**
CITY MANAGER'S OFFICE:						
CITY MANAGER	127,721.42	4,791.00	-	-	-	132,512.42
TOTAL	**127,721.42**	**4,791.00**	**-**	**-**	**-**	**132,512.42**
HUMAN RESORUCES:						
HUMAN RESOURCES	148,227.16	14,416.00	25,687.00	1,388.00	-	189,718.16
TOTAL	**148,227.16**	**14,416.00**	**25,687.00**	**1,388.00**	**-**	**189,718.16**
OFFICE OF ECONOMIC DEVELOPMENT:						
ECONOMIC DEVELOPMENT	131,367.63	-	-	-	-	131,367.63
NEIGHBORHOOD SERVICES	114,760.26	-	-	-	-	114,760.26
PLANNING & REGULATORY SERVICES	66,515.84	-	-	-	-	66,515.84
CABLE SERVICES	18,397.81	-	-	-	-	18,397.81
AIRPORT	127,762.23	-	-	474.00	-	128,236.23
WORKFORCE DEVELOPMENT	375,920.45	-	-	-	-	375,920.45
TOTAL	**834,724.22**	**-**	**-**	**474.00**	**-**	**835,198.22**
LAW DEPARTMENT:						
LAW	159,139.55	-	-	-	-	159,139.55
TOTAL	**159,139.55**	**-**	**-**	**-**	**-**	**159,139.55**
PUBLIC SAFETY:						
POLICE	5,282,223.34	112,960.00	-	366,575.00	-	5,761,758.34
FIRE	4,706,939.24	297,105.00	-	426,980.00	-	5,431,024.24
COMMUNICATIONS	382,890.73	5,498.00	-	-	-	388,388.73
TOTAL	**10,372,053.31**	**415,563.00**	**-**	**793,555.00**	**-**	**11,581,171.31**
INSEPCTIONAL SERVICES:						
INSPECTIONAL SERVICES	437,072.46	-	15,652.00	-	-	452,724.46
TOTAL	**437,072.46**	**-**	**15,652.00**	**-**	**-**	**452,724.46**
HEALTH & HUMAN SERVICES:						
ELDER AFFAIRS	65,217.81	5,188.00	-	3,857.00	-	74,262.81
HUMAN SERVICES	-	-	-	-	-	-
HEALTH	118,045.01	43,855.00	95,175.00	24,418.00	-	281,493.01
HHS ADMINISTRATION	6,302.63	-	-	-	-	6,302.63
LIBRARY	618,701.83	72,264.00	9,939.00	8,008.00	-	708,912.83
VETERANS	-	-	-	-	-	-
TOTAL	**808,267.28**	**121,307.00**	**105,114.00**	**36,283.00**	**-**	**1,070,971.28**
PUBLIC WORKS & FACILITIES:						
ADMINISTRATION	297,210.87	29,080.00	42,875.00	4,056.00	-	373,221.87
ENGINEERING	447,279.87	32,601.00	13,494.00	3,728.00	-	497,102.87
STREETS	487,305.63	58,910.00	-	21,089.00	-	567,304.63
CENTRAL GARAGE	129,288.47	10,341.00	15,669.00	-	-	155,298.47
SANITATION	188,016.39	72,905.00	38,707.00	16,458.00	-	316,086.39
TRAFFIC ENGINEERING	-	28,357.00	-	-	-	28,357.00
PARKS	400,529.62	49,038.00	49,210.00	6,574.00	-	505,351.62
CITY MESSENGER	6,802.99	1,434.00	-	-	-	8,236.99
SEWER	440,518.09	74,603.00	40,800.00	11,358.00	-	567,279.09
WATER	872,887.35	99,052.00	18,187.00	25,864.00	-	1,015,990.35
GOLF	17,641.31	-	-	-	-	17,641.31
TOTAL	**3,287,480.59**	**456,321.00**	**218,942.00**	**89,127.00**	**-**	**4,051,870.59**
ADMINISTRATION & FINANCE:						
ASSESSOR	60,394.15	3,214.00	-	1,609.00	-	65,217.15
BUDGET	108,273.06	-	-	-	-	108,273.06
PURCHASING	43,616.10	18,384.00	-	-	-	62,000.10
TECHNICAL SERVICES	292,483.02	-	-	-	-	292,483.02
TREASURY	209,672.58	-	6,840.00	5,015.00	-	221,527.58
TOTAL	**714,438.91**	**21,598.00**	**6,840.00**	**6,624.00**	**-**	**749,500.91**
OTHER DEPARTMENTS:						
RETIREMENT	57,376.89	-	-	2,169.00	-	59,545.89
CITY HOSPITAL	-	-	-	126,610.00	-	126,610.00
BELMONT HOME	-	-	-	6,429.00	-	6,429.00
TOTAL	**57,376.89**	**-**	**-**	**135,208.00**	**-**	**192,584.89**
TOTAL CITY DEPARTMENTS	**17,190,244.11**	**1,052,724.00**	**372,235.00**	**1,067,316.00**	**-**	**19,682,519.11**
PUBLIC SCHOOL	6,669,018.07	356,315.00	113,390.00	49,667.00	-	7,188,390.07
WHA	2,580,497.82	148,593.00	-	-	-	2,729,090.82
TOTAL WITH SCHOOL & WHA	**26,439,760.00**	**1,557,632.00**	**485,625.00**	**1,116,983.00**	**-**	**29,600,000.00**

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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
NON-CONTRIBUTORY	$ 158,858.34	$ 151,530.00	96000	$ 163,947.00
TOTAL	**$ 158,858.34**	**$ 151,530.00**		**$ 163,947.00**

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The total tax levy budget for Non-Contributory pensions is projected to increase from $151,530 in Fiscal 2010 to $163,947 in Fiscal 2011, for a total increase of $12,417. The increase is a result of a projected 3% increase for retirees on the first $12,000 salary and a decrease in the reimbursement from the State.

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2011
NON-CONTRIBUTORY PENSIONS- DEPARTMENT #162

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 161,526.00		NON-CONTRIBUTORY PENSIONS	$ 172,427.00
161,526.00		TOTAL FRINGE BENEFITS	172,427.00
		FUNDING SOURCES:	
(8,480.00)		SEWER REVENUES	(8,480.00)
(1,516.00)		CREDIT FOR INDIRECT	-
(9,996.00)		TOTAL FUNDING SOURCES	(8,480.00)
$ 151,530.00	**162-96000**	TOTAL RECOMMENDED FRINGE BENEFITS	$ 163,947.00
$ 151,530.00		TOTAL RECOMMENDED TAX LEVY	$ 163,947.00

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:

a. Become the most livable medium sized city in the northeast by providing municipal standards both effectively and efficiently
b. Secure the health, safety and welfare of all citizens
c. Encourage economic development that will broaden the tax base and expand employment opportunities
d. Work with educational and cultural institutions to enrich the lives of all members of our community
e. Embrace cultural diversity
f. Promote civic pride and civility
g. 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
h. Promote equal opportunity
i. Encouraging citizens to participate in the democratic process
j. Ensure that all city residents are treated fairly and equally by reducing bias, bigotry and prejudices
k. Promote ways to increase respect in our community and safeguards equal access and opportunity for all through outreach, educational programs, events and advocacy
l. 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
m. 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 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 City Manager's organization was reconfigured to include the Human Services Division as a direct report to the City Manager's office. The Human Services Division of the Office of the City Manager interacts with the most vulnerable segment of our community. This division provides 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 residence's quality of life.

The inter-operability of these assistance operations within the City Managers office provides a collective strength to their individual missions. Cross client referrals and shared purpose allows these divisions to achieve the highest level of citizen assistance and deliver all-inclusive support to those most in need.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 968,464.81	$ 644,332.44	91000	$ 651,763.92
ORDINARY MAINTENANCE	942,816.42	1,204,280.00	92000	1,204,280.00
TOTAL	**$ 1,911,281.23**	**$ 1,848,612.44**		**$ 1,856,043.92**
TOTAL POSITIONS	21	11		11

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

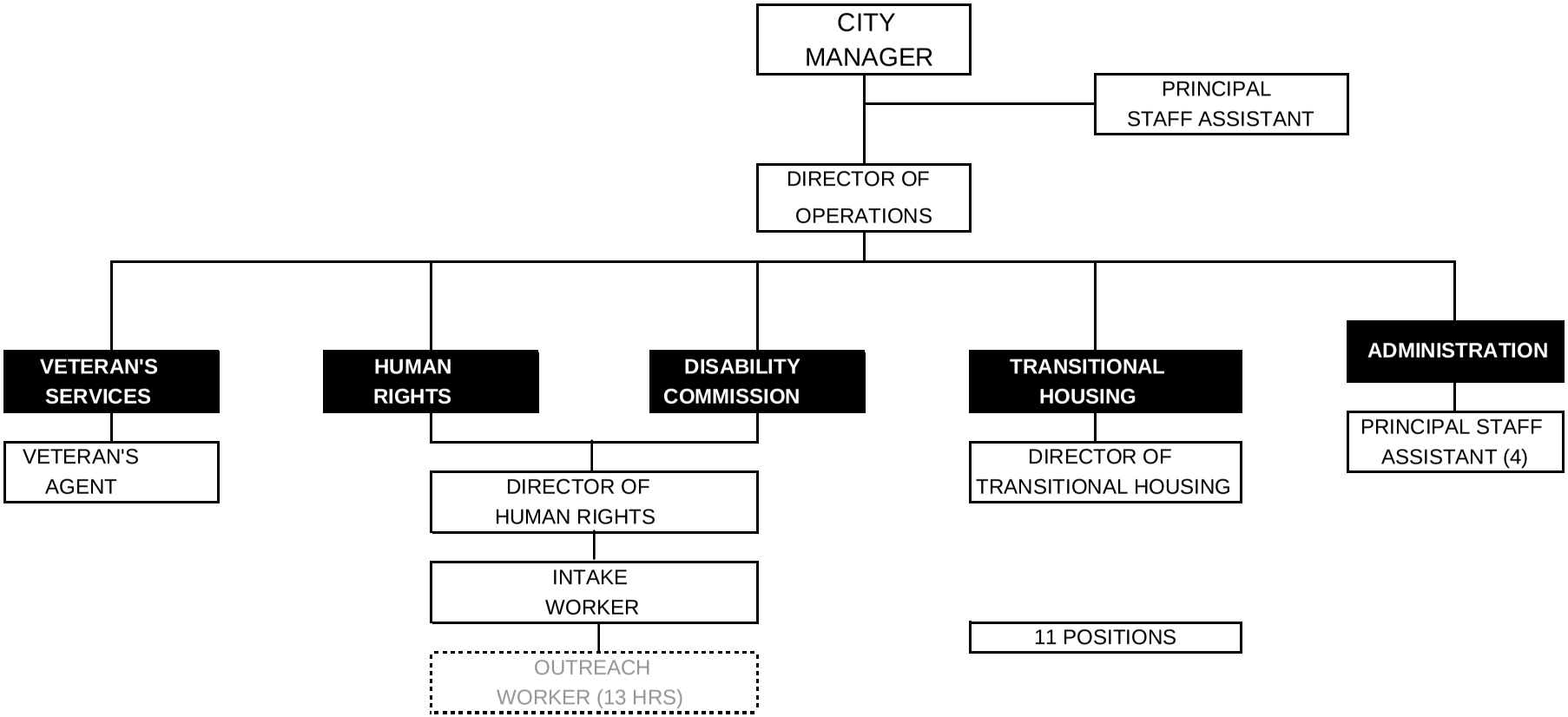
The tax levy budget for the Office of the City Manager for Fiscal 2011 is recommended to be $1,856,043.92, which is an increase of $7,431.48 above the Fiscal 2010 amount of $1,848,612.44.

The personal service tax levy budget for Fiscal 2011 is recommended to be $651,763.92, representing an increase of $7,431.38 from the Fiscal 2010 amount of $644,332.44. This modest increase is reflective of an increase in the HUD Grant for Transitional Housing. The net recommended Personal Services budget also includes automatic step increases for staff positions that are not at the maximum step.

The tax levy ordinary maintenance budget for the City Manager's Office for Fiscal 2011 is recommended to be level funded at $1,204,280.00. This amount includes $1,088,150 for Veterans Services. This account received a modest increase in Fiscal 2010 as a result of additional funding in Veteran's Benefits. This increase is attributed to the increased number of veteran's receiving benefits through the Veteran's Services Office. 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 $116,130 in Ordinary Maintenance cost will fund the City Manager and Human Rights office. This amount will fund various programs to include association dues and neighborhood sponsored events.

DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER



MICHAEL V. O'BRIEN, CITY MANAGER

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF ADMINISTRATION- DIVISION #040

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
1	$ 182,776.21	FL	CITY MANAGER	1	$ 182,776.21
1	74,061.36	47EM	DIRECTOR OF OPERATIONS	1	74,061.36
5	293,314.96	40M	PRINCIPAL STAFF ASSISTANT	5	286,766.64
7	550,152.53		TOTAL REGULAR SALARIES	7	543,604.21
	(6,750.00)		VACANCY FACTOR		(6,750.00)
	4,501.88		EM INCENTIVE PAY		4,501.88
	12,000.00		DEFERRED COMPENSATION		12,000.00
7	559,904.41		TOTAL SALARIES	7	553,356.09
7	$ 559,904.41		TOTAL RECOMMENDED PERSONAL SERVICE	7	$ 553,356.09
1	$ 64,915.08	42EM	DIRECTOR HUMAN RIGHTS	1	$ 64,915.08
1	56,523.83	42EM	VETERANS AGENT	1	56,523.83
1	55,018.80	42EM	DIRECTOR OF TRANSITIONAL HOUSING	1	55,018.80
1	20,106.24	FL	INTAKE WORKER	1	20,106.24
4	196,563.95		TOTAL RECOMMENDED PERSONAL SERVICE	4	196,563.95
	(1,750.00)		VACANCY FACTOR		(1,750.00)
	-		CONTRACTUAL STIPEND		
	1,701.88		EM INCENTIVE PAY		1,701.88
	196,515.83		TOTAL SALARIES		196,515.83
			FUNDING SOURCES:		
	(81,981.56)		TRANSITIONAL HOUSING FUNDING		(55,019.00)
	(20,106.24)		HUD GRANT		(33,089.00)
	(10,000.00)		MASS. COMMISSION AGAINST DISCRIMINATION		(10,000.00)
	(112,087.80)		TOTAL FUNDING SOURCES		(98,108.00)
11	$ 644,332.44	**040-91000**	TOTAL RECOMMENDED PERSONAL SERVICE	11	$ 651,763.92
	$ 80,000.00		CITY MANAGER ORDINARY MAINTENANCE		$ 80,000.00
	25,680.00		MASSACHUSETTS MUNICIPAL ASSOCIATION DUES		25,680.00
	5,000.00		NEIGHBORHOOD EVENT SPONSORSHIP		5,000.00
	110,680.00		TOTAL CITY MANAGER'S ORDINARY MAINTENANCE		110,680.00
	17,850.00		FLAGS & WREATHS FOR VETERAN'S GRAVES		17,850.00
	10,300.00		VETERAN'S ORDINARY MAINTENANCE		10,300.00
	1,060,000.00		VETERAN'S BENEFITS		1,060,000.00
	1,088,150.00		TOTAL VETERAN'S ORDINARY MAINTENANCE		1,088,150.00
	5,450.00		HUMAN RIGHTS ORDINARY MAINTENANCE		5,450.00
	5,450.00		TOTAL HUMAN RIGHTS ORDINARY MAINTENANCE		5,450.00
	$ 1,204,280.00	**040-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 1,204,280.00
	$ 1,848,612.44		TOTAL RECOMMENDED TAX LEVY		$ 1,856,043.92

LICENSE COMMISSION

Kevin O'Sullivan
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:

a. Serve as a regulatory board for various licenses issued by the City
b. 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, Innholder, 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, Newsracks. The Commission promotes, cooperates, and interacts with licensing authorities and licensees for compliance with license laws.

During Fiscal 2010 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 permits.

BUDGET SUMMARY

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
ORDINARY MAINTENANCE	$ 703.40	$ 1,200.00	92000	$ 1,200.00
TOTAL	**$ 703.40**	**$ 1,200.00**		**$ 1,200.00**

TOTAL POSITIONS	3	3		3

FISCAL 2011 BUDGET OVERVIEW

Expenditures:
The Fiscal 2011 budget for the License Commission is level funded at $1,200.00.

KEVIN O'SULLVAN, CHAIRMAN

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

LICENSE COMMISSION- DEPARTMENT #190

APPROVED FY10 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY11 AMOUNT
$ 1,200.00		LICENSE COMMISSION ORDINARY MAINTENANCE	$ 1,200.00
$ 1,200.00	**190-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE	$ 1,200.00
$ 1,200.00		TOTAL RECOMMENDED TAX LEVY	$ 1,200.00

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 2011 Budget includes a gross amount of $300,000 for the City Manager's Contingency Account. The Fiscal 2011 reflects a reduction of 736,916 in this account. The Fiscal Year 2010 amount was allocated for an used in connection with the settlement of retro active collective bargaining agreements. The $300,000 allocation for fiscal Year 2011 is intended to provide service mitigation funds to fund potential alternative service delivery options for key operations where early retirements and vacancies that cannot be refilled limit the City's capacity to perform essential services. Specifically, the fund will be prioritized for the deployment of new technology to improve service delivery while addressing declining staff levels.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ -	$ 1,036,916.00	91000	$ 300,000.00
TOTAL	**$ -**	**$ 1,036,916.00**		**$ 300,000.00**

MICHAEL V. O'BRIEN, CITY MANAGER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

CITY MANAGER'S CONTINGENCY - DEPARTMENT #900

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 1,036,916.00		TOTAL CONTINGENCY	$ 300,000.00
$ 1,036,916.00	**91000**	TOTAL CONTINGENCY SALARIES	$ 300,000.00
$ 1,036,916.00		TOTAL RECOMMENDED TAX LEVY	$ 300,000.00

Michael V. O'Brien
City Manager
Derek S. Brindisi
Director of Public Health
25 Meade Street
Worcester, Massachusetts 01610
(508) 799-8531

Public Health Division Mission Statement*:*

The mission of the Division of Public Health is to:

Provide a framework of health promotion and disease prevention for individuals of all ages; established to increase life expectancy and improve quality of life based upon a community needs assessment that utilizes public health principles and emphasizes detection, prevention, education and avoidance of high risk behavior.

Public Health Task Force Recommendations:

The Task Force on Public Health was convened by Worcester City Manager Michael V. O'Brien in June 2009 to redefine the mission, vision, capabilities, and services of a vital and focused Division of Public Health (DPH). From late June through November 2009, the Task Force, comprised of two chairpersons, a five-member executive committee, and a committee of twenty-two individuals, met in Executive Committee, Subcommittee, and full Task Force meetings. Task Force members reviewed national standards, conducted online scans, examined research studies, studied other cities' approaches, met at length with the City's DPH and consulted with state and national public health experts.

During this six-month long process the Task Force identified four strategic goals in order to develop an effective urban public health department for the 21st century: 1. Improve Organizational Effectiveness; 2. Mobilize a Coordinated Community Approach; 3. Make Data-Driven and Evidence-Based Decisions; and 4. Build a Road to Sustainability.

The Task Force offered the following recommendations as a way to build, in a phased approach, the capacity and capability of the Worcester DPH to address these challenges. The Task Force recommends an organizational structure that:

- strengthens the Board of Health;
- has talent, skill, and depth in senior management and staff to set policy and priorities and to lead the development of internal capabilities in data collection and analysis and community engagement;

- can convene and lead the larger network of organizations and services that comprise the entire public health system in Worcester;
- can pursue multiple funding approaches;
- groups all City health-related functions under one department;
- and becomes a model for an effective urban public health practice that achieves accreditation from the Public Health Accreditation Board.

One key theme that runs through several of the goals is the elimination of traditional lines and boundaries in the delivery of public health services. The Task Force envisions that DPH can play a more significant role in bridging the traditional organizational "silos" of community partners to better meet Worcester's public health needs; and that DPH can cross municipal borders and pursue shared services with area towns.

Public Health Division Overview:

Currently, the Division 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. The Division's programs are systems designed, which consider an ongoing needs assessments of the population we serve, while developing strategies to address these community needs, in an effort to enhance the quality of life in the City and Central Massachusetts. Federal, state, and city policies require the Division to enforce and enhance various public health regulations/programs to prevent the spread of disease and reduce the prevalence of chronic disease within our community.

Public Health Programs and Services:

The public health nursing program is responsible for infectious disease surveillance, enabling us to interrupt the transmission of communicable diseases to susceptible persons, thereby, preventing outbreaks and reducing morbidity and mortality. Working with a diverse group of community partners, the program ensures that the community is immunized against vaccine-preventable diseases. Public health nursing is a resource to the community that provides valuable health information and referral.

The Division 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.

The Division 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. The Division offers educational opportunities for college students, graduate nurse, medical students and resident physicians training in preventive medicine. In 2009, the Division was recognized as a "Teaching Health Department" by the American Association of Public Health Physicians.

The Division continues to assess the needs of the community and is focused on building private/public partnerships to address the most prevalent pubic health concerns within Worcester. The Division utilizes proven national frameworks in order to conduct this comprehensive assessment. Using indicators to measure the health of a community is a core Public Health function and is directly related to several Public Health standards. The Leading Health Indicators are:

- Physical Activity
- Overweight and Obesity
- Tobacco Use
- Substance Abuse
- Responsible Sexual Behavior
- Mental Health
- Injury and Violence
- Environmental Quality
- Immunization
- Access to Health Care

Working within the "public health system" with a wide variety of community agencies and organizations, the Public Health Division continues to educate, monitor, identify, and intervene in an effort to ensure good physical and mental health for Worcester.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 511,763.97	$ 53,296.03	91000	$ 140,096.80
OVERTIME	2,376.74	-	97000	-
ORDINARY MAINTENANCE	73,665.75	5,000.00	92000	12,500.00
TOTAL	**$ 587,806.46**	**$ 58,296.03**		**$ 152,596.80**
TOTAL POSITIONS	18	10		12

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The total recommended Fiscal 2011 tax levy budget for the Division of Public Health is $152,596.80, which represents an increase of $94,300.77 from the Fiscal 2010 amount of $58,296.03.

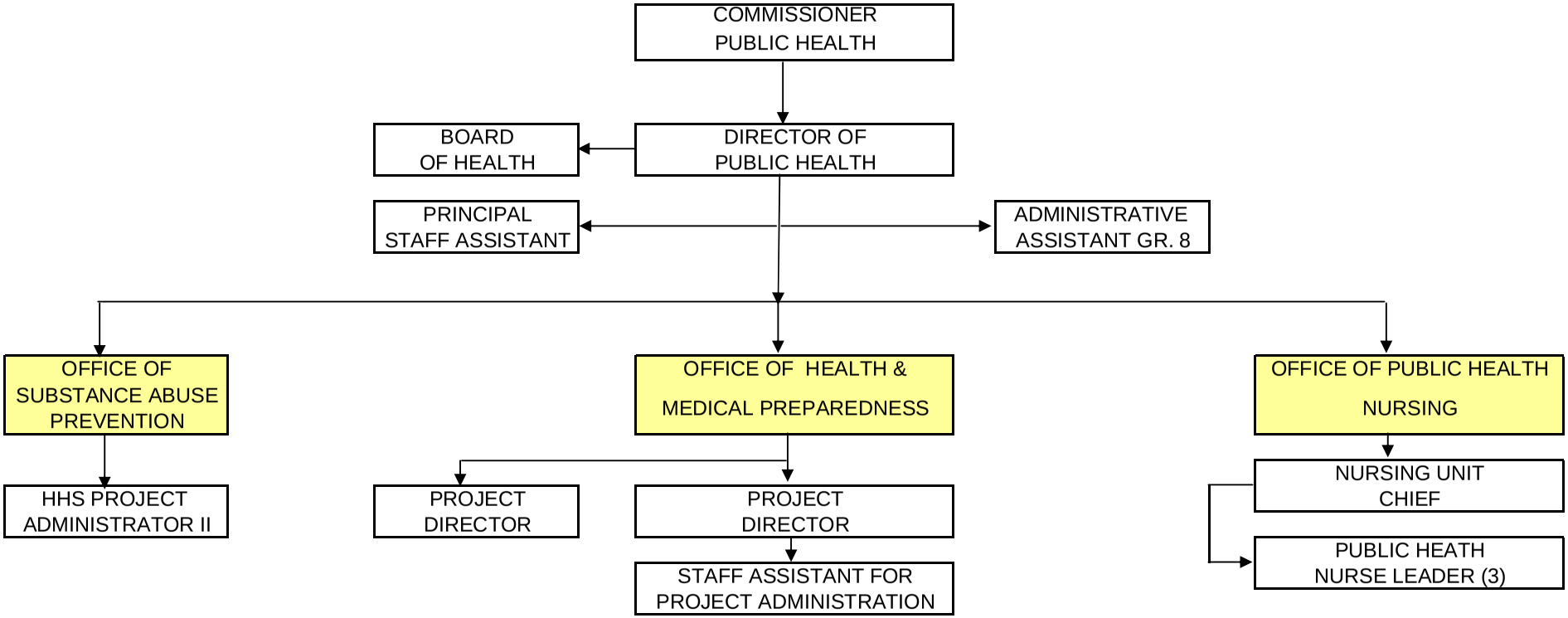
The division's recommended tax levy budget for personnel services for Fiscal 2011 is $140,096.80, an increase of $86,800.77 from the Fiscal 2010 amount of $53,296.03. This increase is in part the result of organizational changes based on the recommendations of the Task Force on Public Health. Included in the recommendation is the creation of a full time Public Health Commissioner position which represents a tax levy increase of $59,396.81. Other increases include that of an additional Public Health Nurse Leader and restructured grant funds. Also contributing to this increase is automatic step increases for staff positions that are not at the maximum step. The increase is also due to the reduction in the vacancy factor. The vacancy factor has been reduced in most city departments due to reduced employee turnover in the current economic environment. Also included in the Fiscal 2011 budget are two new positions; Principal Staff Assistant and Staff Assistant for Project Administration. These positions are funded through anticipated partnerships consistent with the Health Task Force recommendations.

The division's total tax levy ordinary maintenance budget for Fiscal 2011 is recommended to be $12,500.00, an increase of $7,500.00 from the Fiscal 2010 amount of $5,000.00. This increase is attributed to the Citywide Geese Program which is funded at $7,500.00 in Fiscal 2011.

CITY OF WORCESTER

EXECUTIVE OFFICE OF THE DEPARTMENT OF THE CITY MANAGER

PUBLIC HEALTH DIVISION



12 POSITIONS

Divisional Activity Reporting

The mission of the Division of Public Health is to: Provide a framework of health promotion and disease prevention for individuals of all ages; established to increase life expectancy and improve quality of life based upon assessing community needs utilizing public health principles that emphasize detection, prevention, education and avoidance of high risk behavior.

	Act. FY09	Proj FY10	Proj FY11
PERP Grant Program (purpose to enhance regional health and medical preparedness)			
MassMAP - Long-term care mutual aide plan. (percentage of Region 2 facilities)	17%	100%	n/a
RMCC planning	25%	100%	n/a
HMAP expansion (to inlcude home health, rehab hosp, local physicians, and others as identified)	n/a	see HPP report	50%
RMCC education and training	n/a	10%	50%
HMAP education and training	n/a	10%	50%
Quarterly Reports	yes	yes	yes
End of year report	yes	yes	yes

Notes:

Hospital Preparedness Program

Regional Project - Healthcare Mutual Aid Plan (participants signed on)	n/a	100%	expansion through PERP
Nextel phone program (drill participation)	n/a	80%	100%
Region 2 Hosp Expenditure reports completed	10/30/2009	9/15/2010	9/15/2011
Hospital Plans updated (percentage of facilities)	yes	6/30/2010	6/30/2011
All hospital HVA updates (percentage of facilities)	yes	4/1/2010	4/1/2011
Regional Hospital HVA completed	yes	5/15/2010	5/15/2011
Quarterly site visits - 10 regional facilities	yes	yes	yes

Notes:

	Act. FY09	Proj FY10	Proj FY11
Worcester Regional Medical Reserve Corps			
Volunteers Registered with Program	1,100	1,500	1,600
Volunteer Activations	2	10+	unknown
Regional Training opportunities per month	2	4	6

Notes:

Regional Public Health Emergency Preparedness			
Regional Public Health Mutual Aid Agreement (74 cities/towns)	35/74 47%	59/74 79%	70/74 95%
Regional Call-Down Drills (PH emergency response)	5/74 1%	74/74 100%	74/74 100%
Regional EDS Notification Drill	5/74 1%	74/74 100%	74/74 100%
Technical Assistance Review (TAR) on Emergency Dispensing Sites (EDS) plans - Regional	61/74 82%	68/74 91%	70/74 95%

Notes:

Communicable Disease Investigation & Exposure Control			
Disease Investigations	326	268	300

Notes: Actual YTD FY2010 187 + (27/month (average FY2009) x 3 months) = 268

Tuberculosis Testing & Case Management			
Tuberculosis Cases	24	16	20
PPD Tests	360	215	136

Notes: Actual TB cases YTD FY2010 = 13; projection based upon average 1 new case/month. PPD Tests YTD FY2010 = 164; projection based upon finishing refugee backlog of approximately 25; average B1 test/month = 4 (3 months x 4) = 12; 3 new cases with 4-5 contacts. Case projection based upon the average cases/month over the past two years 1.6 x 12 months; PPD tests based upon an average of 4 B1 immigrants/month and 5 contacts per case.

Immunization			
Seasonal Influenza Immunization	2,570	2,690	2,690
H1N1 Immunization	0	15,000	0
Other Immunizations	2,172	52	0

Notes: YTD FY2010 = 2650; projection based upon finishing all 40 doses of seasonal vaccine currently in inventory. FY2011 based upon receiving same amount of vaccine allocation from MDPH as administered in FY2010.

Community Education	8	1	4

Notes: FY2010 projected is actual; projection based upon average over past 2 years 0.37 x 12 = 4

	Act. FY09	Proj FY10	Proj FY11
Opioid Overdose Prevention	$100,000	$100,000	$100,000
911 Strategy	Assessment	Implementation	Implementation/Evaluation
Re-entry Strategy	Assessment	Implementation	Implementation/Evaluation
SBIRT Strategy	Assessment	Implementation	Implementation/Evaluation
Capacity Building	Assessment	Implementation	Implementation/Evaluation

Notes: This is a 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 utilzing evidenced based strategies.

Under Age Drinking Prevention	$80,000	$80,000	$80,000
Alcohol Compliance Checks	Implementation	Implementation	Implementation/Evaluation
Policy Initiatives	Assessment	Planning	Implementation/Evaluation
Parent Support Group	Assessment	Implementation	Implementation/Evaluation
Social Norms Campaign	Assessment	Planning	Implementation/Evaluation

Notes: This is a 3 year MA DPH Bureau of Substance Abuse Services grant to reduce underage drinking in the City of Worcester utilizing evidenced based environmental strategies.

Tobacco Control and Prevention	$194,000	$134,000	$134,000
Youth Compliance Checks (Attempted/Completed/Sales)	1,300/1,017/137 (13%)	769/702/102 (14%)	1,161
Retail Inspections	1,237	506	638
Smoke Free Workplace	0	10	12
OTP surveys	n/a	139	209
Policy Initiatives	n/a	Planning	Implementation
Parent Engagement Project	n/a	Planning	Implementation

Notes: The Worcester Regional Tobacco Control Collaborative (WRTCC) is led by the Worcester Division of Public Health and provides enforcement for 18 contiguous communities.

Issuance of Permits			
Burial	3,100	3,100	3,100
Tobacco	250	259	259
Mass In Motion		Assessment	Strategy Implementation

Notes: Mass In Motion is a grant to develop local capacity to assess current systems and policies that promote healthy eating and active living.

Infant Mortality Reduction Grant			
Collection of Race, Ethnic, data		Implement	
Raising Community Awareness		Implement	
Cultural Linguistic Appropriate Services		Implement	
Misc Other			
Safe Needle Disposal "Operation Yellow Box	4 boxes	4 boxes	8 boxes plus other
Teaching "Health Dept"	16 students	20 students	16 students
WPS CPR/AED Program	550 students	600 students	700 students
Summer Canada Geese Control			

MICHAEL V. O'BRIEN, CITY MANAGER
DEREK S. BRINDISI, DIRECTOR OF PUBLIC HEALTH

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF PUBLIC HEALTH - DIVISION #330

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
PUBLIC HEALTH DIVISION:					
1	$ 61,603.31	57EM	COMMISSIONER OF PUBLIC HEALTH	1	$ 121,000.12
1	86,234.40	52EM	DIRECTOR OF PUBLIC HEALTH	1	86,234.40
2	119,454.72	43M	PROJECT DIRECTOR, HEALTH	2	123,754.08
1	65,646.72	40M	HHS PROJECT ADMINISTRATOR II	1	65,646.72
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	51,009.84
0	-	38M	STAFF ASSISTANT FOR PROJECT ADMINISTRATIO	1	47,627.28
1	57,044.16	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	58,965.12
6	389,983.31		TOTAL PUBLIC HEALTH SALARIES	8	554,237.56
PUBLIC HEALTH NURSING DIVISION:					
1	$ 52,746.24	43M	NURSING UNIT CHIEF	1	$ 69,938.72
1	61,434.21	80C	SUPERVISING NURSE, PUBLIC HEALTH	0	-
2	107,118.84	80B	PUBLIC HEALTH NURSE LEADER	3	146,139.12
4	$ 221,299.29		TOTAL PUBLIC HEALTH NURSING SALARIES	4	$ 216,077.84
10	$ 611,282.60		TOTAL SALARIES	12	$ 770,315.40
	1,044.00		PUBLIC HEALTH NURSE STIPENDS		1,566.00
	7,488.00		PHYSICIAN'S SALARIES		7,488.00
	8,532.00		TOTAL CONTRACTUAL STIPENDS AND EXTRAS		9,054.00
	(2,500.00)		VACANCY FACTOR		(1,250.00)
	2,429.40		EM INCENTIVE PAY		2,429.40
	$ 619,744.00		TOTAL SALARIES		$ 780,548.80
			FUNDING SOURCES:		
	$ -		REGIONAL PARTNERSHIP		$ (150,000.00)
	-		PERP GRANT		(47,627.00)
	(111,660.14)		CITY PHER GRANT		-
	(119,454.72)		HEALTH/MEDICAL PRED GRANT		(123,754.00)
	(75,376.67)		TOBACCO CONTROL GRANT		(67,276.00)
	(31,532.98)		UNDER AGE DRINKING GRANT		(34,769.00)
	(48,948.88)		OPIOID GRANT		(59,972.00)
	(61,603.31)		UMASS MEMORIAL GRANT		(60,500.00)
	(82,868.11)		UMASS MEMORIAL NURSING GRANT		(62,085.00)
	(35,003.16)		TRUST FUNDS		(34,469.00)
	$ (566,447.97)		TOTAL FUNDING SOURCES		$ (640,452.00)
	$ 53,296.03	**330-91000**	**TOTAL RECOMMENDED PERSONAL SERVICES**		$ 140,096.80
	$ 5,000.00		REGULAR ORDINARY MAINTENANCE		$ 5,000.00
	-		CITYWIDE GEESE PROGRAMS		7,500.00
	3,964.00		TOBACCO ORDINARY MAINTENANCE		3,964.00
	$ 8,964.00		TOTAL ORDINARY MAINTENANCE		$ 16,464.00
			FUNDING SOURCES:		
	$ (3,964.00)		TOBACCO GRANT		$ (3,964.00)
	$ (3,964.00)		TOTAL FUNDING SOURCES		$ (3,964.00)
	$ 5,000.00	**330-92000**	**TOTAL RECOMMENDED ORDINARY MAINTENANCE**		$ 12,500.00

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF PUBLIC HEALTH - DIVISION #330

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
			FRINGE BENEFITS:		
	$ 50,994.18		HEALTH INSURANCE		$ 63,297.00
	57,504.08		RETIREMENT		44,930.00
	$ 108,498.26		TOTAL FRINGE BENEFITS		$ 108,227.00
			FUNDING SOURCES:		
	$ (15,043.51)		CITY PHER GRANT		$ -
	-		PERP GRANT		(20,962.00)
	(12,482.00)		HEALTH/MEDICAL PRED GRANT		(12,933.00)
	(18,803.19)		TOBACCO CONTROL		(16,879.00)
	(8,615.38)		UNDER AGE DRINKING GRANT		(9,422.00)
	(10,547.41)		OPIOID GRANT		(14,500.00)
	(35,179.77)		UMASS MEMORIAL NURSING GRANT		(25,920.00)
	(7,827.00)		CITY HOSPITAL TRUST		(7,611.00)
	$ (108,498.26)		TOTAL FUNDING SOURCES		$ (108,227.00)
	$ -	330-96000	**TOTAL RECOMMENDED FRINGE BENEFITS**		$ -
	$ 58,296.03		**TOTAL RECOMMENDED TAX LEVY**		$ 152,596.80

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:

a. 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 needs it is meeting, as well as the creative partnerships developed with over 180 instructors and organizations that provide over 270 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. Responding to crisis, be it sheltering during an ice storm or helping individuals maximize their income during a tight economy, are hallmarks of the Division's commitment to serving the City as a strong community resource.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 326,310.36	$ 260,856.68	91000	$ 261,460.16
OVERTIME	2,339.90	4,124.00	97000	4,124.00
ORDINARY MAINTENANCE	347,063.62	290,653.47	92000	293,153.00
TOTAL	**$ 675,713.88**	**$ 555,634.15**		**$ 558,737.16**
TOTAL POSITIONS	11	8		8

FISCAL 2011 BUDGET OVERVIEW

Expenditures: The total tax levy recommended budget for Fiscal 2011 for the Division of Elder Affairs is $558,737.16, an increase of $3,103.01 from the Fiscal 2010 amount of $555,634.15. The personal service tax levy budget is recommended to be $261,460.16, an increase of $603.48 from the Fiscal 2010 amount of $260,856.68. This increase is due to automatic step increases for staff positions that are not at the maximum step. The increase is also due to the reduction in the vacancy factor. The vacancy factor has been reduced in most city departments due to reduced employee turnover in the current economic environment.

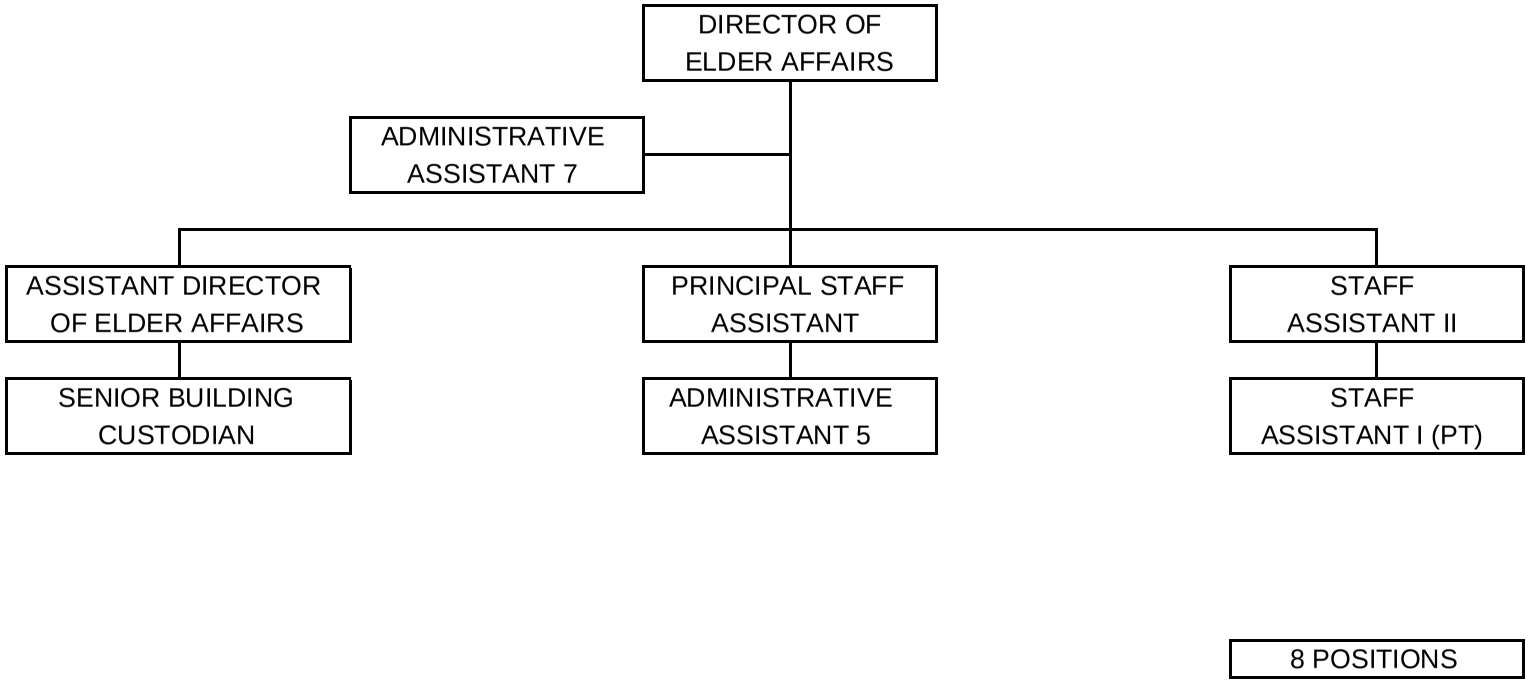
The overtime tax levy budget is recommended to be $4,124.00, which is level funded at the Fiscal 2010 amount.

The department's tax levy ordinary maintenance account for Fiscal 2011 is $293,153.00, an increase of $2,499.53 from the Fiscal 2010 amount of $290,653.47. This increase is due to adjustments to the divisions utility budgets made to reflect actual usage and costs.

CITY OF WORCESTER

EXECUTIVE OFFICE OF THE CITY MANAGER

ELDER AFFAIRS DIVISION



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. FY09	Proj FY10	Proj FY11
Maintain a broad array of information, referral, advocacy, and support services			
General Information Units Provided	5,716	5,000	5,000
Direct Services Units Provided	40,927	33,500	32,500
Unduplicated Beneficiaries (estimated)	6,100	6,200	6,300
Notes:			
Maintain a broad array of health promotion programs and services			
Different types of health programs provided	99	92	83
Unduplicated Beneficiaries (estimated)	3,085	3,200	330
Notes			
Maintain a broad array of educations programs			
Different educational, arts, cultural, intergenerational and recreational programs provided	215	168	152
Unduplicated Beneficiaries (estimated)	4,317	4,500	4,700
Notes			
Promote cost effective and quality service provisions			
Partnerships to provide programs and services	244	244	180
Annual Consumer Satisfaction Survey	98%	98%	98%
Federal, State and Private Funding for programs and services	$ 235,883	$ 232,000	$200,000
Revenue Generated through rentals and fees	$ 44,297	$ 45,000	$ 45,000
Notes			

AMY VOGEL WATERS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER

DIVISION OF ELDER AFFAIRS - DIVISION #340

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
1	$ 76,820.44	44EM	DIRECTOR OF ELDER AFFAIRS	1	$ 76,817.52
1	65,646.72	40M	ASSISTANT DIRECTOR OF ELDER AFFAIRS	1	65,646.72
1	57,213.44	40M	PRINCIPAL STAFF ASSISTANT	1	59,152.80
1	51,886.80	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	51,886.80
1	51,886.80	35	STAFF ASSISTANT 2	1	45,163.44
1	45,151.44	32	STAFF ASSISTANT 1	1	46,655.28
1	41,742.24	31	ADMINSTRATIVE ASSISTANT, GRADE 5	1	43,138.24
1	37,535.36	30	SENIOR BUILDING CUSTODIAN	1	38,883.36
8	427,883.24		REGULAR SALARIES	8	427,344.16
	(2,500.00)		VACANCY FACTOR		(1,250.00)
	(14,674.00)		INTERDEPARTMENTAL CREDIT		(15,163.00)
	2,813.00		EM INCENTIVE PAY		2,813.00
8	413,522.24		TOTAL RECOMMENDED SALARIES	8	413,744.16
			FUNDING SOURCES:		
	(152,665.56)		STATE COUNCIL ON AGING GRANT		(152,284.00)
	(152,665.56)		TOTAL FUNDING SOURCES		(152,284.00)
8	$ 260,856.68	340-91000	TOTAL RECOMMENDED PERSONAL SERVICES	8	$ 261,460.16
	4,124.00		OVERTIME		4,124.00
	$ 4,124.00	340-97000	TOTAL RECOMMENDED OVERTIME		$ 4,124.00
	$ 12,425.00		ORDINARY MAINTENANCE		$ 5,674.53
	99,958.47		PROGRAMS		99,958.47
	50,820.00		NATURAL GAS		69,360.00
	67,430.00		ELECTRICITY		58,140.00
	60,020.00		SENIOR CENTER OPERATION		60,020.00
	290,653.47		ORDINARY MAINTENANCE		293,153.00
	$ 290,653.47	340-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 293,153.00
			FRINGE BENEFITS:		
	$ 15,274.00		HEALTH INSURANCE		$ 16,384.00
	15,953.00		RETIREMENT		13,082.00
	31,227.00		TOTAL FRINGE BENEFITS		29,466.00
			FUNDING SOURCES:		
	(31,227.00)		STATE GRANTS		(29,466.00)
	(31,227.00)		TOTAL FUNDING SOURCES		(29,466.00)
	$ -	340-96000	**TOTAL RECOMMENDED FRINGE BENEFITS**		$ -
	$ 555,634.15		**TOTAL RECOMMENDED TAX LEVY**		$ 558,737.16

WORCESTER PUBLIC LIBRARY

Penelope B. Johnson
Interim 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 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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 3,331,215.10	$ 3,042,134.24	91000	$ 2,891,825.32
OVERTIME	107,863.03	81,492.00	97000	65,232.00
ORDINARY MAINTENANCE	1,377,928.49	1,320,201.50	92000	1,336,098.00
TOTAL	**$ 4,817,006.62**	**$ 4,443,827.74**		**$ 4,293,155.32**
TOTAL POSITIONS	89	89		83

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The total gross budget for the Worcester Public Library for Fiscal 2011 is recommended to be $4,293,155.32, which is a decrease of $150,672.42 from the Fiscal 2010 amount of $4,443,827.74.

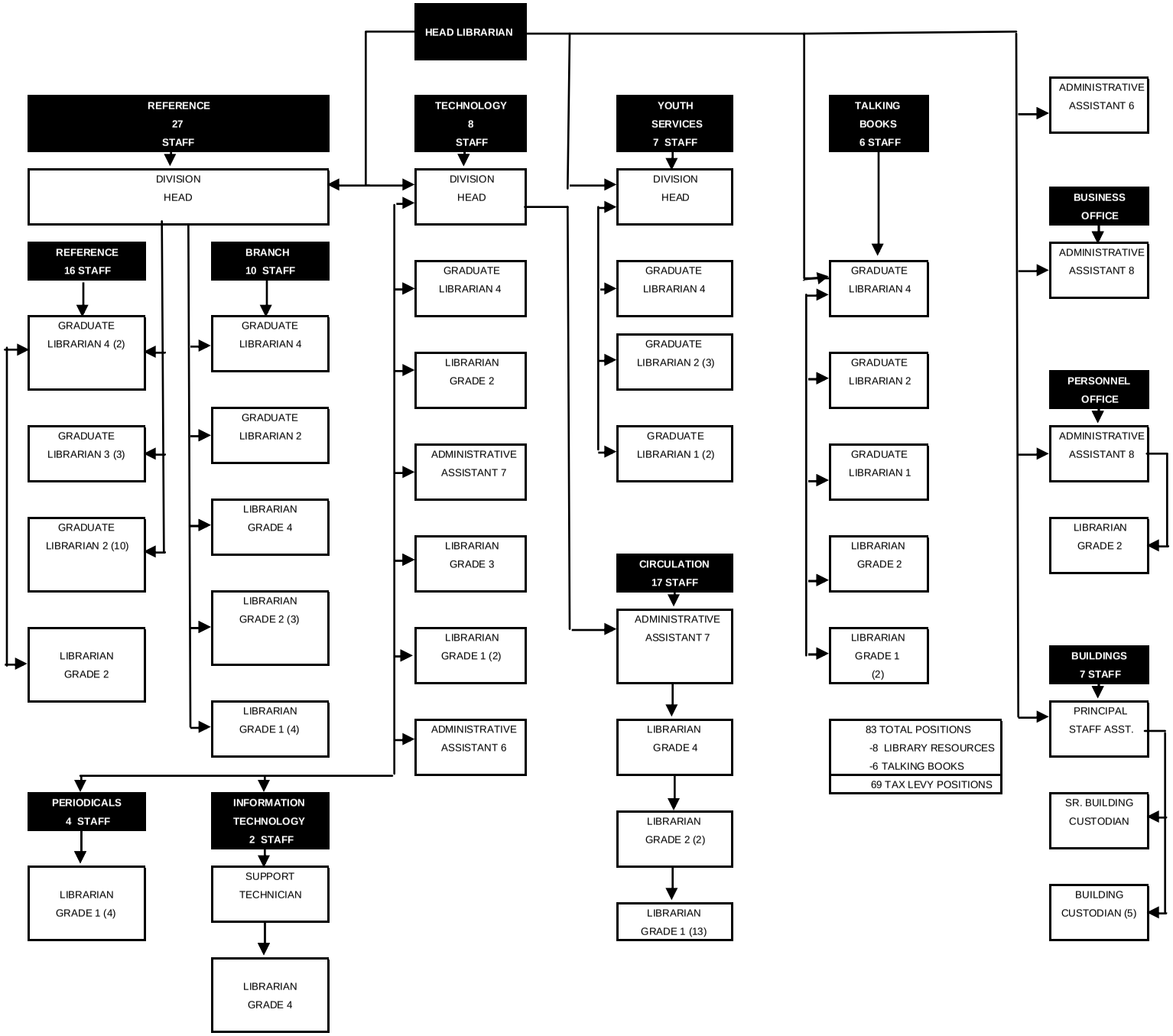
The total recommended personal services tax levy for Fiscal 2011 is recommended to be $2,891,825.32, which is a decrease of $150,308.92 from the Fiscal 2010 amount of $3,042,134.24. Personal services decreases are reflective of the elimination of six vacant positions. Three vacant tax levy positions, one Graduate Librarian 2, one Librarian Grade 2 and one Librarian Grade 1 were eliminated for Fiscal 2011. In Talking Books, one vacant Librarian Grade 1 position was eliminated and in Library Resources, one vacant Graduate Librarian Grade 2 was eliminated. During Fiscal 2010 various librarian positions were moved throughout divisions to maintain hours and the workflow of the Main Library and branches. This decrease is partially offset by increases due to automatic step increases for staff positions that are not at the maximum step. It is also offset by the reduction in the vacancy factor. The vacancy factor has been reduced in most city departments due to reduced employee turnover in the current economic environment.

The tax levy overtime for Fiscal 2011 is recommended to be $65,232.00, which is a decrease of $16,260.00.

The tax levy ordinary maintenance for Fiscal 2011 is recommended to be $1,336,098.00, which is an increase of $15,896.50 from the Fiscal 2010 amount of $1,320,201.50. This increase is due to the library's obligation to acquire library materials consistent with state requirements.

CITY OF WORCESTER

WORCESTER PUBLIC LIBRARY



Penelope B. Johnson, Interim 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. FY09	Proj. FY10	Proj. FY11
Hours Opens			
Total Hours Main Library Open	3,055	3,086	3,086
Total Hours Branches Open	2,986	2,986	2,986
Total Hours Open on Saturday	434	434	434
Total Hours Open on Sunday	76	112	68
Usage			
Reference Transactions	115,628	117,000	118,000
Attendance in Library	819,227	830,000	840,000
Programs			
Number of children's programs held	437	450	100
Number of adult and YA programs held	228	240	60
Total Programs	665	690	160
Attendance			
Total attendance at all children's programs	13,522	14,000	3,110
Total attendance at all adult and YA programs	4,967	5,100	1,275
Total Programs	18,489	19,100	4,385
Volunteers			
Total number of persons volunteering	124	130	130
Estimated number of hours volunteered	10,115	10,400	10,400

	Act. FY09	Proj. FY10	Proj. FY11
Borrowers			
Number of Registered Borrowers	101,796	107,500	110,000
Meeting Rooms			
Number of meetings	1,219	1,050	1,000

Notes: Overflow meeting space discountined October 2009, due to patron complaint

Circulations/Books			
Adult & YA	282,901	295,758	300,000
Children	160,098	189,218	200,000
Circulations/Magazines			
Adult & YA	6,586	7,953	8,500
Children	1,700	1,551	1,600
Circulations/Audio Visuals			
Adult & YA	192,151	220,020	240,000
Children	40,510	42,516	45,000
Circulations/Electronic Formats			
Adult & YA	1,210	1,634	1,800
Children	1,493	1,456	1,500
Circulations/Miscellaneous			
Adult & YA	1,630	1,304	1,300
Children	2,927	2,091	2,000
TOTAL Circulations			
Adult & YA	484,478	526,669	551,600
Children	206,728	236,832	250,100
TOTAL	691,206	763,501	801,700

PENELOPE B. JOHNSON, INTERIM HEAD LIBRARIAN

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF PUBLIC LIBRARY- DIVISION #550

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
1	$ 108,200.16	53EM	HEAD LIBRARIAN	1	$ 108,200.16
3	220,827.52	44M	DIVISION HEAD	3	223,252.00
4	253,609.44	40P	GRADUATE LIBRARIAN, GRADE 4	4	255,297.60
1	65,646.72	40M	PRINCIPAL STAFF ASSISTANT	1	65,646.72
2	122,189.76	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	2	122,189.76
3	184,474.80	37P	GRADUATE LIBRARIAN, GRADE 3	3	184,474.80
14	717,887.24	36P	GRADUATE LIBRARIAN, GRADE 2	13	745,948.96
1	55,833.12	37	SUPPORT TECHNICIAN	1	55,833.12
1	51,886.80	35	ADMINISTRATIVE ASSISTANT, GRADE 7	2	90,747.36
2	96,924.96	33	ADMINISTRATIVE ASSISTANT, GRADE 6	2	96,924.96
1	38,678.32	31P	GRADUATE LIBRARIAN, GRADE 1	1	40,210.80
3	132,097.92	31	LIBRARIAN, GRADE 4	3	133,498.72
1	44,724.96	30	SENIOR BUILDING CUSTODIAN	1	44,724.96
1	43,179.84	29	LIBRARIAN, GRADE 3	1	43,179.84
1	37,625.76	26	LIBRARIAN, GRADE 2A	1	37,625.76
6	202,084.80	25	LIBRARIAN, GRADE 2	5	185,608.80
5	178,534.48	25	BUILDING CUSTODIAN	5	175,482.40
21	582,761.64	21	LIBRARIAN, GRADE 1	20	617,159.60
71	3,137,168.24		TOTAL REGULAR SALARIES WITHOUT PAGES	69	3,226,006.32
	51,333.00		TOTAL PAGES SALARIES		51,333.00
71	3,188,501.24		REGULAR SALARIES WITH PAGES	69	3,277,339.32
	(183,817.00)		VACANCY FACTOR		(135,514.00)
	117,450.00		BUDGET SUPPLEMENT		-
71	3,122,134.24		TOTAL RECOMMENDED SALARIES	69	3,141,825.32
			FUNDING SOURCES:		
	(80,000.00)		PILOT		(250,000.00)
	-		WORCESTER PUBLIC LIBRARY FOUNDATION		.
	(80,000.00)		TOTAL FUNDING SOURCES		(250,000.00)
71	$ 3,042,134.24	550-91000	**TOTAL RECOMMENDED PERSONAL SERVICES**	69	$ 2,891,825.32
	33,892.00		REGULAR OVERTIME		17,632.00
	47,600.00		SUNDAY OVERTIME		47,600.00
	81,492.00	550-97000	**RECOMMENDED OVERTIME**		65,232.00
	$ 235,966.00		ELECTRICITY		$ 235,966.00
	74,455.00		NATURAL GAS		75,944.00
	30,105.00		TELEPHONE		30,105.00
	304,600.00		OPERATIONAL		309,123.00
	165,035.94		BUILDING MAINTENANCE		139,781.00
	510,039.56		LIBRARY MATERIALS		545,179.00
	$ 1,320,201.50	550-92000	**TOTAL RECOMMENDED ORDINARY MAINTENANCE**		$ 1,336,098.00
	$ 4,443,827.74		**TOTAL RECOMMENDED TAX LEVY**		$ 4,293,155.32

PENELOPE B. JOHNSON, INTERIM HEAD LIBRARIAN

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF PUBLIC LIBRARY- DIVISION #550

LIBRARY RESOURCES

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
1	$ 68,444.64	40P	GRADUATE LIBRARIAN, GRADE 4	1	$ 68,444.64
3	131,868.52	36P	GRADUATE LIBRARIAN, GRADE 2	1	50,043.12
1	38,678.32	31P	GRADUATE LIBRARIAN, GRADE 1	1	40,210.80
2	52,786.32	25	LIBRARIAN, GRADE 2	2	75,251.52
4	100,511.76	21	LIBRARIAN, GRADE 1	3	94,608.88
11	392,289.56		REGULAR SALARIES	8	328,558.96
11	$ 392,289.56		**TOTAL RECOMMENDED PERSONNEL SERVICES**	8	$ 328,558.96
	70,665.32		FRINGE BENEFITS		71,517.25
	$ 462,954.88		**TOTAL EXPENSES- LIBRARY RESOURCES**		$ 400,076.21
			FUNDING SOURCES-STATE REVENUES:		
	(392,289.56)		SALARIES		(328,558.96)
	(70,665.32)		FRINGE BENEFITS		(71,517.25)
	(462,954.88)		TOTAL CREDITS- LIBRARY RESOURCES		(400,076.21)
	$ -		**TOTAL RECOMMENDED TAX LEVY**		$ -

TALKING BOOK SERVICES

1	$ 68,444.64	40P	GRADUATE LIBRARIAN, GRADE 4	1	$ 68,444.64
1	59,424.48	36P	GRADUATE LIBRARIAN, GRADE 2	1	59,424.48
1	49,673.52	31P	GRADUATE LIBRARIAN, GRADE 1	1	49,673.52
1	37,625.76	25	LIBRARIAN, GRADE 2	1	37,625.76
3	65,432.80	21	LIBRARIAN, GRADE 1	2	65,980.80
7	280,601.20		REGULAR SALARIES	6	281,149.20
VACANT UNFUNDED POSITIONS:					
0	-	21	LIBRARIAN, GRADE 1	0	-
0	-		REGULAR SALARIES	0	-
7	280,601.20		TOTAL REGULAR SALARIES	6	281,149.20
7	$ 280,601.20		**TOTAL RECOMMENDED PERSONAL SERVICES**	6	$ 281,149.20
	1,200.00		TOTAL OVERTIME		1,200.00
	50,434.00		ORDINARY MAINTENANCE		67,920.73
	83,964.80		FRINGE BENEFITS		70,873.07
	$ 416,200.00		**TOTAL EXPENSES- TALKING BOOKS**		$ 421,143.00
			FUNDING SOURCES-STATE REVENUES:		
	(280,601.20)		SALARIES		(281,149.20)
	(1,200.00)		OVERTIME		(1,200.00)
	(50,434.00)		ORDINARY MAINTENANCE		(67,920.73)
	(83,964.80)		FRINGE BENEFITS		(70,873.07)
	$ (416,200.00)		TOTAL CREDITS- TALKING BOOKS		$ (421,143.00)
	$ -		**TOTAL RECOMMENDED TAX LEVY**		$ -

WORCESTER REGIONAL LIBRARY

Penelope B. Johnson
Interim Head Librarian
3 Salem Square
Worcester, Massachusetts 01608
(508) 799-1655

Divisional Mission Statement:
The mission of Worcester Regional Library is to:

a. Take a leadership role in providing timely and equal access to both traditional and innovative library services for a variety of types of libraries in Central Massachusetts

Divisional Overview:
The Worcester Public Library is under contract with the Central Massachusetts Regional Library System to provide materials and staff services to support the libraries in Central Massachusetts. The state allocates the revenue on the City's annual Cherry Sheet for this operation.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 33,223.44	$ 47,224.08	91000	$ -
ORDINARY MAINTENANCE	71,477.55	63,469.24	92000	-
FRINGE BENEFITS	14,954.01	5,000.68	96000	-
TOTAL	**$ 119,655.00**	**$ 115,694.00**		**$ -**
TOTAL POSITIONS	1	1		0

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The tax levy Fiscal 2011 budget for the Worcester Regional Library is recommended to be $0.00, a decrease of $115,694.00 from the Fiscal 2010 amount of $115,694.00.

The Commonwealth's Fiscal 2011 Budget proposed the elimination of Library Regional Reference Centers and funding requirements. The Worcester Public Library will no longer be designated as a Regional Reference Center and no longer eligible for state funding under State Aid to Regional Libraries (line item 7000-9401).

The Administrative Assistant, Grade 7 position was transferred to the Worcester Public Library for Fiscal 2011.

PENELOPE B. JOHNSON, INTERIM HEAD LIBRARIAN

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF PUBLIC LIBRARY- DIVISION #560

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
REGIONAL LIBRARY					
1	47,224.08	35	ADMINISTRATIVE ASSISTANT, GRADE 7	0	-
1	47,224.08		REGULAR SALARIES	0	-
1	47,224.08	**560-91000**	**TOTAL RECOMMENDED PERSONAL SERVICES**	0	-
	40,521.86		BOOKS		-
	22,947.38		OTHER ORDINARY MAINTENANCE		-
	$ 63,469.24	**560-92000**	**TOTAL RECOMMENDED ORDINARY MAINTENANCE**		$ -
	5,000.68		FRINGE BENEFITS		-
	$ 5,000.68	**560-96000**	**TOTAL FRINGE BENEFITS**		$ -
	$ 115,694.00		**TOTAL RECOMMENDED TAX LEVY**		$ -

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:

a. 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.

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

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 758,435.42	$ 748,471.17	91000	$ 747,256.53
OVERTIME	4,777.41	3,000.00	97000	3,000.00
ORDINARY MAINTENANCE	265,178.86	220,010.00	92000	219,701.00
TOTAL	**$ 1,028,391.69**	**$ 971,481.17**		**$ 969,957.53**

TOTAL POSITIONS	17	15		15

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The total Fiscal 2011 recommended tax levy budget for the Office of Human Resources Department is $969,957.53 which is a decrease of $1,523.64 from the fiscal 2010 budget of $971,481.17.

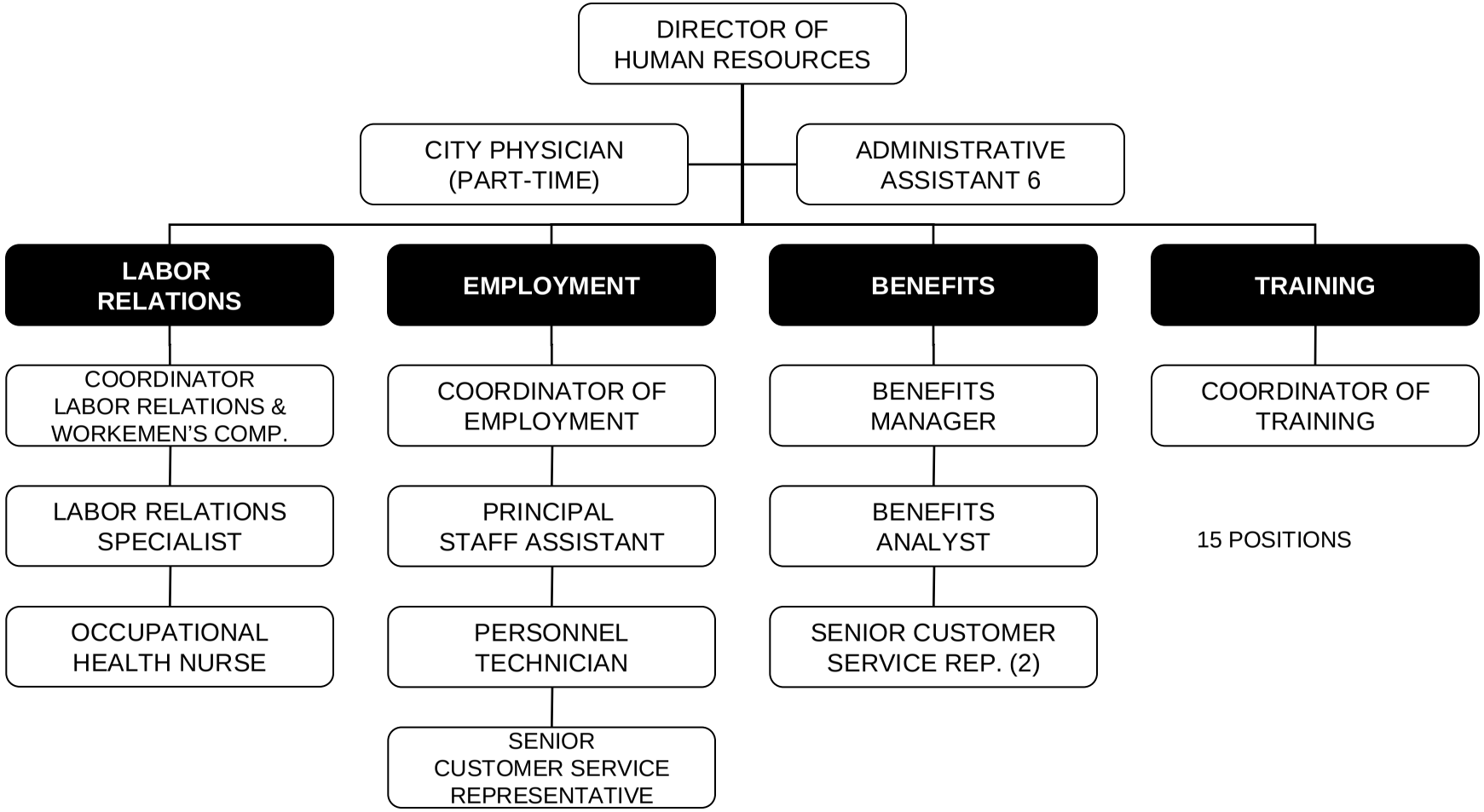
The recommended personal services tax levy budget for Fiscal 2011 is $747,256.53 which is a decrease of $1,214.64 from the fiscal 2010 amount of $748,471.17. This decrease is a result of an increase in the enterprise credits in the amount of $20,938. This decrease is offset by automatic step increases for staff positions that are not at the maximum step and the vacancy factor has been reduced by $6,200 due to reduced employee turnover in the current economic environment.

The recommended Overtime tax levy budget is recommended to be level funded at $3,000.

The tax levy Ordinary Maintenance budget for Fiscal 2011 is recommended to be $219,701.00 which is a decrease of $309.00 from the Fiscal 2010 amount of $220,010.00. This decrease is a result of an increase in enterprise credits in Fiscal 2011.

CITY OF WORCESTER

DEPARTMENT OF HUMAN RESOURCES



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 organization and the citizens of the City of Worcester.

	Actual FY09	Projected FY10	Projected FY11
Benefits Division			
Savings from Implementation of new City Health Insurance Reforms	$ 4,300,000	$ 3,000,000	$ 3,000,000
Savings from Health Plan Dependent Audit	n/a	$ 1,068,900	$ 1,068,900
Savings from Life Insurance enhancements	n/a	22%	22%
Labor Relations Divisior			
Union Grievances Handle	49	61	55
Disciplinary Investigations	24	11	18
Unfair Labor Practice	3	10	7
Civil Service Commission Hearing	12	1	7
Arbitration Hearings	10	14	12
Appointing Authority Hearing	4	3	4
ADA Conferences Attende	2	4	3
Harassment Investigation	6	5	6
MCAD Complaints Handle	2	2	2
Division of Unemployment Assistance Hearings Atten	4	5	5
Certification Petition	1	1	1
Injured On Duty Claims Administer	192	178	185
New Workers Compensation Claims Report	408	400	404
Targeted Safety and Injury Prevention Training Attenda	188	244	216
Personnel Divisior			
Applications Processed for Open Positio	1,723	406	400
Recruitment and Selection of New City Employees (non	407	44	200
Administration of Terminations/Reinstateme	182	135	159
Civil Services Certifications Administered, Ci	55	29	42
Civil Services Certifications Administered, WF	8	7	8
CS Appointments/Promotions, Ci	132	72	102
CS Appointments/Promotions, WF	113	51	82
Administration of Drug and Alcohol Random Testi	104	185	145
Training Division			
Attendance of Professional Trainin	159	120	140
Enrollment in Wellness Program	667	657	662
Employee Flu Clinics/Health and Safety Traini		1,012	500
Orientation/Ethics Training	124	260	192
Tuition Wavers and Reduced Tuitions Administe	70	45	58

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
ADMINISTRATION:					
1	$ 107,126.93	58CM	HUMAN RESOURCE DIRECTOR	1	$ 107,126.93
1	22,464.00	FL	CITY PHYSICIAN	1	22,464.00
1	46,666.80	33	ADMINISTRATIVE ASSISTANT 6	1	46,666.80
3	$ 176,257.73			3	$ 176,257.73
EMPLOYMENT:					
1	$ 81,745.20	46M	COORDINATOR OF EMPLOYMENT	1	$ 81,745.20
1	63,881.60	40M	PRINCIPAL STAFF ASSISTANT	1	65,646.72
1	51,886.80	38M	PERSONNEL TECHNICIAN	1	51,886.80
1	37,098.88	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	1	38,418.72
4	$ 234,612.48			4	$ 237,697.44
LABOR RELATIONS:					
1	$ 88,050.96	48M	COORD. LABOR RELATIONS & WORKER'S COMP.	1	$ 88,050.96
1	71,654.32	44M	LABOR RELATIONS SPECIALIST	1	74,426.40
1	70,449.12	42M	OCCUPATIONAL NURSE	1	70,449.12
3	$ 230,154.40			3	$ 232,926.48
BENEFITS:					
1	$ 70,449.12	44M	BENEFITS MANAGER	1	$ 73,184.40
1	33,948.24	35	BENEFIT ANALYST	1	35,057.04
2	78,884.64	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	2	80,262.72
4	$ 183,282.00			4	$ 188,504.16
TRAINING & DEVELOPMENT:					
1	$ 64,786.56	42M	COORDINATOR OF TRAINING	1	$ 67,230.72
1	$ 64,786.56			1	$ 67,230.72
15	$ 889,093.17		REGULAR SALARIES	15	$ 902,616.53
	2,565.00		EM INCENTIVE PAY		2,565.00
	(12,400.00)		VACANCY FACTOR		(6,200.00)
	$ 879,258.17		TOTAL RECOMMENDED SALARIES		$ 898,981.53
			FUNDING SOURCES:		
	(52,907.00)		CREDIT FROM SEWER		(65,500.00)
	(77,155.00)		CREDIT FROM WATER		(85,500.00)
	(725.00)		CREDIT FROM GOLF COURSE		(725.00)
	$ (130,787.00)		TOTAL FUNDING SOURCES		$ (151,725.00)
15	$ 748,471.17	**170-91000**	TOTAL RECOMMENDED PERSONNEL SERVICES	15	$ 747,256.53
	$ 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 2011
DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
	$ 32,500.00		HUMAN RESOURCES ORDINARY MAINTENANCE		$ 32,500.00
	4,000.00		TRAINING PROGRAM		4,000.00
	5,000.00		EMPLOYMENT ENFORCEMENT POLICIES		5,000.00
	2,500.00		APPRECIATION/RECOGNITION PROGRAM		2,500.00
	24,000.00		CENTRALIZED JOB ADVERTISING		24,000.00
	$ 68,000.00		TOTAL ORDINARY MAINTENANCE		$ 68,000.00
			FUNDING SOURCES:		
	(2,605.00)		CREDIT FROM SEWER		(2,735.00)
	(2,485.00)		CREDIT FROM WATER		(2,609.00)
	(24,000.00)		INTERDEPARTMENTAL CREDIT		(24,000.00)
	(29,090.00)		TOTAL FUNDING SOURCES		(29,344.00)
	$ 38,910.00	**170-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 38,656.00
			LABOR RELATIONS DIVISION:		
	$ 60,000.00		SPECIAL COUNSEL		$ 60,000.00
	115,000.00		POLICE / FIRE SPECIAL COUNSEL		115,000.00
	7,200.00		ARBITRATION		7,200.00
	$ 182,200.00		TOTAL		$ 182,200.00
			FUNDING SOURCES:		
	(200.00)		CREDIT FROM SEWER		(210.00)
	(900.00)		CREDIT FROM WATER		(945.00)
	(1,100.00)		TOTAL FUNDING SOURCES		(1,155.00)
	$ 181,100.00	**1703-92000**	TOTAL RECOMMENDED LABOR RELATIONS		$ 181,045.00
	$ 748,471.17		TOTAL RECOMMENDED PERSONNEL SERVICES		$ 747,256.53
	3,000.00		TOTAL RECOMMENDED OVERTIME		3,000.00
	220,010.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		219,701.00
	$ 971,481.17		**TOTAL RECOMMENDED TAX LEVY**		$ 969,957.53

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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
FRINGE BENEFITS	$ 977,172.55	$ 1,169,151.21	96000	$ 1,166,144.00
TOTAL	**$ 977,172.55**	**$ 1,169,151.21**		**$ 1,166,144.00**

FISCAL 2011 BUDGET OVERVIEW

Expenditures:
The total Worker's Compensation budget for Fiscal 2011 is recommended to be $1,166,144.00, a decrease of $3,007.21 from the Fiscal 2010 budget of $1,169,151.21.

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF HUMAN RESOURCES

DIVISION OF WORKERS' COMPENSATION - DIVISION #171

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 1,277,686.58		BASIC WORKERS' COMPENSATION	$ 1,202,787.00
104,000.00		ADMINISTRATIVE SERVICES	104,700.00
$ 1,381,686.58		**TOTAL WORKERS' COMPENSATION**	$ 1,307,487.00
		FUNDING SOURCES:	
(7,932.37)		CREDIT FROM AIRPORT	(1,191.00)
(19,159.15)		CREDIT FROM SEWER	-
(133,443.86)		CREDIT FROM WATER	(87,802.00)
(52,000.00)		CREDIT FROM SCHOOLS	(52,350.00)
(212,535.38)		**TOTAL FUNDING SOURCES**	(141,343.00)
$ 1,169,151.21	**171-96000**	**TOTAL RECOMMENDED FRINGE BENEFITS**	$ 1,166,144.00

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

WORKERS' COMPENSATION - DEPARTMENT #171

Account	Actual FY09	Projected FY10	2 Year Average	Medical Inflation	FY11 Projection
171 Account	$ 595,709	$ 793,579	**$ 694,644**	$ 135,572	**$ 830,215**
Occupational Nurse	-	-	-	-	-
Elections	-	-	-	-	-
Human Resources	-	-	-	-	-
Assessing	-	-	-	-	-
Treasurer	21,312.20	11,681	**16,496.46**	1,319.72	**17,816**
Auditing	1,160.63	-	**580.32**	46.43	**627**
DPW	111,663.06	63,270	**87,466.58**	6,997.33	**94,464**
City Messenger	-	-	-	-	-
Purchasing	-	-	-	-	-
Police	-	-	-	-	-
Fire	-	-	-	-	-
Health	-	-	-	-	-
Inspectional Services	-	783.00	**391.50**	31.32	**423**
Public Library	1,160.63	-	**580.32**	46.43	**627**
Parks	61,955.73	45,439.49	**53,697.61**	4,295.81	**57,993**
Communications	52,523.50	54,519.05	**53,521.27**	4,281.70	**57,803**
Airport	2,205.97	-	**1,102.99**	88.24	**1,191**
Sewer	-	-	-	-	-
Water	79,159.09	83,437.97	**81,298.53**	6,503.88	**87,802**
Belmont Home	3,870.96	-	**1,935.48**	154.84	**2,090**
City Hospital	46,451.52	49,354.74	**47,903.13**	3,832.25	**51,735**
Subtotal	**$ 977,173**	**$ 1,102,064**	**$ 1,039,618**	**$ 163,169**	**$ 1,202,787**

Credits	Actual FY09	Projected FY10	2 Year Average	Medical Inflation	FY11 Projection
Airport Credit	(2,206)	-	**(1,103)**	(88.24)	**(1,191)**
Sewer Credit	-	-	-	-	-
Water Credit	(79,159)	(83,438)	**(81,299)**	(6,503.88)	**(87,802)**
Subtotal	**$ (81,365)**	**$ (83,438)**	**$ (82,402)**	**$ (6,592)**	**$ (88,994)**

Total Tax Levy	**$ 895,807**	**$ 1,018,626**	**$ 957,217**	**$ 156,577**	**$ 1,113,794**

Worcester Public Schools Worker's Compensation is paid through the WPS Budget

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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
FRINGE BENEFITS	$ 578,917.05	$ 499,771.00	96000	$ 513,680.00
TOTAL	**$ 578,917.05**	**$ 499,771.00**		**$ 513,680.00**

FISCAL 2011 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 2011 is recommended to be $513,680, which is an increase of $13,909 from the Fiscal 2010 amount of $499,771.

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 2006 through Fiscal 2009, as well as the projected expenses for Fiscal 2010.

IOD Salary Expenses History

	Actual FY06	Actual FY07	Actual FY08	Actual FY09	Projected FY10
Police	139,327	229,024	160,553	175,979	180,113
Fire	135,452	160,705	258,073	402,913	269,752
Total	**274,779**	**389,730**	**418,626**	**578,892**	**449,865**

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF HUMAN RESOURCES

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

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 204,622.00	1741	POLICE DEPARTMENT IOD CLAIMS	$ 190,871.00
295,149.00	17412	FIRE DEPARTMENT IOD CLAIMS	322,809.00
$ 499,771.00	**174-96000**	TOTAL INJURED ON DUTY	$ 513,680.00

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER

PUBLIC SAFETY INJURED ON DUTY (IOD) CLAIMS

Month	FY05 Police IOD	FY06 Police IOD	FY07 Police IOD	FY08 Police IOD	FY09 Police IOD	Projected FY10 Police IOD
July	13,645.09	33,365.47	-	14,666.44	15,778.32	16,458.90
August	23,822.42	11,621.41	56,982.48	47,384.37	24,111.51	14,907.45
September	23,337.49	17,557.52	25,463.09	28,630.36	45,937.53	8,308.42
October	31,453.16	17,849.73	16,427.57	8,000.85	9,542.17	13,578.25
November	17,398.02	15,291.14	30,238.94	20,059.80	14,146.07	6,167.48
December	16,445.20	5,731.91	26,938.69	13,024.93	2,953.78	17,496.53
January	10,116.22	10,346.58	13,243.13	(25,261.99)	6,077.95	31,468.88
February	30,028.23	14,115.93	11,754.04	16,308.26	6,585.74	11,689.37
March	7,362.99	17,274.03	5,904.42	20,905.03	(3,691.50)	15,009.41
April	26,334.27	17,722.11	5,109.21	2,675.28	6,088.47	15,009.41
May	7,253.19	9,599.39	57,730.32	-	30,884.79	15,009.41
June	20,287.09	176.75	6,788.75	15,996.92	17,201.86	15,009.41
Total	**227,483.37**	**170,651.97**	**256,580.64**	**162,390.25**	**175,616.69**	**180,112.92**

Month	FY05 Fire IOD	FY06 Fire IOD	FY07 Fire IOD	FY08 Fire IOD	FY09 Fire IOD	Projected FY10 Fire IOD
July	7,099.12	9,740.06	9,729.92	6,639.63	-	11,980.05
August	19,734.99	16,542.56	36,157.14	66,023.74	73,674.48	29,427.37
September	3,398.03	14,697.47	32,373.00	20,248.80	53,278.75	7,092.85
October	33,175.22	14,821.83	11,664.25	7,560.14	22,708.83	13,971.25
November	17,166.28	23,338.27	19,984.56	18,092.96	23,894.20	10,669.98
December	20,002.45	14,743.22	15,489.01	7,215.63	37,622.75	5,329.37
January	3,082.16	23,757.90	13,955.63	25,567.70	14,173.65	10,152.44
February	16,113.75	7,870.29	9,376.64	22,405.82	4,032.57	11,211.47
March	8,789.04	11,297.86	5,872.91	20,017.62	8,557.47	12,479.35
April	10,464.56	12,808.34	3,265.27	11,762.77	6,865.02	12,479.35
May	6,330.46	15,507.05	20,624.20	15,482.69	138,754.18	132,479.35
June	22,594.23	780.18	1,548.64	40,009.83	18,522.30	12,479.35
Total	**167,950.29**	**165,905.03**	**180,041.17**	**261,027.33**	**402,084.20**	**269,752.17**

Refunds	**(95,553.93)**	**(61,778.27)**	**(46,892.13)**	**(4,791.72)**	**1,191.21**	**-**

TOTAL	**299,879.73**	**274,778.73**	**389,729.68**	**418,625.86**	**578,892.10**	**449,865.09**

TWO YEAR IOD AVERAGE

	FY08	FY09	Average Total	Medical Inflation	FY11 Projection
Police	162,390.25	175,616.69	**169,003.47**	23,325.60	**192,329.07**
Fire	261,027.33	307,144.85	**284,086.09**	39,209.12	**323,295.21**
Credits	(4,791.72)	1,191.21	**(1,800.26)**	(144.02)	**(1,944.28)**
Total	**418,625.86**	**483,952.75**	**451,289.31**	**62,390.69**	**513,680.00**

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 Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
FRINGE BENEFITS	$ 539,931.85	$ 1,370,000.00	96000	$ 620,000.00
TOTAL	**$ 539,931.85**	**$ 1,370,000.00**		**$ 620,000.00**

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

FISCAL 2011 BUDGET OVERVIEW

Expenditures:
The total tax levy budget for Fiscal 2011 is recommended to be $620,000 which is $750,000 less than the tax levy budget for Fiscal 2010 in the amount of $1,370,000. This decrease is due to the decline of anticipated costs that are associated with the layoffs.

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF HUMAN RESOURCES
DIVISION OF UNEMPLOYMENT COMPENSATION - DIVISION #172

APPROVED FY10 AMOUNT	ACCOUNT NUMBER	TITLE	RECOMMENDED FY11 AMOUNT
$ 1,400,000.00		REGULAR UNEMPLOYMENT COMPENSATION	$ 650,000.00
		FUNDING SOURCES:	
(10,000.00)		CREDIT FROM SEWER	(10,000.00)
(10,000.00)		CREDIT FROM WATER	(10,000.00)
(10,000.00)		CREDIT FROM GOLF	(10,000.00)
(30,000.00)		TOTAL FUNDING CREDITS	(30,000.00)
$ 1,370,000.00	**172-96000**	TOTAL RECOMMENDED FRINGE BENEFITS	$ 620,000.00

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 a $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 Fiscal 2008	Approved Budget for Fiscal 2009	Account Number	Recommended Appropriation Fiscal 2010
EXPENDITURES				
FRINGE BENEFITS	$ 24,542,602.96	$ 22,409,700.28	96000	$ 25,841,628.00
TOTAL	**$ 24,542,602.96**	**$ 22,409,700.28**		**$ 25,841,628.00**

FISCAL 2011 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 2011 is $25,841,628, an increase of $3,431,927.72 from the Fiscal 2010 amount of $22,409,700.28 for tax levy funded employees. This increase is due to the increase in Health Insurance premiums from the Fiscal 2010 rates and the elimination of the Health Trust savings which were used in Fiscal 2010 to reduce premiums for City employees and the Health Insurance Consultant cost has increased by $12,750 in Fiscal 2011. These increases are offset by a decrease in the Life Insurance premium in the amount of $27,545 in Fiscal 2011.

The recommended Health Insurance tax levy budget will fund employee and retiree health insurance premiums, and other fringe benefit costs for 3,431 of the 3,848 active and retired city employees that carry the Health Insurance benefit. The other 417 employees are funded by grants, projects and enterprise funds. This enrollment figure excludes active and retired employees of the Worcester Public Schools.

The total tax levy Health Insurance budget includes $1,574,078 of other tax levy employee benefits namely Life Insurance, Medicare, Employee Assistance Services, Actuarial Evaluation, PBM Administrative costs and the city's Health Insurance Consultant utilized to monitor and recommend changes in health insurance programs and plans.

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

HEALTH INSURANCE - DEPARTMENT #663

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 17,642,280.00		BC/ BS BLUE CHOICE	$ 17,252,107.00
3,327,453.00		BC/ BS MEDEX	3,534,471.00
6,843,236.00		FALLON SELECT & DIRECT	6,415,061.00
758,722.00		FALLON SENIOR	843,832.00
100,414.00		BC/ BS MEDICARE HMO BLUE	-
656,052.00		TUFTS MEDICARE COMPLIMENT	773,333.00
47,250.00		HEALTH INSURANCE CONSULTANT	60,000.00
20,000.00		ACTUARIAL EVALUATION	20,000.00
-		FEDERAL HEALTH LAW IMPACT STUDY	20,000.00
50,000.00		PBM ADMINISTRATIVE COSTS	50,000.00
$ 29,445,407.00		HEALTH INSURANCE	$ 28,968,804.00
(1,900,000.00)		ANTICIPATED SAVINGS DUE TO LAYOFFS	-
(602,666.72)		BUDGET ADJUSTMENT (SETTLEMENTS)	-
(1,500,000.00)		HEALTH TRUST SAVINGS	-
$ 25,442,740.28		TOTAL HEALTH INSURANCE	$ 28,968,804.00
137,175.00		LIFE INSURANCE	125,000.00
1,277,982.00		MEDICARE INSURANCE	1,246,333.00
25,200.00		EMPLOYEE ASSISTANCE PROGRAM	25,200.00
$ 26,883,097.28		TOTAL FRINGE BENEFITS	$ 30,365,337.00
		FUNDING SOURCES:	
$ (1,077,894.00)		CREDIT FROM INDIRECT	$ (1,077,894.00)
(11,482.00)		CREDIT FROM CABLE SERVICES	(11,674.00)
(92,180.00)		CREDIT REGIONAL LIBRARY	(80,662.00)
(18,017.00)		CREDIT ELDER AFFAIRS	(36,734.00)
(358,947.00)		CREDIT FROM WORKFORCE DEVELOPMENT	(363,315.00)
(100,742.00)		CREDIT DPW- PROJECTS	(106,026.00)
(210,038.00)		CREDIT GRANTS	(226,337.00)
(782,970.00)		CREDIT FROM SEWER	(770,663.00)
(1,584,173.00)		CREDIT FROM WATER	(1,598,116.00)
(29,710.00)		CREDIT FROM GOLF	(30,965.00)
(207,244.00)		CREDIT FROM AIRPORT	(221,323.00)
$ (4,473,397.00)		TOTAL FUNDING SOURCES	$ (4,523,709.00)
$ 22,409,700.28	**663-96000**	TOTAL FRINGE BENEFITS	$ 25,841,628.00
$ 22,409,700.28		TOTAL RECOMMENDED TAX LEVY	$ 25,841,628.00

KATHLEEN G. JOHNSON, ACTING DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2010

HEALTH INSURANCE ENROLLMENT

FISCAL 2010	IND BC/BS FLEX BLUE	FAMILY BC/BS FLEX BLUE	IND FALLON DIRECT PLAN	FAMILY FALLON DIRECT PLAN	IND FALLON SELECT PLAN	FAMILY FALLON DIRECT PLAN	BC/BS MEDEX	TUFTS	BC/BS MEDICARE HMO BLUE	FALLON SENIOR HEALTH PLAN	TOTAL
CITY OF WORCESTER	437	746	72	94	118	261	1008	236	0	321	3293
CABLE SERVICES	0	0	0	0	2	0	0	0	0	0	2
REGIONAL LIBRARY	4	1	3	1	2	0	0	0	0	0	11
FINANCE (GRANTS)	1	0	1	0	0	0	0	0	0	0	2
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	0	1	0	0	0	0	0	1
NEIGHBORHOOD SERVICES	1	2	1	0	1	3	0	0	0	0	8
PLANNING & REGULATORY SERVICES	0	1	0	0	0	0	0	0	0	0	1
HEALTH (GRANTS)	2	0	0	1	0	2	0	0	0	0	5
INSPECTIONAL SERVICES (GRANTS)	0	0	0	0	1	1	0	0	0	0	2
CITY MANAGER (GRANTS)	0	1	0	0	1	0	0	0	0	0	2
DPW (PROJECTS)	3	4	1	1	0	0	0	0	0	0	9
ELDER AFFAIRS	0	1	0	0	1	1	0	0	0	0	3
WORKFORCE DEVELOPMENT	7	6	2	3	4	10	0	3	0	1	36
SEWER	20	15	9	5	5	12	16	5	0	15	102
WATER	29	45	6	12	10	15	46	12	0	27	202
GOLF	0	1	0	0	0	1	0	0	0	0	2
AIRPORT	4	3	1	5	0	3	5	3	0	7	31
SUB TOTAL	**508**	**826**	**96**	**122**	**146**	**309**	**1075**	**259**	**0**	**371**	**3712**
WORC PUBLIC SCHOOL	1021	1129	195	223	336	631	1091	378	0	400	5404
COBRA	0	0	0	0	0	0	0	0	0	0	0
SUB TOTAL	**1021**	**1129**	**195**	**223**	**336**	**631**	**1091**	**378**	**0**	**400**	**5404**
GRAND TOTAL	**1529**	**1955**	**291**	**345**	**482**	**940**	**2166**	**637**	**0**	**771**	**9116**

FISCAL 2009	IND BC/BS FLEX BLUE	FAMILY BC/BS FLEX BLUE	IND FALLON DIRECT PLAN	FAMILY FALLON DIRECT PLAN	IND FALLON SELECT PLAN	FAMILY FALLON DIRECT PLAN	BC/BS MEDEX	TUFTS	BC/BS MEDICARE HMO BLUE	FALLON SENIOR HEALTH PLAN	TOTAL
CITY OF WORCESTER	509	883	74	104	130	273	902	170	85	301	3431
CABLE SERVICES	0	0	0	0	2	0	0	0	0	0	2
REGIONAL LIBRARY	3	2	3	2	2	1	0	0	0	0	13
FINANCE (GRANTS)	1	0	1	0	0	0	0	0	0	0	2
ECONOMIC DEVELOPMENT (GRANTS)	1	1	0	0	1	0	0	0	0	0	3
NEIGHBORHOOD SERVICES	1	1	1	0	3	2	0	0	0	0	8
PLANNING & REGULATORY SERVICES	0	0	0	0	0	0	0	0	0	0	0
HEALTH (GRANTS)	2	2	0	1	1	1	0	0	0	0	7
HHS ADMINISTRATION (GRANTS)	0	0	0	0	1	0	0	0	0	0	1
CODE (GRANTS)	2	3	0	0	0	1	0	0	0	0	6
DPW (PROJECTS)	2	5	1	1	0	0	0	0	0	0	9
ELDER AFFAIRS	0	0	0	1	0	0	0	0	0	0	1
WORKFORCE DEVELOPMENT	7	8	1	3	3	8	0	0	0	2	32
SEWER	22	18	8	5	6	9	19	2	1	14	104
WATER	32	53	7	10	8	18	33	8	4	27	200
GOLF	0	1	0	0	0	1	0	0	0	0	2
AIRPORT	3	3	0	5	0	4	6	0	1	5	27
SUB TOTAL	**585**	**980**	**96**	**132**	**157**	**318**	**960**	**180**	**91**	**349**	**3848**
WORC PUBLIC SCHOOL	1130	1260	181	238	315	609	854	196	97	301	5181
COBRA	3	0	0	0	0	2	0	0	0	0	5
SUB TOTAL	**1133**	**1260**	**181**	**238**	**315**	**611**	**854**	**196**	**97**	**301**	**5186**
GRAND TOTAL	**1718**	**2240**	**277**	**370**	**472**	**929**	**1814**	**376**	**188**	**650**	**9034**

Comments:

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

DIVISION OF ECONOMIC DEVELOPMENT

Timothy J. McGourthy
Director
44 Front Street - Suite 530
Worcester, Massachusetts 01608
(508) 799-1400

Divisional Mission Statement:
The mission of the City of Worcester Economic Development Division is to:

a. Coordinate with and facilitate other public and private entities to envision and build a city that attracts new businesses and residents
b. Encourage the creation of retail, entertainment, and cultural opportunities for residents, workers, and visitors
c. Generate land value that draws private investment to vacant and underutilized properties

Divisional Overview:

The Economic Development Division consists of five full-time staff positions and two part-time staff positions within the areas of economic development, business development, cultural development, brownfield revitalization, and administration. In this way, inquiries regarding business opportunities, business recruitment, business financing, and public and private land development are centralized within this streamlined office. Its budget also includes four positions within the Office of the Assistant City Manager for Economic and Neighborhood Development.

The Economic Development Division's goal is to create an environment within Worcester conducive to both business and residential activity, in turn attracting and leveraging additional private investment. The Division works to highlight and build on the City's many strengths as a means of promoting its future.

The priorities of the Economic Development Division include:

- building the vitality of the downtown core through the creation of new residential, business, retail, cultural and entertainment opportunities
- strengthening neighborhood centers with new residential and retail alternatives
- 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.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 561,653.53	$ 393,946.95	91000	$ 358,148.28
ORDINARY MAINTENANCE	39,552.03	38,000.00	92000	38,000.00
TOTAL	**$ 601,205.56**	**$ 431,946.95**		**$ 396,148.28**
TOTAL POSITIONS	12	11		11

FISCAL 2011 BUDGET OVERVIEW

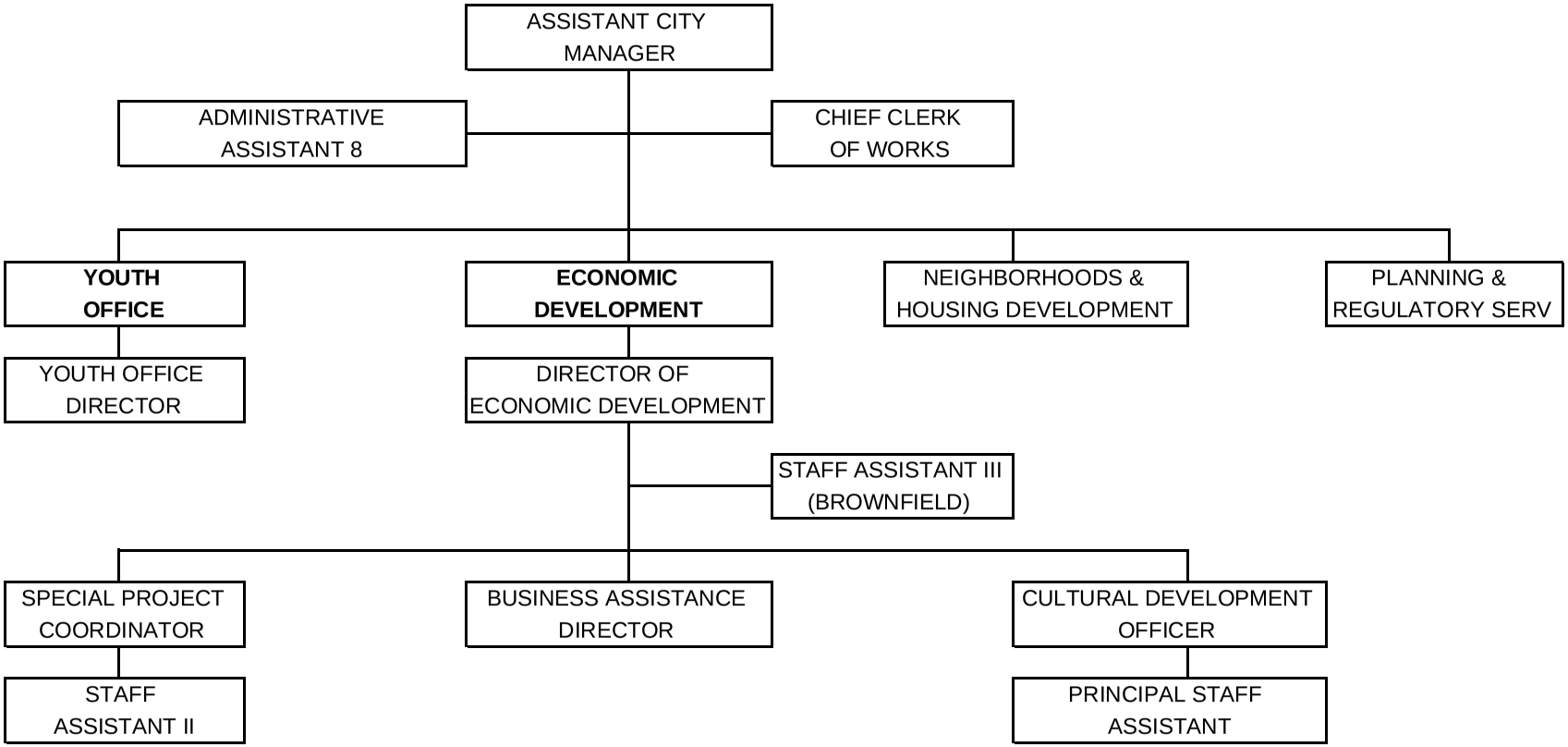
Expenditures:

The Economic Development tax levy budget for Fiscal 2011 is recommended to be $396,148.28, which is a decrease of $35,798.67 from the Fiscal 2010 amount of $431,946.95. The recommended Fiscal 2011 tax levy personal services budget is $358,148.28, a decrease of $35,798.67. This decrease is due to an increase in Community Development Block Grant funding and a reduction of hours in the Business Assistance Director position. The remainder of this decrease is offset by automatic step increases for staff positions that are not at the maximum step. It is also offset by the reduction in the vacancy factor. The vacancy factor has been reduced in most city departments due to reduced employee turnover in the current economic environment.

The tax levy Ordinary Maintenance account for Fiscal 2011 is recommended to be level funded at the Fiscal 2010 amount of $38,000.00.

CITY OF WORCESTER

EXECUTIVE OFFICE OF CITY MANAGER
ECONOMIC DEVELOPMENT DIVISION



11 POSITIONS

TIMOTHY J. MCGOURTHY, DIRECTOR OF ECONOMIC DEVELOPMENT
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2011
DIVISION OF ECONOMIC DEVELOPMENT- DIVISION #043

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDEI FY11 AMOUNT
OFFICE OF ECONOMIC & NEIGHBORHOOD DEVELOPMENT ADMINISTRATION:					
1	$ 109,828.80	58CM	ASST. CITY MANAGER ECONOMIC & NEIGHBORHOOD DEVELC	1	$ 109,828.80
1	103,919.76	51EM	CHIEF CLERK OF WORKS	1	103,919.76
1	65,646.72	40M	YOUTH OFFICE DIRECTOR	1	65,646.72
1	61,094.88	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	61,094.88
4	$ 340,490.16		TOTAL REGULAR SALARIES	4	$ 340,490.16
	3,713.00		EM INCENTIVE PAY		3,713.00
4	$ 344,203.16		TOTAL RECOMMENDED SALARIES	4	$ 344,203.16
			FUNDING SOURCES:		
	$ (36,673.71)		FEDERAL GRANTS		$ (36,674.00)
	(54,889.24)		DISTRICT IMPROVEMENT FINANCING		(103,920.00)
	(40,309.07)		CABLE REVENUES		(25,639.00)
	(40,508.91)		WORKFORCE DEVELOPMENT FUNDS		(51,277.00)
	(49,030.52)		WORCESTER REDEVELOPMENT AUTHORITY		-
	(65,646.72)		YOUTH OFFICE SUPPORT FUNDING		(65,646.72)
	(287,058.17)		TOTAL FUNDING SOURCES		(283,156.72)
4	$ 57,144.99		**TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES**	4	$ 61,046.44
OFFICE OF ECONOMIC DEVELOPMENT:					
1	$ 94,753.44	48EM	DIRECTOR OF ECONOMIC DEVELOPMENT	1	$ 94,753.44
1	78,842.88	45M	SPECIAL PROJECT COORDINATOR	1	74,404.80
1	73,184.40	45M	CULTURAL DEVELOPMENT OFFICER	1	76,003.20
1	70,449.12	42M	BUSINESS ASSISTANCE DIRECTOR	1	39,421.44
1	48,240.48	40M	PRINCIPAL STAFF ASSISTANT	1	49,235.04
1	55,833.12	37	STAFF ASSISTANT 3	1	55,833.12
1	50,213.52	35	STAFF ASSISTANT 2	1	51,886.80
7	$ 471,516.96		TOTAL REGULAR SALARIES	7	$ 441,537.84
	(5,378.00)		VACANCY FACTOR		(2,689.00)
	3,737.00		EM INCENTIVE PAY		3,737.00
7	$ 469,875.96		TOTAL RECOMMENDED SALARIES	7	$ 442,585.84
			FUNDING SOURCES:		
	(133,074.00)		FEDERAL GRANTS		(145,484.00)
	(133,074.00)		TOTAL FUNDING SOURCES		(145,484.00)
7	$ 336,801.96		**TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES**	7	$ 297,101.84
11	$ 393,946.95	**043-91000**	**TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES**	11	$ 358,148.28

TIMOTHY J. MCGOURTHY, DIRECTOR OF ECONOMIC DEVELOPMENT
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2011
DIVISION OF ECONOMIC DEVELOPMENT- DIVISION #043

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDEI FY11 AMOUNT
	20,000.00		ORDINARY MAINTENANCE		20,000.00
	38,826.00		LEASES & RENTALS		38,826.00
	$ 58,826.00		TOTAL ORDINARY MAINTENANCE		$ 58,826.00
			FUNDING SOURCES:		
	(20,826.00)		FEDERAL GRANTS		(20,826.00)
	(20,826.00)		TOTAL FUNDING SOURCES		(20,826.00)
	$ 38,000.00	043-92000	**TOTAL RECOMMENDED TAX LEVY ORDINARY MAINTENANCE**		$ 38,000.00
			FRINGE BENEFITS:		
	$ 15,445.00		HEALTH INSURANCE		$ 21,337.00
	30,210.00		RETIREMENT		35,248.00
	45,655.00		TOTAL FRINGE BENEFITS		56,585.00
			FUNDING SOURCES:		
	(38,729.00)		FEDERAL GRANTS		(49,659.00)
	(6,926.00)		ST. VINCENT DONATION		(6,926.00)
	(45,655.00)		TOTAL FUNDING SOURCES		(56,585.00)
	$ -	043-96000	**TOTAL RECOMMENDED FRINGE BENEFITS**		$ -
	$ 431,946.95		**TOTAL RECOMMENDED TAX LEVY**		$ 396,148.28

NEIGHBORHOODS & HOUSING DEVELOPMENT

Dennis E. Hennessy
Director of Neighborhoods & Housing Development
44 Front Street - Suite 520
Worcester, Massachusetts 01608
(508) 799-1400

Divisional Mission Statement:
The mission of the Division of Neighborhoods and Housing Development is to:

a. 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.

Divisional Overview:
The Division of Neighborhoods & Housing Development provides neighborhood-based ***Public Services*** **and** ***Housing Development*** that focuses exclusively 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 Division facilitates 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 Division of Neighborhoods and Housing Development secures, manages, and monitors over $12 million in intergovernmental grant programs which provides 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.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET	Actual Budget for Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 18,718.77	$ -	91000	$ -
ORDINARY MAINTENANCE	350.69	500.00	92000	500.00
TOTAL	**$ 19,069.46**	**$ 500.00**		**$ 500.00**
TOTAL POSITIONS	13	11		13

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

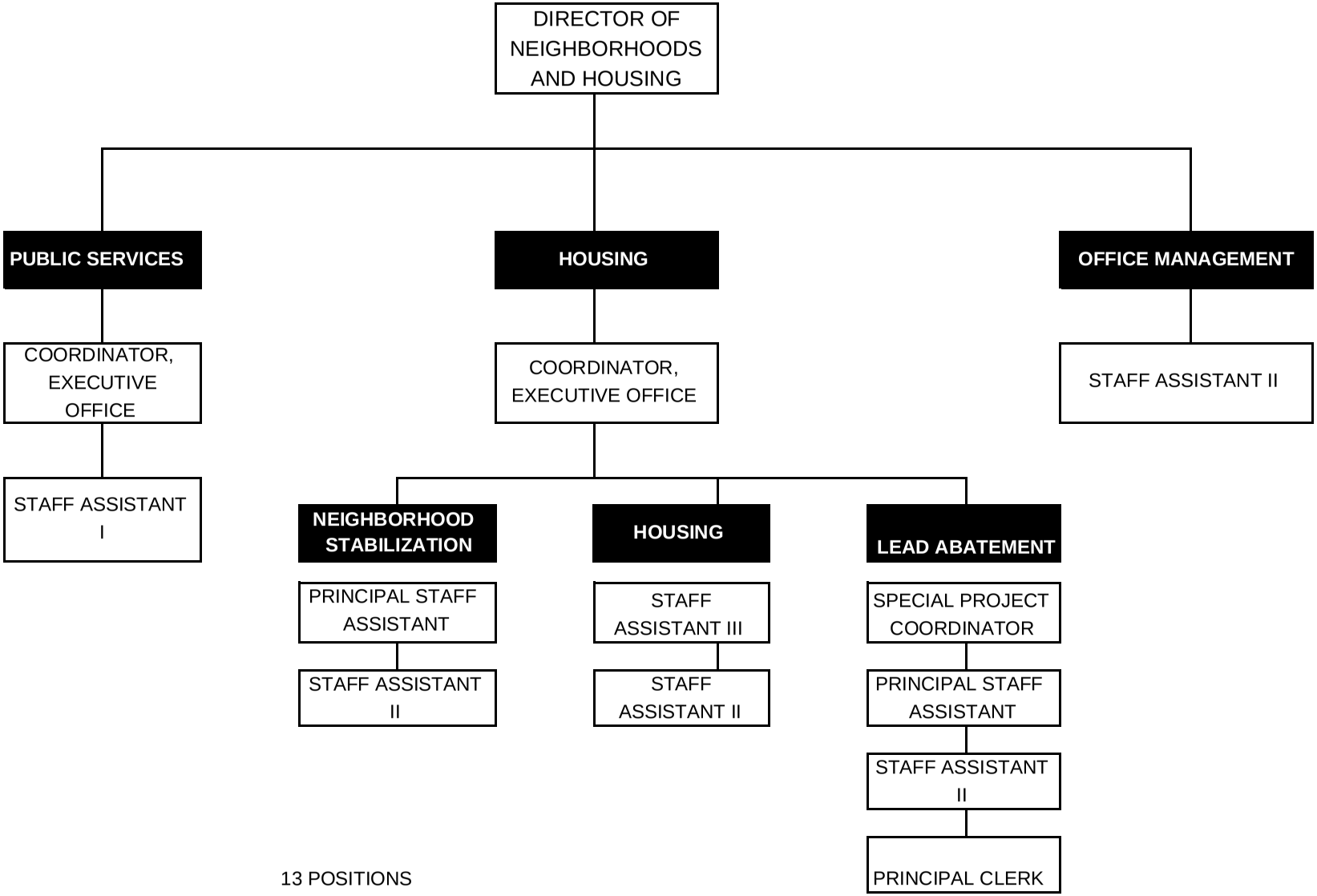
The recommended Fiscal 2011 budget for the Office of Neighborhood & Housing Development is level funded at the Fiscal 2010 tax levy appropriation of $500.00. The division is almost entirely funded through state and federal programs.

The personnel services tax levy budget for Fiscal 2011 is recommended to be level funded at $0.00. In Fiscal 2010, two new positions were added to the table of organization for this division. The positions of Principal Staff Assistant and Principal Clerk were added to the Lead Abatement Program and both positions are 100% grant funded.

The ordinary maintenance tax levy budget for Fiscal 2011 is recommended to be $500.00, which is level funded from Fiscal 2010. All other operating expenses are charged directly to the appropriate program.

CITY OF WORCESTER

EXECUTIVE OFFICE OF CITY MANAGER
NEIGHBORHOODS & HOUSING DIVISION



13 POSITIONS

Dennis E. Hennessy, Director

City of Worcester
Division of Neighborhoods & Housing Development
Fiscal Year Activity Report

Divisional Activity Reporting

The Division of Neighborhoods & Hsg. Dev. provides neighborhood-based Public Services and Housing Development that focuses exclusively 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 Division facilitates 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.

	Act. FY09	Proj FY10	Proj FY11
Goal 1 Secure and administer federal state and local resources in support of Strategic neighborhood Revitalization			
CDBG $4.5 Million (number of contracts)	N/A	40	40
HOME, ESG, HOPWA $2.6 million (number of Contracts)	N/A	25	25
Neighborhood Stabilization $4.8 million (number of Contracts)	N/A	15	10
Lead Paint Abatement $6 million (Number of Contracts).	N/A	80	100
CDBG ARRA $1.2 Million (Number of Contracts)	N/A	10	20
Goal 2 Continued efforts to Stabilize properties and NeighborhoodS impacted by the foreclosure epidemic through SAVE, PPT, and other Neighborhood Stabilization Programs.			
Demolition of Abandoned Properties	-	5	10
Board up abandoned properties	-	10	10
Rehabilitation of Foreclosed Properties	-	10	15
Coordinate and facilitate Receivership of Foreclosed properties	-	5	10
Goal 3 Implement HUD funded Lead-Based Hazard Control and Reduction Program Citywide			
Lead abatement (# Properties)	-	50	100

	Act. FY09	Proj FY10	Proj FY11
Goal 4 Increase/Maintain Homeownership opportunities			
Coordinate, manage, and administer the rehabilitation and development of existing housing stock for homeownership opportunities (# units)	-	25	75
Monitor existing homeownership projects to ensure and certify affordability and Housing Quality Standards are being met. (units)	-	300	400
Coordinate Homeownership information and education programs through the Worcester Homeownership Center and the successful Buy Worcester Now program to promote continued homeownership opportunities (# new homebuyers)	-	25	50
Provide down payment assistance to first time homebuyers to promote new homeownership opportunities (# homebuyers)	-	10	15
Goal 5 Restore vacant/abandoned properties to productive reuse in coordination with Inspectional Services			
Monitor and maintain vacant/abandoned structures and property (#clean-ups/enforcement orders)	-	10	20
Appoint housing receivers for properties which are suffering from negligence or abandonment	-	15	15
Goal 6 Continue to reduce resident dependence on government-funded services using federal, state and local resources.			
Continue youth employment services and advancement programs through CDBG funded activities (# agencies funded)	-	12	12
Continue food services and nutrition education programs for low-moderate income residents	-	12	12
Continue to promote financial literacy programs and services (volunteer agencies)	-	4	8
Assist working residents with additional refunds through the low Income Tax Credit program	-	4	8
Continue basic skills and employment training initiatives under the CDBG program in coordination with Workforce Central and DET.	-	17	17

DENNIS E. HENNESSY, DIRECTOR OF NEIGHBORHOODS & HOUSING DEVELOPMENT

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF ECONOMIC DEVELOPMENT
DIVISION OF NEIGHBORHOODS & HOUSING DEVELOPMENT- DIVISION #044

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
1	$ 95,880.96	48EM	DIRECTOR- NEIGHBORHOODS &HOUSING DEVELOPMENT	1	$ 95,880.96
2	157,218.88	42EM	COORDINATOR, EXECUTIVE OFFICE	2	157,456.08
1	76,231.68	45M	SPECIAL PROJECT COORDINATOR	1	61,094.88
1	51,009.84	40M	PRINCIPAL STAFF ASSISTANT	2	114,649.52
1	55,833.12	37	STAFF ASSISTANT 3	1	55,833.12
4	185,667.12	35	STAFF ASSISTANT 2	4	197,231.04
1	46,666.80	32	STAFF ASSISTANT 1	1	46,666.80
0	-	27	PRINCIPAL CLERK	1	31,883.76
11	$ 668,508.40		REGULAR SALARIES	13	$ 760,696.16
	7,671.00		EM INCENTIVE PAY		7,671.00
11	$ 676,179.40		TOTAL RECOMMENDED SALARIES	13	$ 768,367.16
			FUNDING SOURCES:		
	(676,179.40)		FEDERAL GRANTS		(768,367.16)
	(676,179.40)		TOTAL FUNDING SOURCES		(768,367.16)
11	$ -	**044-91000**	**TOTAL RECOMMENDED PERSONAL SERVICES**	13	$ -
	$ 23,653.00		ORDINARY MAINTENANCE		$ 23,653.00
	45,039.00		LEASES & RENTALS		45,039.00
	68,692.00		TOTAL ORDINARY MAINTENANCE		68,692.00
			FUNDING SOURCES:		
	(68,192.00)		FEDERAL GRANTS		(68,192.00)
	(68,192.00)		TOTAL FUNDING SOURCES		(68,192.00)
	$ 500.00	**044-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 500.00
			FRINGE BENEFITS:		
	$ 102,294.00		HEALTH INSURANCE		$ 114,529.00
	69,224.00		RETIREMENT		78,857.00
	171,518.00		TOTAL FRINGE BENEFITS		193,386.00
			FUNDING SOURCES:		
	(171,518.00)		FEDERAL GRANTS		(193,386.00)
	$ (171,518.00)		TOTAL FUNDING SOURCES		$ (193,386.00)
	$ -	**044-96000**	TOTAL RECOMMENDED FRINGE BENEFITS		$ -
	$ 500.00		TOTAL RECOMMENDED TAX LEVY		$ 500.00

UNION STATION

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

Departmental Overview:

Plans for the Union Station area are proceeding to make it a centerpiece of downtown development. Union Station, the symbol of Worcester's impressive economic resurgence, requires operational and management expenses to be budgeted by the City.

In Fiscal Year 2011, continued emphasis will focus on management and maintenance of the historic facility and attracting new tenants to the remaining leasable space in the Station. In Fiscal 2007 the Worcester Redevelopment Authority selected an outside brokerage firm to market this glorious building to a complementary mixed use tenant base. As a result, Union Station is now the home to Central Massachusetts Regional Planning Commission (CMRPC), Vanasse Hagen Brustlin (VHB), Maxwell Silverman's Banquet & Conference Center, and Fusion Lounge (anticipated opening in FY11), while the Bus Terminal houses Greyhound and Peter Pan Bus Lines. Further, the brokerage firm continues to actively seek tenants for the remaining available areas in Union Station.

Development initiatives in the area surrounding Union Station continue to move forward. The construction of the new 500 space Union Station parking garage was completed and has been fully operational for two years come this July and the MA Highway Washington Square roundabout project was completed last year. The roundabout has enhanced access to Union Station along with access to and egress from the downtown, creating a link to Shrewsbury Street and the Canal District. It has also created the opportunity 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.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
ORDINARY MAINTENANCE	$ 958,317.00	$ 872,355.00	92000	$ 878,210.00
TOTAL EXPENDITURES	**$ 958,317.00**	**$ 872,355.00**		**$ 878,210.00**
FUNDING SOURCES				
OPERATING REVENUE	$ 214,310.00	$ 415,000.00		$ 470,112.00
GENERAL REVENUE FUNDS	$ 744,007.00	$ 457,355.00		$ 408,098.00
TOTAL FUNDING SOURCE	**$ 958,317.00**	**$ 872,355.00**		**$ 878,210.00**

FISCAL 2010 BUDGET OVERVIEW

The total Fiscal 2011 tax levy appropriation is $408,098 which is a decrease of $49,257 from the Fiscal 2010 City Council approved tax levy budget of $457,355 and a decrease of $335,909 from the Fiscal 2009 City Council approved tax levy budget of $744,007.

Ordinary Maintenance: Union Station

The recommended Fiscal 2011 Ordinary Maintenance Budget for Union Station totals $878,210, which is a $5,855 increase from the Fiscal 2010 City Council approved budget of $872,355. The slight increase is due to an increase in landscaping expenses, security and maintenance costs but offset by a decrease in utilities, janitorial services and insurance.

There is an increase in revenue anticipated for Fiscal Year 2011 which is attributable to the revenue derived from contractual rent increases from VHB and Greyhound and a full year of rent considered from Fusion Lounge.

Revenues: Union Station

The projected operating revenue to fund Union Station operations during Fiscal 2011 is $470,112. This amount is derived from the following existing retail leases, kiosk licenses and special event revenues:

Tenant Leases:	Annual Revenue
CMRPC	$127,755
VHB	$133,134
Maxwell Silverman's Banquet Center	$ 82,000
Fusion	$ 37,964
Amtrak	$ 12,360
Healthy Foods	$ 3,000
Greyhound	$ 51,499
Misc.	$ 3,400
Total Tenant Revenue	$ 451,112
Temporary Parking Lot	$ 19,000
Total Tenant Lease and Special Event Revenue:	$ 470,112

MICHAEL V. O'BRIEN, CITY MANAGER

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF UNION STATION- DIVISION #480

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
		UNION STATION AND BUSPORT OPERATIONS	
$ 117,000.00		JANITORIAL SERVICES	$ 108,438.00
55,000.00		MAINTENANCE & REPAIR	59,600.00
140,000.00		SECURITY	153,935.00
103,000.00		SNOW REMOVAL & GROUNDS	115,437.00
54,155.00		CONTRACTED PAYROLL	52,600.00
74,400.00		TENANT PARKING	74,400.00
2,300.00		OTHER ORDINARY MAINTENANCE	1,500.00
20,000.00		INSURANCE	15,800.00
16,500.00		GENERAL & ADMINISTRATIVE	16,500.00
290,000.00		UTILITIES	280,000.00
$ 872,355.00		ORDINARY MAINTENANCE UNION STATION	$ 878,210.00
		FUNDING SOURCES:	
(397,000.00)		TENANT REVENUE	(451,112.00)
(18,000.00)		PARKING REVENUE	(19,000.00)
$ (415,000.00)		TOTAL FUNDING SOURCES	$ (470,112.00)
$ 457,355.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE- UNION STATION AND BUSPORTS	$ 408,098.00
$ 457,355.00	**480-92000**	TOTAL RECOMMENDED TAX LEVY	$ 408,098.00

PLANNING & REGULATORY SERVICES

Joel J. Fontane, Jr., AICP
Director of Planning & Regulatory Services
44 Front Street - Suite 510
Worcester, Massachusetts 01608
(508) 799-1400

Divisional Mission Statement:
The mission of the Division of Planning & Regulatory Services is to 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.

Divisional Overview:
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.

General Approach: P&RS balances quality-of-life needs with long-term sustainability and economic competitive advantage through its short-run and long-range planning services. By using a collaborative interdisciplinary approach to problem solving and analysis, P&RS provides decision-makers with information that is[1]:

Credible: P&RS is a reliable source of fact-based, balanced analyses for land use and programmatic decision-making.

Timely: P&RS conducts research and provides data to policymakers and key stakeholders when important planning issues emerge and public policy debates take place to inform decision-making.

Accessible: P&RS provides clear analyses of complex issues to enable the public to participate in policy-making decisions.

Through this approach, P&RS 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.

[1] The tenets (credible, timely, accessible) are adapted from the Center for Budget Policy Priorities' State Fiscal Analysis Initiative.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 254,375.47	$ 252,535.04	91000	$ 248,766.72
ORDINARY MAINTENANCE	46,863.63	50,478.00	92000	50,478.00
TOTAL	**$ 301,239.10**	**$ 303,013.04**		**$ 299,244.72**
TOTAL POSITIONS	7	6		6

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The recommended Fiscal 2011 budget for the Planning & Regulatory Services is $299,244.72, which is a decrease of $3,768.32 from the Fiscal 2010 budget of $303,013.04.

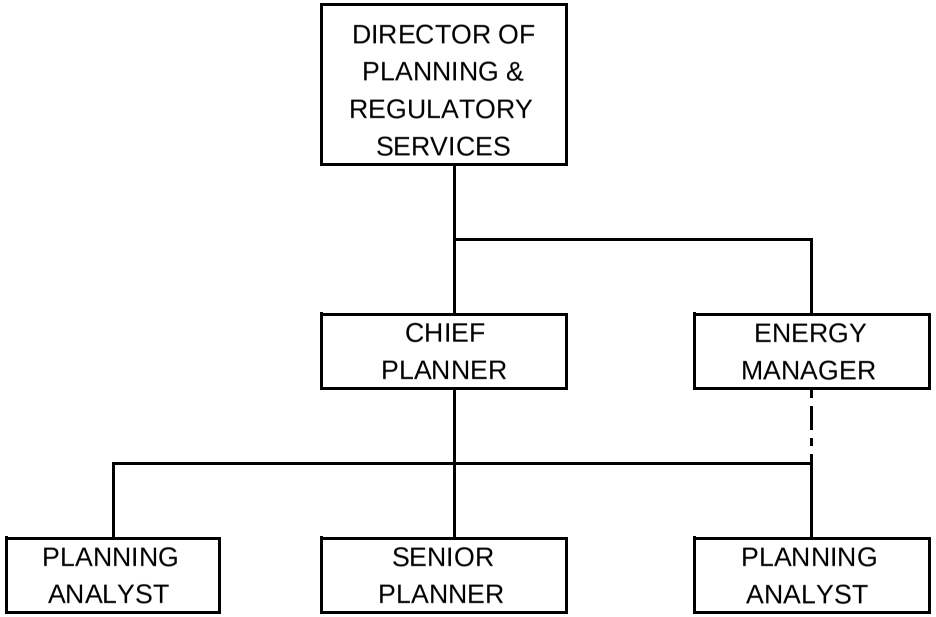
The recommended tax levy personal services budget for Fiscal 2011 is $248,766.72, which is a decrease of $3,768.32 from the Fiscal 2010 budget of $252,535.04. This decrease is the result of additional grant funding from the Energy & Efficiency Conservation Block Grant. This decrease is offset by step increases.

The recommended tax levy Ordinary Maintenance budget for Fiscal 2011 is recommended to be $50,478.00, which is level funded with the Fiscal 2010 Ordinary Maintenance amount.

CITY OF WORCESTER

EXECUTIVE OFFICE OF CITY MANAGER

PLANNING & REGULATORY SERVICES DIVISION



6 POSITIONS

Joel J. Fontane, Jr., AICP - Director

City of Worcester
Division of Planning & Regulatory Services
Fiscal Year Activity Report

Divisional Activity Reporting

The mission of the Division of Planning & Regulatory Services is to 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 programmatic and planning efforts.

Board Support Services: The Division of P&RS provides administrative, analytic and clerical support to the Planning Board, Zoning Board of Appeals and Historical Commission. In this capacity, the Division processes, reviews and makes recommendations regarding parking plans, subdivisions, site plans, zone changes, special permits, variances, demolition delay waivers, certificates of appropriateness and other significant land use issues before these regulatory Boards. Serving as these regulatory Boards' offices, P&RS also coordinates the review of an interdepartmental team from multiple City departments to ensure that development projects meet City regulations.

	Act. FY10	Proj FY11	Proj FY12
Board Meetings (Number)	59	56	56
Board Meetings (Total P&RS Staff Hours after 5pm)	309	325	340
Detailed Reviews (Number of Applications & Petitions)	207	228	250
Compliance Monitoring Review and other Board Recommendations (Number of Considerations)	219	195	175
Board Application Revenue	$126,974	$140,000	$160,000

Notes: The information provided for FY-10 is based on actual data from Mar. 1, 2009 to Feb. 28, 2010.

Development Assistance Services: The Division of P&RS provides direct customer service to developers, real estate attorneys and residents regarding land use. As coordinator of the City's Interdepartmental Review Team and the Application Review Team, the Division provides ongoing assistance and guidance to the development community. The Division facilitates negotiations with developers, residents and others to achieve consensus-based solutions and advises the Assistant City Manager and Commissioner of Inspectional Services. The Division provides in person and telephone customer service to assist the development community and landowners with Board applications and development related questions.

	Act. FY10	Proj FY11	Proj FY12
Customer Service - Walk-Up Desk & Phone (Hours Open)	1,364	1,364	1,364
Customer Service - Customer Service Interactions (Number)	1,224	1,350	1,485
Interdepartmental Review Team - Meetings w/Developers (Number)	67	75	80
Additional Pre-Development - Meetings w/Developers (Number)	12	15	17

Notes: Data provided for FY-10 is a rough estimate based on partial data. Customer Service call system to be implemented FY-11.

Energy Efficiency and Conservation Program Management: The Division of P&RS manages the City's interdepartmental Energy Efficiency and Conservation Program, which includes the implementation of the City's Climate Action Plan and related efficiency and conservation measures being pursued in collaboration with other City departments through contract with the City's ESCo - Honeywell International. P&RS is also responsible for the direction and management of the City's $1.733M Federal Dept. of Energy Block Grant (EECBG). The Division's Director serves as the Chairman of the City Manager's Energy Task Force - a group charged with the development of the City's 2015 Climate Action Plan.

	Act. FY10	Proj FY11	Proj FY12
Energy Task Force Meetings (Number)	4	10	10
Climate Action Plan 2015 (% Complete)	10%	100%	N/A
Education & Outreach Communication Pgm (% Complete)	50%	100%	N/A
ESCo Investment Grade Audit (IGA) of 171 City-owned Facilities (% Complete)	100%	N/A	N/A
ESCo Implementation Agreement (% Complete)	25%	100%	N/A
ESCo Implementation of IGA Energy Efficiency & Conservation Measures (% Complete)	N/A	25%	50%
EECBG - Design & Construction of Projects for Voke HS and City Hall (% Complete)	25%	50%	100%
EECBG - Neighborhood Retrofit Program (% Complete)	10%	50%	100%
Green Community Designation (Achieve by Jun. 2010)	100%	N/A	N/A

Notes: Data provided for FY-10 represents three quarters of actual data and one quarter of projection.

Program & Policy Analysis & Development: The Division of P&RS conducts research and provides data analysis to develop programmatic and policy recommendations for the Assistant City Manager and land use boards. These efforts include recommendations for zoning and land use regulations, as well as capital improvements, community development, housing, and economic development programs. P&RS provides geographic analysis and mapping services to the Division of Economic Development and the Division of Neighborhoods and Housing Development. The Division also maintains the City's Official Map, and serves as a key contributor to the City's GIS network through its management and maintenance of the City's Zoning Map.

	Act. FY10	Proj FY11	Proj FY12
Legislative / Regulatory Items Developed & Recommended to City Council (Number)	2	2	2
Legislative / Regulatory Items Under Development (Number)	4	4	4
Zoning Map Change Considerations Reviewed (Number)	11	11	11
Crown Hill Local Historic District Survey (% Complete)	100%	N/A	N/A
Crown Hill Local Historic District Recommendation Study (% Complete)	10%	100%	N/A
Housing Market Study & Policy Development (% Complete)	10%	100%	N/A
Fair Housing Analysis of Impediments (% Complete)	10%	100%	N/A
Interdivisional Mapping & Analysis Requests Fulfilled (Number)	36	40	40
Interdivisional Detailed Review Requests Fulfilled (Number related to various programmatic efforts)	6	6	6

Notes: Data provided for FY-10 represents three quarters of actual data and one quarter of projection.

Census 2010 - Outreach Campaign As part of an interdivisional effort, the Division of P&RS developed and implemented a comprehensive outreach campaign to reach traditionally undercounted ethnic and minority groups, college students and the general public to help ensure that the 2010 Census of the City of Worcester achieves the most accurate and complete count. PR&S efforts included presentations to minority, religious and college student groups throughout the city, and bi-lingual public service announcements and multiple radio and television show interviews.

	Act. FY10	Proj FY11	Proj FY12
Presentations to and Meetings with Key Stakeholder Groups (Number)	16	N/A	N/A
Television and Radio Show Interviews & Public Service Announcements (Number)	6	N/A	N/A

Notes: The data reported for FY-10 is actual completed work as of Mar. 31, 2010.

JOEL J. FONTANE, JR., DIRECTOR OF PLANNING & REGULATORY SERVICES

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF ECONOMIC DEVELOPMENT
DIVISION OF PLANNING & REGULATORY SERVICES- DIVISION #045

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
1	$ 87,758.64	48EM	DIRECTOR OF PLANNING & REGULATORY SERVICES	1	$ 87,758.64
1	74,167.20	45M	ENERGY MANAGER (ESCOS)	1	76,993.28
1	63,308.16	45M	CHIEF PLANNER	1	65,646.72
1	70,449.12	42M	SENIOR PLANNER	1	70,449.12
2	102,003.12	37	PLANNING ANALYST	2	105,636.96
6	397,686.24		TOTAL REGULAR SALARIES	6	406,484.72
	(2,050.00)		VACANCY FACTOR		(1,025.00)
	3,462.00		EM INCENTIVE PAY		3,462.00
6	$ 399,098.24		TOTAL RECOMMENDED SALARIES	6	$ 408,921.72
			FUNDING SOURCES:		
	(7,000.00)		MTC FUNDS		(7,000.00)
	(74,167.20)		ENERGY PROJECTS (CAP/ESCOS)		(61,595.00)
	(65,396.00)		FEDERAL GRANTS		(91,560.00)
	(146,563.20)		TOTAL FUNDING SOURCES		(160,155.00)
6	$ 252,535.04	**045-91000**	**TOTAL RECOMMENDED PERSONAL SERVICES**	6	$ 248,766.72
	$ 16,563.00		ORDINARY MAINTENANCE		$ 16,563.00
	32,135.00		LEASES & RENTALS		32,135.00
	1,400.00		HISTORICAL COMMISSION ORDINARY MAINTENANCE		1,400.00
	4,000.00		PLANNING BOARD ORDINARY MAINTENANCE		4,000.00
	9,000.00		ZONING BOARD ORDINARY MAINTENANCE		9,000.00
	$ 63,098.00		TOTAL ORDINARY MAINTENANCE		$ 63,098.00
			FUNDING SOURCES:		
	(12,620.00)		FEDERAL GRANTS		(12,620.00)
	(12,620.00)		TOTAL FUNDING SOURCES		(12,620.00)
	$ 50,478.00	**045-92000**	**TOTAL RECOMMENDED ORDINARY MAINTENANCE**		$ 50,478.00
			FRINGE BENEFITS:		
	$ 27,973.00		HEALTH INSURANCE		$ 28,205.00
	14,380.00		RETIREMENT		15,800.00
	42,353.00		TOTAL FRINGE BENEFITS		44,005.00
			FUNDING SOURCES:		
	(42,353.00)		FEDERAL GRANTS		(44,005.00)
	(42,353.00)		TOTAL FUNDING SOURCES		(44,005.00)
	$ -	**045-96000**	**TOTAL RECOMMENDED FRINGE BENEFITS**		$ -
	$ 303,013.04		**TOTAL RECOMMENDED TAX LEVY**		$ 299,244.72

REGIONAL EMPLOYMENT BOARD

Robert L. Zukowski, Interim Director
44 Front Street
Worcester, Massachusetts 01608
(508)799-1590

Regional Employment Board Mission Statement:
The Central Massachusetts Regional Employment 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 Regional Employment 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.

Regional Employment Board Overview:
The Regional Employment 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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 316,055.00	$ 478,410.83	91000	$ 492,911.24
ORDINARY MAINTENANCE	241,547.00	134,700.00	92000	161,800.00
CAPITAL OUTLAY	2,997.00	3,600.00	93000	3,600.00
RECEIPTS	-	-	95000	-
FRINGE BENEFITS	62,359.00	118,729.00	96000	133,756.00
TOTAL	**$ 622,958.00**	**$ 735,439.83**		**$ 792,067.24**
TOTAL POSITIONS	8	8		8

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The departmental budget for Fiscal 2011 is $792.067.24, which is an increase of $56,627.41 from the Fiscal 2010 amount of $735,439.83.

The recommended personal services budget for Fiscal 2011 is $492,911.24, which is an increase of $14,500.41 from the Fiscal 2010 amount of $478,410.83. The increase is due to automatic step increases for staff positions that are not at the maximum step.

The total ordinary maintenance budget for Fiscal 2011 is recommended to be $161,800 which is an increase of $27,100.00 from the Fiscal 2010 amount of $134,700.00.

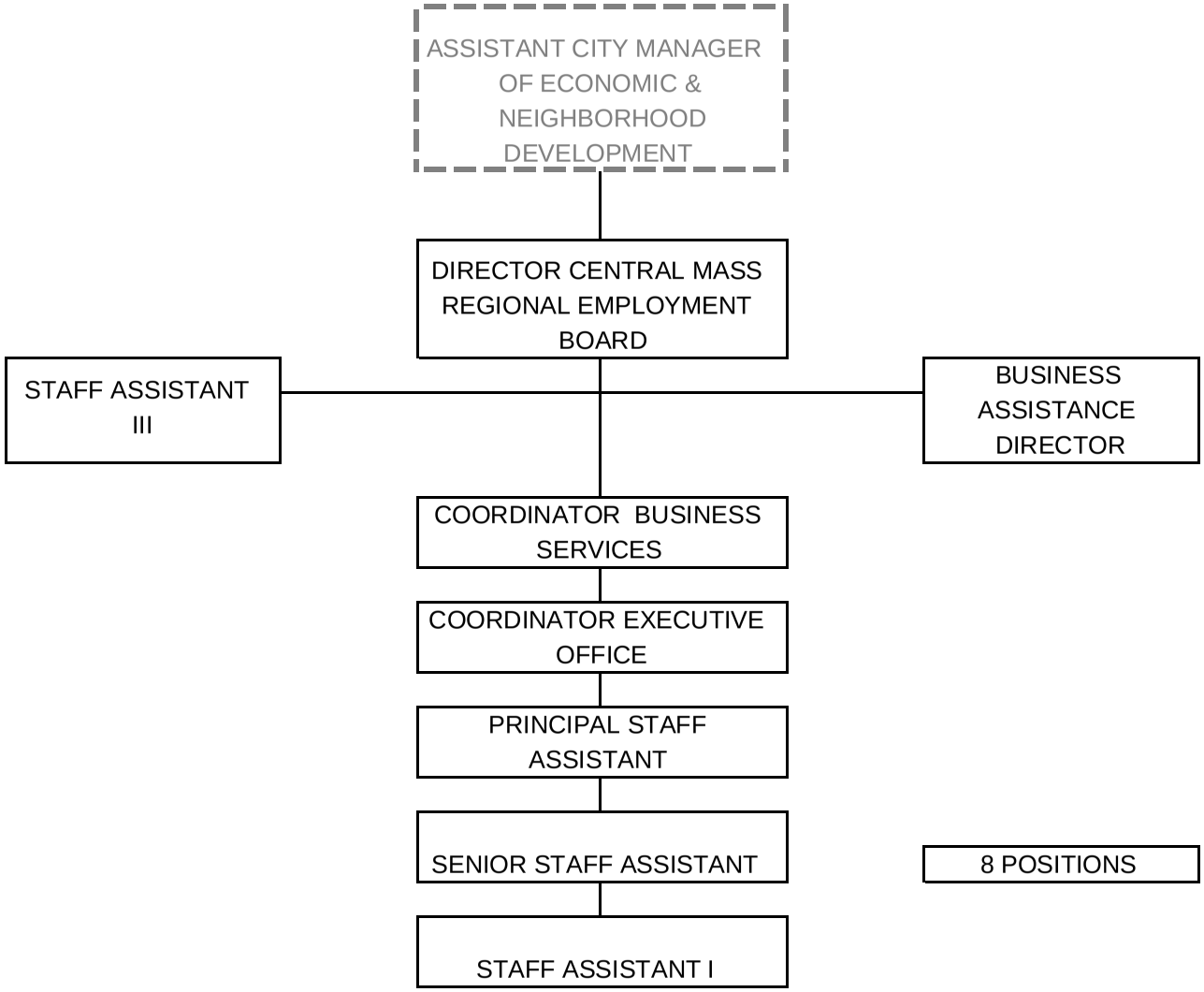
The recommended fringe benefits budget for Fiscal 2011 is $133,756.00 which is an increase of $15,027.00 from the Fiscal 2010 amount of $118,729.00.

The recommended capital outlay budget for Fiscal 2011 is level funded at $3,600.00.

CITY OF WORCESTER

DEPARTMENT OF ECONOMIC DEVELOPMENT

REGIONAL EMPLOYMENT BOARD DIVISION



Robert L. Zukowski, Interim Director

City of Worcester

Central Massachusetts Regional Employment Board

Fiscal Year Activity Report

Central Massachusetts Regional Employment Board

Divisional Activity Reporting

The Central Massachusetts Regional Employment 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.

	Act. FY09	Proj FY10	Proj FY11
CMREB ACTIVITIES			
Completion of the High Performing Board Process	n/a	100%	100%
Establish Access Points in the Community	n/a	3	3
Sponsor Partner Grant Forums	n/a	3	3
Seek Government and Non Government Sponsored Grants	n/a	3	3
Outreach to State and Federal Legislators Regarding Workforce Development	n/a	Monthly	Monthly
Increase WCCC Staff and CMREB Staff & Board Cultural Competency	n/a	2 workshops	Maintain
Review CMREB Structure	n/a	Revise By-laws	Revise By-laws
Acquire New Location for CMREB & Career Center	n/a	RFP Process	Move
Update Strategic Plan	n/a	n/a	Add Additional Yr.

Notes

ROBERT L. ZUKOWSKI, INTERIM DIRECTOR

CITY OF WORCESTER - NET COST FISCAL 2011

DEPARTMENT OF ECONOMIC DEVELOPMENT

DIVISION OF CENTRAL MASS. REGIONAL EMPLOYMENT BOARD- DIVISION #31S

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
CENTRAL MASSACHUSETTS REGIONAL EMPLOYMENT BOARD (CMREB):					
1	$ 86,735.52	48EM	DIRECTOR CENTRAL MASS REGIONAL EMPLOY. BOARD	1	$ 86,735.52
1	44,620.56	46EM	COORDINATOR OF REGIONAL EMPLOYMENT BOARD PROJECTS	0	-
1	80,513.28	43EM	COORDINATOR OF BUSINESS SERVICES	1	80,513.28
1	62,222.40	42EM	COORDINATOR, EXECUTIVE OFFICE	1	62,222.40
0	-	45M	BUSINESS ASSISTANCE DIRECTOR	1	39,421.44
1	51,009.84	40M	PRINCIPAL STAFF ASSISTANT	1	65,646.72
1	49,297.68	39M	SENIOR STAFF ASSISTANT	1	49,297.68
1	51,793.84	37	STAFF ASSISTANT 3	1	53,725.92
1	37,709.28	32	STAFF ASSISTANT 1	1	37,709.28
8	$ 463,902.40		REGULAR SALARIES	8	$ 475,272.24
8	$ 463,902.40		TOTAL REGULAR SALARIES	8	$ 475,272.24
	22,508.43		INTERDEPARTMENTAL CHARGE		25,639.00
	(8,000.00)		VACANCY FACTOR		(8,000.00)
8	$ 478,410.83	**31S-91000**	TOTAL RECOMMENDED PERSONAL SERVICES	8	$ 492,911.24
	$ 134,700.00		ORDINARY MAINTENANCE		$ 161,800.00
	$ 134,700.00	**31S-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 161,800.00
	$ 3,600.00		CAPITAL PURCHASE		$ 3,600.00
	$ 3,600.00	**31S-93000**	TOTAL RECOMMENDED CAPITAL		$ 3,600.00
	$ 76,081.00		HEALTH INSURANCE		$ 89,377.00
	42,648.00		RETIREMENT		44,379.00
	$ 118,729.00	**31S-96000**	TOTAL RECOMMENDED FRINGE BENEFITS		$ 133,756.00
	$ 735,439.83		TOTAL CENTRAL MASS. REGIONAL EMPLOYMENT BOARD BUDGET		$ 792,067.24
			FUNDING SOURCES:		
	$ (735,439.83)		FEDERAL GRANTS		$ (792,067.24)
	$ (735,439.83)		TOTAL FUNDING SOURCES		$ (792,067.24)
	$ -		TOTAL RECOMMENDED TAX LEVY		$ -

WORKFORCE CENTRAL CAREER CENTER

Donald H. Anderson, Director
44 Front Street
Worcester, Massachusetts 01608
(508)799-1590

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

a. 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
b. To provide planning, grant and contract management in support of the Division's activities
c. Provide oversight and coordination of the region's workforce development resources
d. Support state and federal workforce development policies advantageous to the region
e. 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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 1,750,283.00	$ 2,062,223.35	91000	$ 2,049,108.78
ORDINARY MAINTENANCE	4,607,343.00	341,800.00	92000	516,000.00
CAPITAL OUTLAY	17,705.00	33,000.00	93000	15,000.00
RECEIPTS	41,847.71	-	95000	-
FRINGE BENEFITS	422,518.00	571,058.00	96000	539,669.00
TOTAL	**$ 6,839,696.71**	**$ 3,008,081.35**		**$ 3,119,777.78**
TOTAL POSITIONS	31	35		35

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The departmental budget for Fiscal 2011 is $3,119,777.78, which is an increase of $111,696.43 from the Fiscal 2010 amount of $3,008,081.35.

The recommended personal services budget for Fiscal 2011 is $2,049,108.78, which is a decrease of $13,114.57 from the Fiscal 2010 amount of $2,062,223.35. This decrease is due to employee turnover and new employees being hired at lower steps. This decrease if offset by automatic step increases for staff positions that are not at the maximum step.

The total ordinary maintenance budget for Fiscal 2011 is recommended to be $516,000 which is an increase of $174,200.00 from the Fiscal 2010 amount of $341,800.00.

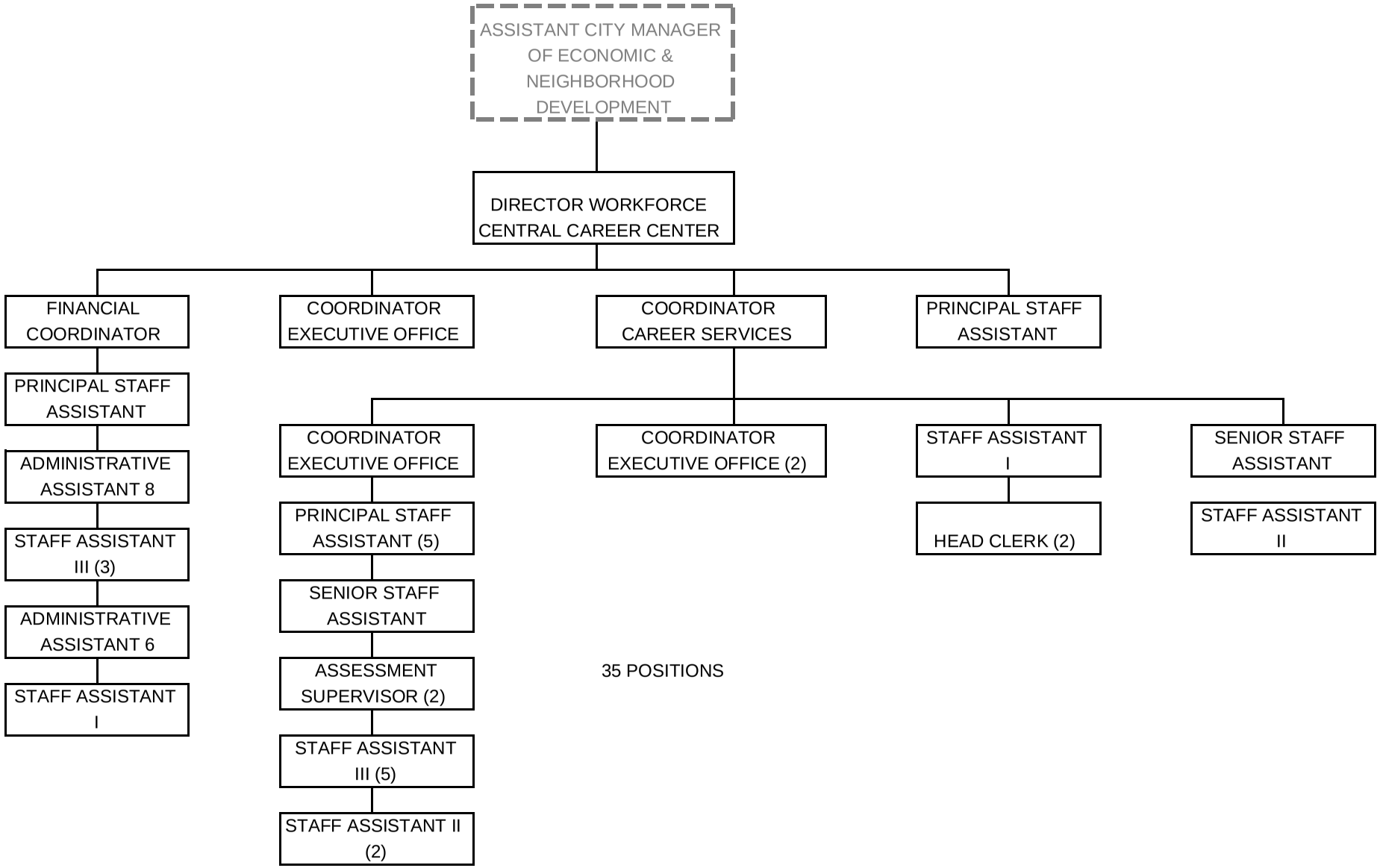
The recommended fringe benefits budget for Fiscal 2011 is $539,669.00 which is a decrease of $31,389.00 from the Fiscal 2010 amount of $571,058.00.

The recommended capital outlay budget for Fiscal 2011 is $15,000.00, a decrease of $18,000.00 from the Fiscal 2010 budget of $33,000.00.

CITY OF WORCESTER

DEPARTMENT OF ECONOMIC DEVELOPMENT

WORKFORCE CENTRAL CAREER CENTER



Donald H. Anderson, Director

City of Worcester
Department
Fiscal Year Activity Report

Workforce Central Career Center

Divisional Activity Reporting

Division Mission Statement: Through Workforce Central Career Centers in Worcester, Southbridge and Milford, to be the leading resource in Southern Worcester County for easily accessible, high quality workforce development services and information for all job, training and e seekers, employers and community partners; and to provide planning, grant and contract management in support of the Division's activities.

	Act. FY09	Proj FY10	Proj FY11
Job Seeker Services:			
Participant Employment & UI Services - Total Customers Served	18,107	17,915	17,915
Veterans Served	863	900	900
Dislocated Worker Entered Employments	258	260	260
Low Income Adult Entered Employments	122	100	100
Dislocated Worker New Training Enrollments	284	255	200
Low Income Adult New Training Enrollments	148	126	80
Total Youth Participants (WIA & YouthWorks)	330	918	570

Notes: With no additional ARRA dollars, training enrollments will be decreased for Dislocated Workers and Adults; Youth Summer Program is cut to 1/3 for Summer of 2010 and to $0 for 2012

Employer Service			
Total Employers Serve	1,247	1,250	1,250
Number of Employers Listing Job Postin	648	700	700
Mini Job Fairs (1-3 employers	18	18	18
Job Fairs (10-30 employers	7	5	6

DONALD H. ANDERSON, DIRECTOR

CITY OF WORCESTER - NET COST FISCAL 2011
DEPARTMENT OF ECONOMIC DEVELOPMENT
DIVISION OF WORKFORCE CENTRAL CAREER CENTER- DIVISION #31S

FY10 TOTAL POSITIONS	APPROVED FY10	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11
WORKFORCE CENTRAL CAREER CENTER (WFCCC):					
1	$ 91,475.28	48EM	DIRECTOR WORKFORCE CENTRAL CAREER CENTER	1	$ 91,475.28
1	84,209.04	45EM	COORDINATOR CAREER SERVICE	1	84,209.04
1	80,513.28	43EM	FINANCIAL COORDINATOR	1	80,513.28
4	319,067.28	42EM	COORDINATOR, EXECUTIVE OFFICE	4	319,067.28
7	449,771.12	40M	PRINCIPAL STAFF ASSISTANT	7	431,760.82
2	126,616.32	39M	SENIOR STAFF ASSISTANT	2	126,616.32
1	61,094.88	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	61,094.88
1	55,833.12	37	ASSESSMENT SUPERVISOR	1	55,833.12
5	261,908.64	37	STAFF ASSISTANT 3	5	263,631.12
6	283,809.84	35	STAFF ASSISTANT 2	6	288,883.52
1	32,155.20	32	STAFF ASSISTANT 1	1	29,849.28
2	85,224.48	30	HEAD CLERK	2	86,601.28
1	44,683.20	37	ASSESSMENT SUPERVISOR	1	44,683.20
1	39,170.88	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	36,741.76
1	38,883.36	32	STAFF ASSISTANT 1	1	40,341.60
35	$ 2,054,415.92		REGULAR SALARIES	35	$ 2,041,301.78
35	$ 2,054,415.92		TOTAL REGULAR SALARIES	35	$ 2,041,301.78
	17,299.00		EM INCENTIVE PAY		17,299.00
	22,508.43		INTERDEPARTMENTAL CHARGE		22,508.00
	(32,000.00)		VACANCY FACTOR		(32,000.00)
35	$ 2,062,223.35	**31S-91000**	TOTAL RECOMMENDED PERSONAL SERVICES	35	$ 2,049,108.78
	$ 341,800.00		ORDINARY MAINTENANCE		$ 516,000.00
	$ 341,800.00	**31S-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 516,000.00
	$ 33,000.00		CAPITAL PURCHASE		$ 15,000.00
	$ 33,000.00	**31S-93000**	TOTAL RECOMMENDED CAPITAL		$ 15,000.00
	$ 362,019.00		HEALTH INSURANCE		$ 332,000.00
	209,039.00		RETIREMENT		207,669.00
	$ 571,058.00	**31S-96000**	TOTAL RECOMMENDED FRINGE BENEFITS		$ 539,669.00
	$ 3,008,081.35		TOTAL CENTRAL CAREER CENTER BUDGET		$ 3,119,777.78
			FUNDING SOURCES:		
	$ (3,008,081.35)		FEDERAL GRANTS		$ (3,119,777.78)
	$ (3,008,081.35)		TOTAL FUNDING SOURCES		$ (3,119,777.78)
	$ -		TOTAL RECOMMENDED TAX LEVY		$ -

WORCESTER'S MARKETING CAMPAIGN

Julie A. Jacobson
Assistant City Manager
44 Front Street – Suite 520
Worcester, Massachusetts 01608
(508) 799-1400

Divisional Overview:

Destination Worcester is a strategic and focused endeavor to showcase and sell the City of Worcester to meeting and convention planners, and event and sports organizers with the goal of securing multiple-day events that result in increased hotel occupancy rates and a measurable, positive economic impact for the City. Destination Worcester is first and foremost a sales organization. Its goal is to increase definite room nights in the City by 15,000 by executing a targeted and proactive sales strategy. These efforts include, but are not limited to, telephone solicitation, attendance at national and regional trade shows, advertisements in national and regional trade publications, site tours and interaction with industry-specific associations. The organization serves to generate leads, market the City's various event venues, serve as a single point of contact for event organizers, issue bid packages and assist in venue selection and convention services. It also seeks to enhance lines of communication between event organizers, venues, local business and cultural attractions.

These efforts are guided by a 16-member Advisory Board comprised of the City Manager (or his designee), the City's Director of Cultural Development, the President of the Worcester Regional Chamber of Commerce, a Board Member of the Central Massachusetts Convention and Visitors Bureau (CMCVB), multiple local hoteliers, restaurateurs and business leaders. The Worcester Regional Chamber of Commerce serves as the fiduciary agent through which these funds will be expended over the course of a three-year timeline. Under the direction of the Advisory Board, the Executive Director and a two-person sales staff are responsible for the day-to-day activities of the organization. The Executive Director interfaces daily with the City Administration, CMCVB, DCU Center, the Worcester Sports Council to streamline all marketing and sales efforts, maximize the return on each dollar spent to market Worcester as a destination, and increase the use of Worcester's existing offerings of meeting and event facilities.

Other responsibilities include: (1) marketing Worcester's restaurants and cultural attractions to support the hospitality industry, (2) engaging Worcester's business community, and colleges and universities to enhance meeting sales, (3) building a customer-service culture within the destination, and (4) securing additional grant funding for the sustainability of the organization.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
ORDINARY MAINTENANCE	$ 250,000.00	$ 250,000.00	92000	$ 250,000.00
TOTAL EXPENDITURES	**$ 250,000.00**	**$ 250,000.00**		**$ 250,000.00**

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The Fiscal 2011 budget recommends funding in the amount of $250,000 to support Destination Worcester. The budget will be financed utilizing $250,000.00 from the DCU Special District Financing Zone special revenue funds from Hotel/Motel taxes.

JULIE A. JACOBSON, ASSISTANT CITY MANAGER

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF ECONOMIC DEVELOPMENT
WORCESTER'S MARKETING CAMPAIGN- DIVISION #041

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 250,000.00		DESTINATION WORCESTER FY11	$ 250,000.00
$ 250,000.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE	$ 250,000.00
		FUNDING SOURCES:	
$ (250,000.00)		DCU SPECIAL DISTRICT FINANCING ZONE	$ (250,000.00)
$ (250,000.00)	**041-92000**	TOTAL FUNDING SOURCES	$ (250,000.00)
$ -		TOTAL RECOMMENDED TAX LEVY	$ -

WORCESTER REGIONAL AIRPORT

Andrew Davis
Director
375 Airport Drive
Worcester, Massachusetts 01602
(508) 799-1741

Departmental Mission Statement:
The mission of the Worcester Regional Airport is to:

a. Provide a safe, secure, and efficient airport for use by the flying public, corporate and private aircraft operators, and airline tenants
b. Increase the number of aircraft using the airport
c. Ensure that the Worcester Regional Airport consistently meets or exceeds all FAA and other regulatory and public safety standards for U.S. airports

Departmental Overview:

Negotiations are underway to transfer ownership and operation of the Worcester Regional Airport to Massport.

The primary elements of any Airport's mission must be to provide a safe and secure Airport, and so it remains for Worcester Regional Airport and its operator, Massport. The Airport successfully completed its Annual Federal Aviation Administration (FAA) and Massachusetts Aeronautics Commission (MAC) Certification inspections during the past year, which are comprised of extensive reviews of the entire airport operating procedures.

During the course of the summer of 2008, with the leadership from Massport and the State Administration, the city was successful in the recruitment of Direct Air, an air charter service out of Myrtle Beach, South Carolina. Direct Air initiated service on November 22, 2008 from Worcester to Punta Gorda and Sanford, Florida. In the spring of 2009, Direct Air began seasonal service to Myrtle Beach. Direct Air continues to respond to passenger demand by operating additional flights during peak travel periods, such as during holidays and school vacation weeks.

In order to service the passengers on Direct Air, the city issued a Request For Proposals (RFP) for a food vendor. Mirage Express was the successful bidder which opened on the first day of the inaugural flight to Florida. Mirage Express offers sandwiches, coffee, periodicals and books as well as assorted sundries for the travelers in two locations of the Terminal (pre- and post-security). Within the secure passenger area, Mirage Express relocated its kiosk to a permanent café/lounge location and began serving alcoholic beverages in March of this year.

Massport and the City continue to apply for and receive state and federal grants for infrastructure improvements as identified and planned in both the Airport Master Plan and the Airport Capital

Improvement Plan (CIP) and to fund Federal Aviation Administration (FAA) mandated improvements. This fiscal year, FAA and Massachusetts Department of Transportation - Aeronautics Division grants were received for Phase 1 (approximately 50%) of the rehabilitation of a portion of Runway 11-29, reconstruction of Taxiway Delta and miscellaneous airfield improvements at Worcester Regional Airport. The total project costs are fully funded on a reimbursable basis by the FAA (95%) and the Massachusetts Department of Transportation - Aeronautics Division (5%) with no required local match. Applications for the remaining grant funds for Phase 2 will be submitted to the FAA and Massachusetts Department of Transportation - Aeronautics Division in May. Construction is anticipated to begin by mid-summer.

Additional FAA and MAC grants were also received to install FAA required Runway Safety Areas, or Emergency Material Arresting System (EMAS), at the end of Runway 11 in FY'09. That work was completed in the fall of 2009. EMAS material was installed at the end of Runway 29 I FY'09. This material allows a plane that may have an emergency during take off or landing to be stopped by the EMAS material with limited danger to passengers, crew or the aircraft.

Worcester is one of 100 airports in the country that was designated by the FAA to conduct a Wildlife Hazard Assessment due to the amount and type of wildlife in the area. The City received grant funds from the FAA and the Massachusetts Department of Transportation - Aeronautics Division to conduct the Assessment.

As outlined in the Worcester Regional Airport's Master Plan and in the IMG Report "Worcester Regional Airport: Airport Strategic Planning and Aviation Marketing", the Airport Director is focused on the retention and expansion of General Aviation (GA) activities in addition to commercial airline service. In addition to corporate and private aircraft activity, the Airport staff continue to work to increase both charter service and other general aviation activity.

Massport and the City continue to focus on generation of revenue from non-aeronautical sources. This past year, several scenes for a movie, starring Tom Cruise and Cameron Diaz, were filmed at the Airport. Following completion of the shooting, several portions of the set were left behind for use by the airport. The new café/lounge located in the second floor secure passenger area is housed in one of the areas built out for the movie.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 780,199.88	$ 1,276,420.72	91000	$ 1,285,403.44
OVERTIME	122,020.19	95,000.00	97000	95,000.00
ORDINARY MAINTENANCE	1,516,646.20	1,408,562.00	92000	1,408,562.00
DEBT SERVICE	600,804.34	575,731.00	94000	575,731.00
FRINGE BENEFITS	328,099.09	491,454.00	96000	491,454.00
TOTAL EXPENDITURES	**$ 3,347,769.70**	**$ 3,847,167.72**		**$ 3,856,150.44**
REVENUE				
ENTERPRISE REVENUE	$ (847,107.56)	$ (849,621.00)		$ (849,621.00)
MASSPORT	(1,395,168.22)	(1,821,717.79)		(3,006,529.44)
TOTAL REVENUE	**$ (2,242,275.78)**	**$ (2,671,338.79)**		**$ (3,856,150.44)**
TOTAL TAX LEVY	**$ 1,105,493.92**	**$ 1,175,828.93**		**$ -**
TOTAL POSITIONS	**22**	**22**		**22**

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The gross recommended budget for Fiscal 2011 for the Worcester Regional Airport is $3,856,150.44 which is an increase of $8,982.72 from Fiscal 2010. This increase is due to employee contractual step increases.

This budget reflects the transfer of the Worcester Regional Airport from the City of Worcester to Massport resulting in a recommended tax levy appropriation of $0 and an increase in the Massport contribution to 100% or $3,006,529.44.

Revenues:

The total funding sources for the Worcester Regional Airport total $3,856,150.44 in Fiscal 2011 which is consistent with Fiscal Year 2010.

ANDREW DAVIS, AIRPORT DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
WORCESTER REGIONAL AIRPORT - DEPARTMENT #470

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
1	$ 44,620.56	46EM	AIRPORT LIAISON	1	$ 44,620.56
1	66,774.24	42	PRINCIPAL SECURITY GUARD & CRASH CREWMAN	1	66,774.24
1	59,967.36	39	OPERATIONS SUPERVISOR (MAINT.)	1	59,967.36
6	254,314.32	34	SECURITY GUARD CRASH CREWMAN 2	6	260,958.24
1	51,427.44	34	WORKING FOREMAN (MER)	1	51,427.44
1	45,163.44	31	SENIOR AIRPORT CUSTODIAN	1	45,163.44
2	78,117.20	29	MOTOR EQUIPMENT REPAIRMAN	2	79,490.16
1	38,607.12	27	PRINCIPAL CLERK	1	38,607.12
3	116,823.60	26	AIRPORT MAINTENANCE	3	116,823.60
1	28,462.64	25	AIRPORT BUILDING CUSTODIAN	1	29,428.48
18	$ 784,277.92		REGULAR SALARIES	18	$ 793,260.64
AUTHORIZED POSITIONS WITHOUT FUNDING:					
3	$ -	24	PARKING LOT ATTENDANT	3	$ -
1	-	34	SECURITY GUARD CRASH CREWMAN 2	1	-
4	$ -			4	$ -
	400,000.00		MASSPORT SALARIES		400,000.00
	74,994.80		MASSPORT OVERTIME		74,994.80
	474,994.80		MASSPORT DIRECT ADMINISTRATION		474,994.80
	3,268.00		EM INCENTIVE PAY		3,268.00
	10,000.00		PERSONNEL POOL SNOW REMOVAL		10,000.00
	22,000.00		CONTRACTUAL STIPENDS AND EXTRAS		22,000.00
22	$ 1,294,540.72		TOTAL REGULAR SALARIES	22	$ 1,303,523.44
	(18,120.00)		VACANCY FACTOR		(18,120.00)
22	$ 1,276,420.72	**470-91000**	**TOTAL RECOMMENDED PERSONAL SERVICES**	22	$ 1,285,403.44
	37,000.00		SNOW REMOVAL OVERTIME		37,000.00
	58,000.00		OTHER OVERTIME		58,000.00
	95,000.00		TOTAL RECOMMENDED OVERTIME		95,000.00
	$ 95,000.00	**470-97000**	**TOTAL RECOMMENDED OVERTIME**		$ 95,000.00
	$ 845,955.00		ORDINARY MAINTENANCE		$ 845,955.00
	379,746.00		ELECTRICITY		379,746.00
	121,253.00		NATURAL GAS		121,253.00
	25,500.00		AUTO GASOLINE UNLEADED		25,500.00
	36,108.00		DIESEL FUEL		36,108.00
	$ 1,408,562.00	**470-92000**	**TOTAL RECOMMENDED ORDINARY MAINTENANCE**		$ 1,408,562.00

ANDREW DAVIS, AIRPORT DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

WORCESTER REGIONAL AIRPORT - DEPARTMENT #470

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
	$ 377,249.00		DEBT SERVICE (PRINCIPAL)		$ 377,249.00
	198,482.00		DEBT SERVICE (INTEREST)		198,482.00
	$ 575,731.00	**470-94000**	**TOTAL RECOMMENDED DEBT SERVICE**		$ 575,731.00
	$ 80,000.00		MASSPORT FRINGE BENEFITS		$ 80,000.00
	124,915.00		CONTRIBUTORY PENSIONS		124,915.00
	79,295.00		PENSION OBLIGATION BONDS		79,295.00
	207,244.00		HEALTH INSURANCE		207,244.00
	$ 491,454.00	**470-96000**	**TOTAL RECOMMENDED FRINGE BENEFITS**		$ 491,454.00
	$ 3,847,167.72		**TOTAL GROSS RECOMMENDED BUDGET**		$ 3,856,150.44
			FUNDING SOURCES:		
	$ (849,621.00)		ENTERPRISE - AIRPORT REVENUE		$ (849,621.00)
	(1,821,717.79)		MASSPORT		(3,006,529.44)
	$ (2,671,338.79)		TOTAL FUNDING SOURCES		$ (3,856,150.44)
	$ 1,175,828.93		**TOTAL RECOMMENDED TAX LEVY**		$ -

CABLE SERVICES

Judith A. Warren
Director of Cable Services
City Hall
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1175

Divisional Mission Statement:
The mission of the Cable Services Division is to:

a. Administer the cable television franchise agreement
b. Disburse funds received by that agreement
c. Operate the government access channel
d. Process customer inquiries, discounts and complaints with cable operator
e. Monitor activities of cable operator and assists the Cable Advisory Committee
f. Provide oversight to all cable operations including Public, Education and Government Access

Divisional Overview:
The Cable Services Division is generally responsible for monitoring the cable operator, administering the cable franchise agreement, oversees P.E.G. agreements, and provides customer service to cable subscribers, i.e. processing 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, and coordinating and producing information during emergency situations, as well as 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:

a. After consultation with the cable television advisory committee, the Director will make recommendations annually as to the disbursement of the funds received under the cable franchise agreement among the public, educational and government channel operations.
b. Coordinate as necessary 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 Director of Cable Services serves as the Staff Liaison to the Cable Advisory Committee; administers and keep the records of the committee.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 169,749.30	$ 131,168.16	91000	$ 111,211.20
OVERTIME	-	3,000.00	97000	3,000.00
ORDINARY MAINTENANCE	861,973.97	142,750.50	92000	186,404.38
CAPITAL OUTLAY	130,461.79	-	93000	
FRINGE BENEFITS	25,094.65	44,869.00	96000	48,074.00
TOTAL	**$ 1,187,279.71**	**$ 321,787.66**		**$ 348,689.58**
TOTAL POSITIONS	2	2		2

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

Cable Service's gross recommended Fiscal 2011 budget is $348,689.58, a $26,901.92 increase over the approved budget for Fiscal 2010 of $321,787.66. The recommended budget for Personal Services for Fiscal 2011 is $111,211.20, which is a decrease of $19,956.96 from the Fiscal 2010 amount of $131,168.16. The personal services decrease reflects the elimination of an interdepartmental charge related to the reduction of a part time employee that was performing work for the Government Access portion of Cable Services. This decrease is offset by automatic step increases for staff positions that are not at the maximum step.

The recommended budget for Ordinary Maintenance for Fiscal 2011 is $186,404.38, which is an increase of $43,653.88 from the Fiscal 2010 amount of $142,750.50. This increase is due to anticipated equipment upgrades and various operational needs in Fiscal 2011.

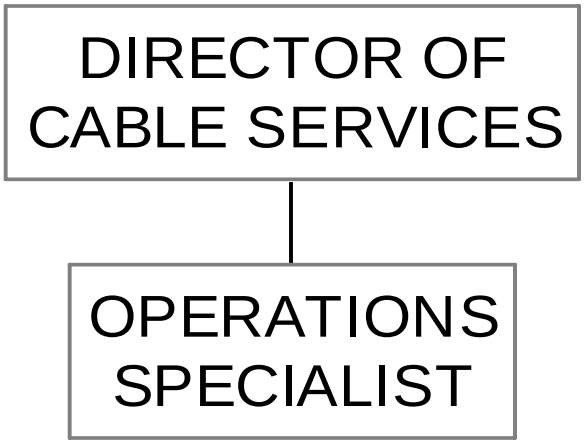
The recommended budget for Fringe benefits for Fiscal 2011 is $48,074.00 which is an increase of $3,205.00 from the Fiscal 2010 amount of $44,869.00.

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

City of Worcester
Division of Cable Services
Fiscal Year Activity Report

Divisional Activity Reporting

The Cable Services Division is responsible for a number of key operational and programming activities that are vital to the ability of the city administration and City Council to effectively communicate with Worcester residents, keeping them apprised of local government activities and policy-making processes. The division also provides access to up-to-date information throughout the year on matters relating to anything from weather events to board and commission meetings to public service announcements.

Divisional Activity Reporting

	Act. FY09	Proj FY10	Proj FY11
1. Continue to work with departments to utilize the government access channel to educate the public on their functions or promote specific events etc.			
# Of departments using video production services	9	8	10
# of in-house video programs	50	45	55
# of departments creating Public Service Announcements	10	9	11
# of departments using Bulletin Board Service	16	17	18
# of Bulletin Board pages listed by department	623	678	685
Notes:			
2. Continue to provide coverage of municipal meetings; increase coverage to include Regulatory Boards			
# of LIVE Council & Subcommittees televised	131	169	202
# of Regulatory Boards taped/replayed	0	43	73
# of School Committee	22	22	22
Notes			
3. Increase the replays of Council & Subcommittee meetings			
# of LIVE City Council	37	41	40
# of Replays of City Council	37	41	80
# of LIVE Subcommittees	72	74	76
# of Replays of Subcommittees	72	74	152
Notes			

JUDITH A. WARREN, DIRECTOR OF CABLE SERVICES

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF ECONOMIC DEVELOPMENT
DIVISION OF CABLE SERVICES- DIVISION #04S616

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
1	$ 70,449.12	42M	DIRECTOR OF CABLE SERVICES	1	$ 70,449.12
1	39,268.80	28	OPERATIONS SPECIALIST	1	40,762.08
2	$ 109,717.92		TOTAL RECOMMENDED SALARIES	2	$ 111,211.20
	21,450.24		INTERDEPARTMENTAL CHARGE		-
	$ 131,168.16		**TOTAL RECOMMENDED SALARIES**		$ 111,211.20
			FUNDING SOURCES:		
	(131,168.16)		CABLE LICENSE REVENUES		(111,211.20)
	$ (131,168.16)		TOTAL FUNDING SOURCES		$ (111,211.20)
2	$ -	**04S-91000**	**TOTAL RECOMMENDED PERSONAL SERVICES**	2	$ -
	$ 3,000.00		REGULAR OVERTIME		$ 3,000.00
	$ 3,000.00		TOTAL RECOMMENDED OVERTIME		$ 3,000.00
			FUNDING SOURCES:		
	$ (3,000.00)		CABLE LICENSES REVENUES		$ (3,000.00)
	$ (3,000.00)		TOTAL FUNDING SOURCES		$ (3,000.00)
	$ -	**04S-97000**	**TOTAL RECOMMENDED OVERTIME**		$ -
	$ 142,750.50		ORDINARY MAINTENANCE		$ 186,404.38
	$ 142,750.50		TOTAL ORDINARY MAINTENANCE		$ 186,404.38
			FUNDING SOURCES:		
	$ (142,750.50)		CABLE LICENSE REVENUES		$ (186,404.38)
	$ (142,750.50)		TOTAL FUNDING SOURCES		$ (186,404.38)
	$ -	**04S-92000**	**TOTAL RECOMMENDED ORDINARY MAINTENANCE**		$ -
			FRINGE BENEFITS:		
	$ 14,882.00		HEALTH INSURANCE		$ 15,234.00
	11,466.00		RETIREMENT		11,622.00
	6,505.00		CONTRIBUTORY PENSIONS		8,389.00
	12,016.00		PENSION OBLIGATION BONDS		12,829.00
	$ 44,869.00		TOTAL FRINGE BENEFITS		$ 48,074.00
			FUNDING SOURCES:		
	$ (44,869.00)		CABLE LICENSE REVENUES		$ (48,074.00)
	$ (44,869.00)		TOTAL FUNDING SOURCES		$ (48,074.00)
	$ -	**04S-94000**	**TOTAL RECOMMENDED FRINGE BENEFITS**		$ -
	$ -		**TOTAL RECOMMENDED TAX LEVY**		$ -

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:

a. 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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 813,602.54	$ 748,923.86	91000	$ 765,885.09
OVERTIME	0.00	0.00	97000	0.00
ORDINARY MAINTENANCE	114,929.06	122,842.00	92000	122,842.00
TOTAL	**$ 928,531.60**	**$ 871,765.86**		**$ 888,727.09**
TOTAL POSITIONS	15	14		14

FISCAL 2011 BUDGET OVERVIEW

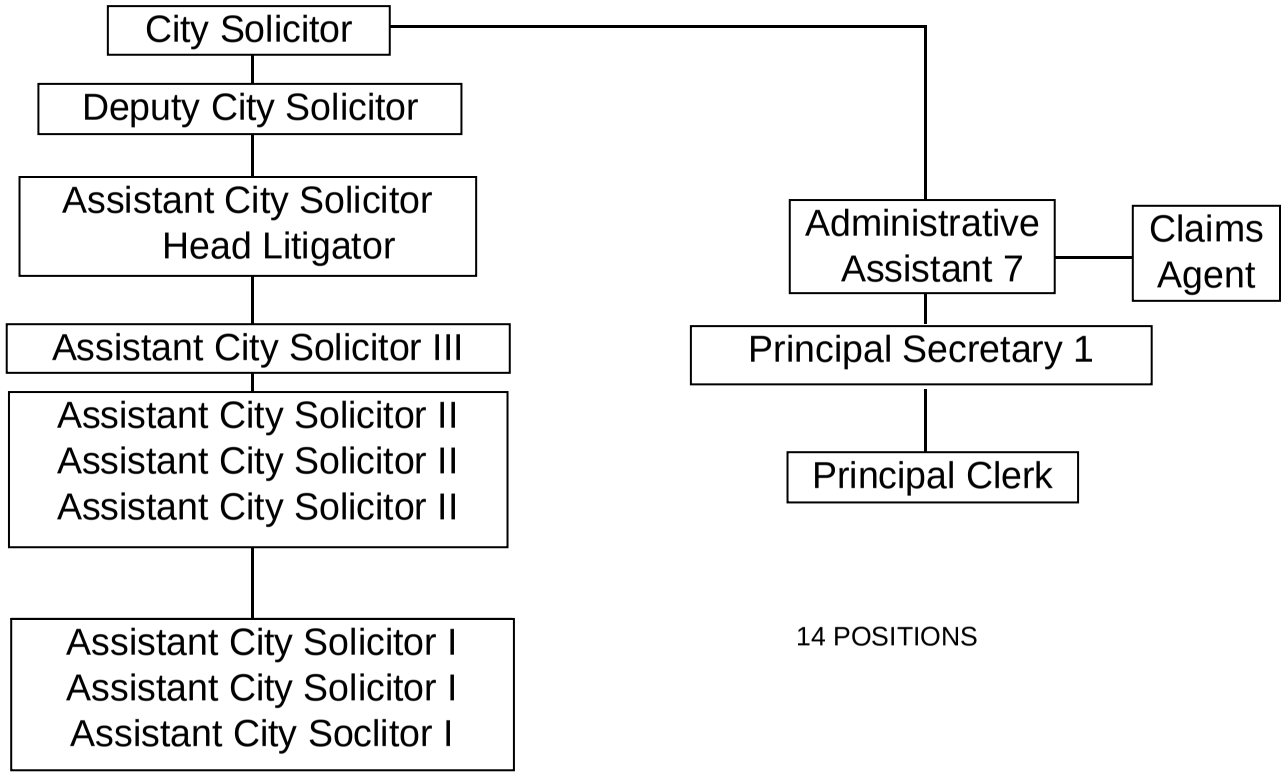
Expenditures:

The Law Department's net recommended Fiscal 2011 budget is $888,727.09, compared to the approved budget amount of $871,765.86 for Fiscal 2010.

The recommended Personal Services budget is $765,885.09, compared to the approved budget amount of $748,923.86 an increase of $16,961.23. The increase is due to automatic step increases for staff positions that are not at maximum step. The increase is also due the reduction of the vacancy factor. The vacancy factor has been reduced in most city departments due to reduced employee turnover in the current economic environment. The salary budget does not assume wage increases beyond automatic step increases.

The Law Department's recommended Ordinary Maintenance budget is level funded at $122,842.00 for Fiscal 2011.

LAW DEPARTMENT
ORGANIZATIONAL CHART



14 POSITIONS

DAVID M. MOORE, CITY SOLICITOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
LAW DEPARTMENT- DEPARTMENT #120

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
1	$ 126,869.80	57EM	CITY SOLICITOR	1	$ 126,869.80
1	105,678.69	50EM	DEPUTY CITY SOLICITOR	1	105,673.68
1	94,857.84	50M	ASSISTANT CITY SOLICITOR LITIGATOR	1	94,857.84
1	81,745.20	46M	ASSISTANT CITY SOLICITOR 3	1	81,745.20
3	187,049.79	44M	ASSISTANT CITY SOLICITOR 2	3	191,107.04
3	185,985.12	42M	ASSISTANT CITY SOLICITOR 1	3	192,779.52
1	51,232.56	38M	CLAIMS AGENT	1	53,225.44
1	46,400.29	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	48,136.74
1	45,172.21	31	PRINCIPAL CLERK & SECRETARY 2	1	45,172.21
1	30,855.90	27	PRINCIPAL CLERK	1	31,896.62
14	$ 955,847.40		REGULAR SALARIES	14	$ 971,464.09
	7,921.00		EM INCENTIVE PAY		7,921.00
	(12,750.00)		VACANCY FACTOR		(6,375.00)
14	$ 951,018.40		TOTAL RECOMMENDED SALARIES	14	$ 973,010.09
			FUNDING SOURCES:		
	(38,182.00)		DISTRICT IMPROVEMENT FINANCING (DIF)		(38,182.00)
	(1,365.00)		GOLF COURSE REVENUES		(1,365.00)
	(46,986.00)		SEWER REVENUES		(49,335.00)
	(53,653.00)		WATER REVENUES		(56,334.00)
	(61,908.54)		CABLE LICENSE REVENUES		(61,909.00)
	$ (202,094.54)		TOTAL FUNDING SOURCES		$ (207,125.00)
14	$ 748,923.86	**120-91000**	**TOTAL PERSONAL SERVICES**	14	$ 765,885.09
	$ 58,921.00		REGULAR ORDINARY MAINTENANCE		$ 88,192.00
	63,921.00		EXPERTS AND FEES		34,650.00
	$ 122,842.00	**120-92000**	**TOTAL ORDINARY MAINTENANCE**		$ 122,842.00
	$ 871,765.86		**TOTAL RECOMMENDED TAX LEVY**		$ 888,727.09

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:

The City continues to obtain only limited building and liability insurance policies.

Building Insurance: 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 Centrum, Convention Centre, Airport, 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 Centrum Arena and Convention Center are covered by policies obtained directly by SMG as operator and charged as an expense of the operation under the lease and management agreement, respectively. The Airport is covered by policies obtained directly by the airport and Massport. 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 Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
ORDINARY MAINTENANCE	$ 88,923.37	$ 119,948.00	92000	$ 119,948.00
TOTAL	**$ 88,923.37**	**$ 119,948.00**		**$ 119,948.00**

FISCAL 2011 BUDGET OVERVIEW

Expenditures: The Fiscal 2011 tax levy budget for property and casualty insurance is recommended to be level funded at $119,948.00. In Fiscal 2009, the actual costs associated with property insurance were $88,923.37.

DAVID M. MOORE, CITY SOLICITOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 119,948.00		REGULAR INSURANCE EXPENSES	$ 119,948.00
$ 119,948.00		TOTAL PROPERTY AND CASUALTY INSURANCE	$ 119,948.00
$ 119,948.00	**122-92000**	**TOTAL RECOMMENDED ORDINARY MAINTENANCE**	$ 119,948.00
$ 119,948.00		**TOTAL RECOMMENDED TAX LEVY**	$ 119,948.00

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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
ORDINARY MAINTENANCE	$ 541,541.99	$ 377,750.00	92000	$ 377,750.00
TOTAL	**$ 541,541.99**	**$ 377,750.00**		**$ 377,750.00**

FISCAL 2011 BUDGET OVERVIEW

Expenditures: The recommended Fiscal 2011 gross budget for Court Judgments is level funded at $421,600. The tax levy amount being recommended is $377,750.00. This amount is level funded from the Fiscal 2010 budget. Included in this budget are funding sources from the Airport ($350.00), Sewer Department ($31,000.00), and Water Department ($12,500.00) enterprise accounts. In Fiscal 2009, actual costs associated with Court Judgments were $541,541.99

DAVID M. MOORE, CITY SOLICITOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

COURT JUDGMENTS - DEPARTMENT #121

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 421,600.00		COURT CLAIMS AND JUDGMENTS	$ 421,600.00
-		SUPPLEMENTAL JUDGMENTS	-
$ 421,600.00		TOTAL CLAIMS AND JUDGMENTS	$ 421,600.00
		FUNDING SOURCES:	
$ (350.00)		AIRPORT REVENUES	$ (350.00)
(31,000.00)		SEWER DEPARTMENT REVENUES	(31,000.00)
(12,500.00)		WATER DEPARTMENT REVENUES	(12,500.00)
$ (43,850.00)		TOTAL FUNDING SOURCES	$ (43,850.00)
$ 377,750.00	**121-92000**	**RECOMMENDED ORDINARY MAINTENANCE**	$ 377,750.00
$ 377,750.00		**TOTAL RECOMMENDED TAX LEVY**	$ 377,750.00

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:

a. 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.
    a. 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.
    b. 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.
    c. Allowing for the safe and expeditious movement of vehicular and pedestrian traffic over the network of City streets and crossings.
    d. Providing rapid emergency response to incidents, as needed.
    e. 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 (330) budgeted police officers, eighty-nine (89) budgeted officials and fifty-four (54) 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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$33,931,409.38	$ 34,155,519.55	91000	$ 34,296,076.36
OVERTIME	4,339,960.45	2,952,190.00	97000	2,752,190.00
ORDINARY MAINTENANCE	2,045,481.03	1,839,845.00	92000	1,853,766.00
TOTAL	**$ 40,316,850.86**	**$ 38,947,554.55**		**$ 38,902,032.36**
TOTAL POSITIONS	551	535		534
ELIMINATED POSITIONS	-16	-4		0
UNFUNDED UNIFORMED POS.	0	-64		-61
TOTAL FUNDED POSITIONS	535	467		473

FISCAL 2011 BUDGET OVERVIEW

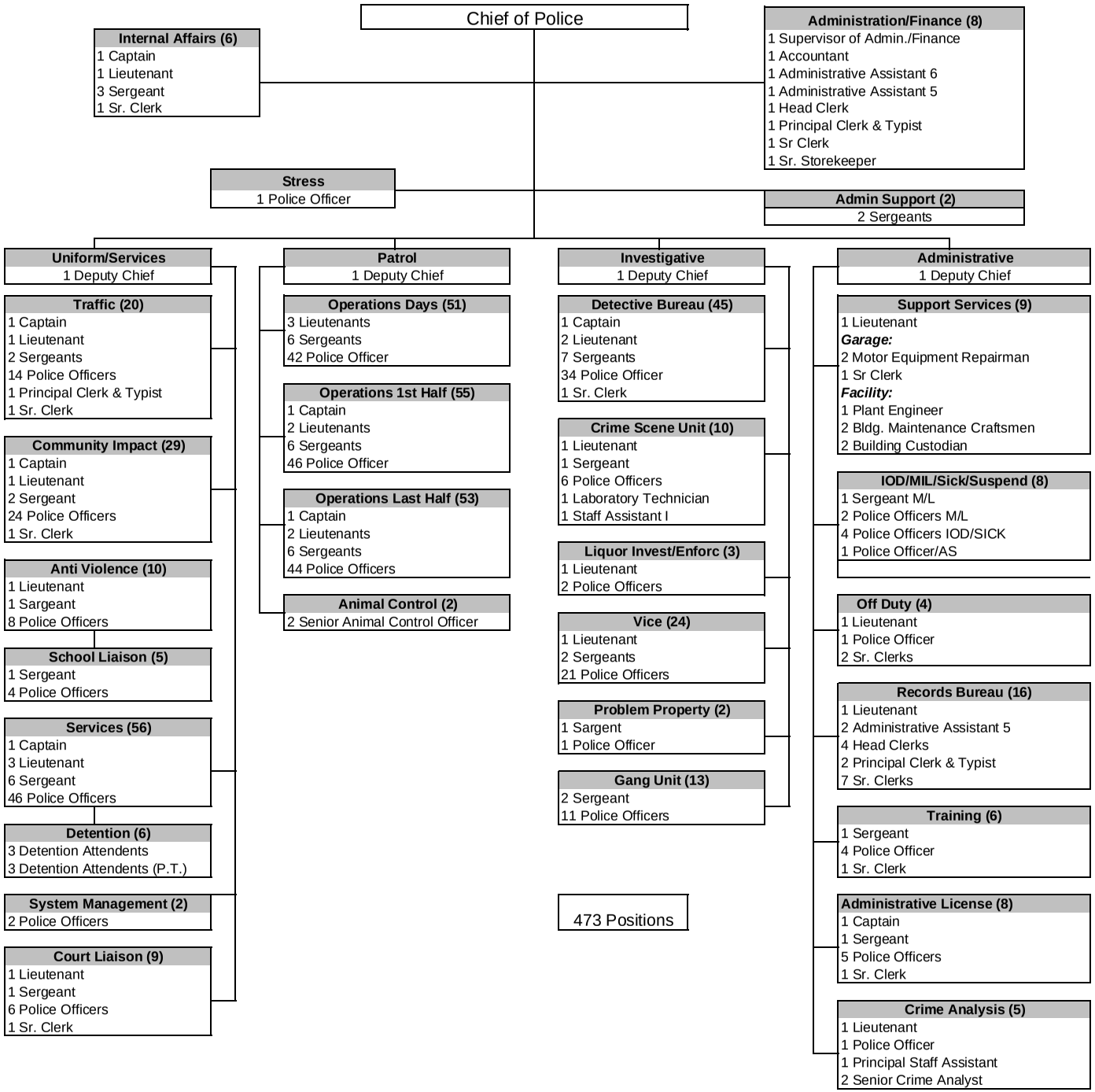
Expenditures:

The Fiscal 2011 tax levy budget for the Worcester Police Department is recommended to be $38,902,032.36 which is a $45,522.19 decrease from Fiscal 2010 tax levy budget of $38,947,554.55.

The recommended tax levy personal services budget for Fiscal 2011 is $34,296,076.36 which is an increase of $140,556.81 from the Fiscal 2010 tax levy budget of $34,155,519.55. This increase as a result of automatic step increases for staff positions that are not at the maximum step, the vacancy factor has been reduced by $100,000 due to reduced employee turnover in the current economic environment and the elimination of the Domestic Violence grant of $49,797 in Fiscal 2011. There are 24 Police Officers that were not budgeted during the Fiscal 2010 proceedings that are now funded with the Byrne ARRA grant through mid-January 2011. The balance of these salaries for Fiscal 2011 will be funded by tax levy. This increase is offset by not funding 10 Official positions as a result of the reorganization of the Department. The number of Detention Attendants is recommended to be increased by eliminating one vacant position and adding three part-time Detention Attendant positions. The department is adding an Administrative Assistant 6 and Head Clerk to the table of organization. The AA6 is responsible for administering the newly designed personnel management system and the Head Clerk is responsible for payroll for the department's 473 employees. These two positions are part of a reorganization of the administrative functions of the department and will be funded through pending attrition.

The recommended tax levy overtime budget for Fiscal 2011 is $2,752,190 which is a decrease of $200,000 from the Fiscal 2010 tax levy budget of $2,952,190. This decrease is a result of a reduction in the Court Attendance Overtime.

The tax levy Ordinary Maintenance budget for Fiscal 2011 is recommended to be $1,853,766 which is an increase of $13,921 from the Fiscal 2010 tax levy budget of $1,839,845. The increase is due to an increase in utility expenses.


Chief of Police
Internal Affairs (6)
1 Captain
1 Lieutenant
3 Sergeant
1 Sr. Clerk
Administration/Finance (8)
1 Supervisor of Admin./Finance
1 Accountant
1 Administrative Assistant 6
1 Administrative Assistant 5
1 Head Clerk
1 Principal Clerk & Typist
1 Sr Clerk
1 Sr. Storekeeper
Stress
1 Police Officer
Admin Support (2)
2 Sergeants
Uniform/Services
1 Deputy Chief
Traffic (20)
1 Captain
1 Lieutenant
2 Sergeants
14 Police Officers
1 Principal Clerk & Typist
1 Sr. Clerk
Community Impact (29)
1 Captain
1 Lieutenant
2 Sergeant
24 Police Officers
1 Sr. Clerk
Anti Violence (10)
1 Lieutenant
1 Sargeant
8 Police Officers
School Liaison (5)
1 Sergeant
4 Police Officers
Services (56)
1 Captain
3 Lieutenant
6 Sergeant
46 Police Officers
Detention (6)
3 Detention Attendents
3 Detention Attendents (P.T.)
System Management (2)
2 Police Officers
Court Liaison (9)
1 Lieutenant
1 Sergeant
6 Police Officers
1 Sr. Clerk
Patrol
1 Deputy Chief
Operations Days (51)
3 Lieutenants
6 Sergeants
42 Police Officer
Operations 1st Half (55)
1 Captain
2 Lieutenants
6 Sergeants
46 Police Officer
Operations Last Half (53)
1 Captain
2 Lieutenants
6 Sergeants
44 Police Officers
Animal Control (2)
2 Senior Animal Control Officer
Investigative
1 Deputy Chief
Detective Bureau (45)
1 Captain
2 Lieutenant
7 Sergeants
34 Police Officer
1 Sr. Clerk
Crime Scene Unit (10)
1 Lieutenant
1 Sergeant
6 Police Officers
1 Laboratory Technician
1 Staff Assistant I
Liquor Invest/Enforc (3)
1 Lieutenant
2 Police Officers
Vice (24)
1 Lieutenant
2 Sergeants
21 Police Officers
Problem Property (2)
1 Sargent
1 Police Officer
Gang Unit (13)
2 Sergeant
11 Police Officers
473 Positions
Administrative
1 Deputy Chief
Support Services (9)
1 Lieutenant
Garage:
2 Motor Equipment Repairman
1 Sr Clerk
Facility:
1 Plant Engineer
2 Bldg. Maintenance Craftsmen
2 Building Custodian
IOD/MIL/Sick/Suspend (8)
1 Sergeant M/L
2 Police Officers M/L
4 Police Officers IOD/SICK
1 Police Officer/AS
Off Duty (4)
1 Lieutenant
1 Police Officer
2 Sr. Clerks
Records Bureau (16)
1 Lieutenant
2 Administrative Assistant 5
4 Head Clerks
2 Principal Clerk & Typist
7 Sr. Clerks
Training (6)
1 Sergeant
4 Police Officer
1 Sr. Clerk
Administrative License (8)
1 Captain
1 Sergeant
5 Police Officers
1 Sr. Clerk
Crime Analysis (5)
1 Lieutenant
1 Police Officer
1 Principal Staff Assistant
2 Senior Crime Analyst

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 FY09	**Proj FY10**	**Proj. FY11**
Police			
Calls for Service	33,417	25,893	
Patrol Initiated Calls	24,155	15,810	
Arrests	8,079	5,199	
Robbery	393	323	
Stolen Motor Vehicle	1,130	785	
Recovered Motor Vehicles	1,242	748	
Motor Vehicle Accidents	8,854	6,714	
Warrants Served	3,325	2,113	
Police/ Violent Crime			
Non-fatal shootings	10	15	
Homicide	6	7	
Stabbings	129	133	

GARY J. GEMME, CHIEF OF POLICE

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

WORCESTER POLICE DEPARTMENT-DEPARTMENT TOTAL

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
1	$ 165,787.20	55CM	CHIEF OF POLICE	1	$ 179,046.00
4	548,253.47	50EM	DEPUTY POLICE CHIEF	4	545,991.12
9	939,605.66	98	POLICE CAPTAIN	8	837,665.96
29	2,726,344.98	97	POLICE LIEUTENANT	24	2,273,725.73
56	4,695,466.60	96	POLICE SERGEANT	52	4,368,635.45
317	21,244,022.10	95	POLICE OFFICERS	330	22,845,005.57
1	81,745.20	46M	SUPERVISOR OF ADMINISTRATION/FINAN	1	81,745.20
1	56,521.92	40M	PRINCIPAL STAFF ASSISTANT	1	58,346.88
1	63,308.16	39M	BUILDING MAINTENANCE MANAGER	1	63,308.16
2	92,502.48	38B	SENIOR CRIME ANALYST	2	90,474.32
1	49,914.32	38B	LABORATORY TECHNICIAN	1	51,731.76
2	109,271.52	33HC	SENIOR ANIMAL CONTROL OFFICER	2	110,538.72
1	45,105.79	33	ACCOUNTANT	1	45,686.48
0	-	33	ADMINISTRATIVE ASSISTANT 6	1	40,089.60
1	44,455.44	32	STAFF ASSISTANT I	1	45,992.88
3	127,761.61	31	ADMINISTRATIVE ASSISTANT 5	3	124,256.88
2	84,676.32	30	BUILDING MAINTENANCE CRAFTSMAN	2	86,175.60
4	171,679.96	30	HEAD CLERK	5	205,459.20
2	86,359.68	29	MOTOR EQUIPMENT REPAIRMAN	2	86,359.68
1	41,906.16	28	SENIOR STOREKEEPER	1	41,906.16
4	151,988.97	27	PRINCIPAL CLERK & TYPIST	4	150,064.08
2	75,251.52	25	BUILDING CUSTODIAN	2	75,251.52
4	140,564.16	23	DETENTION ATTENDANT	3	105,423.12
0	-	23	DETENTION ATTENDANT (PART-TIME)	3	37,421.13
19	622,773.34	22	SENIOR CLERK & TYPIST	18	581,944.16
467	32,365,266.56		REGULAR SALARIES	473	33,132,245.36
AUTHORIZED POSITIONS WITHOUT FUNDING:					
0	-	98	POLICE CAPTAIN	1	-
0	-	97	POLICE LIEUTENANT	5	-
0	-	96	POLICE SERGEANT	4	-
31	-	95	POLICE RECRUITS	31	-
24	-	95	POLICE OFFICERS	0	-
9	-	95	POLICE OFFICERS (VACANT)	20	-
64	-		REGULAR SALARIES	61	-
	1,595,795.00		HOLIDAY PAY - CONTRACTUAL		1,645,212.00
	104,000.00		STIPEND - DEFIBULATOR		104,750.00
	104,000.00		STIPENDS - CIVIL PROCESS		121,250.00
	12,985.44		STIPEND- HEALTH INSURANCE		-
	416,000.00		CLOTHING ALLOWANCE		452,000.00
	28,382.55		EM INCENTIVE PAY		29,169.00
	2,261,162.99		CONTRACTUAL STIPENDS AND EXTRAS		2,352,381.00
531	34,626,429.55		TOTAL SALARIES	534	35,484,626.36
	44,250.00		LONGEVITY		36,125.00
	(200,000.00)		VACANCY FACTOR		(100,000.00)
531	34,470,679.55		TOTAL RECOMMENDED PERSONAL SERV	534	35,420,751.36

GARY J. GEMME, CHIEF OF POLICE

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

WORCESTER POLICE DEPARTMENT-DEPARTMENT TOTAL

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
			FUNDING SOURCES:		
	(49,797.00)		STATE - DOMESTIC VIOLENCE		-
	(145,363.00)		GBV TASK FORCE		(145,363.00)
	-		BYRNE ARRA GRANT (24 OFFICERS)		(859,312.00)
	(120,000.00)		PUBLIC SCHOOL INTERGOVT'L CHARGE		(120,000.00)
	(315,160.00)		TOTAL FUNDING SOURCES		(1,124,675.00)
531	$34,155,519.55	**250-91000**	TOTAL RECOMMENDED PERSONAL SERV	534	$34,296,076.36
	564,981.00		REGULAR OVERTIME		564,981.00
	180,000.00		PROBLEM BARS OVERTIME		180,000.00
	120,000.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		120,000.00
	30,000.00		VICE PROSTITUTION OVERTIME		30,000.00
	30,000.00		GANG PATROL OVERTIME		30,000.00
	627,000.00		INVESTIGATIVE OVERTIME		627,000.00
	144,616.00		SWAT TRAINING OVERTIME		144,616.00
	-		SPECIAL EVENTS OVERTIME		-
	394,893.00		SUMMER PATROLS OVERTIME		394,893.00
	850,000.00		COURT ATTENDANCE OVERTIME		650,000.00
	10,700.00		ANIMAL CONTROL OVERTIME		10,700.00
	$ 2,952,190.00	**250-97000**	TOTAL RECOMMENDED OVERTIME		$ 2,752,190.00
	$ 663,370.00		POLICE ORDINARY MAINTENANCE		$ 606,820.00
	50,000.00		ANIMAL CONTROL ORDINARY MAINTENANCE		50,000.00
	341,700.00		ELECTRICITY		341,000.00
	20,400.00		NATURAL GAS		21,930.00
	114,000.00		TELEPHONE		146,000.00
	650,375.00		AUTO FUEL NO LEAD GAS		688,016.00
	$ 1,839,845.00	**250-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 1,853,766.00
	$38,947,554.55		TOTAL RECOMMENDED TAX LEVY		$38,902,032.36

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:

a. 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

Support Services Division:
The mission of the Support Services Division is to:

a. Provide personnel, payroll, and budgetary support through the administrative staff
b. Responsible for WFD apparatus and equipment acquisition, maintenance, and repair
c. Manage the internal and public information systems
d. Provide the communications support for the department
e. Process grant applications
f. Maintain all WFD buildings
g. Prepare and allocate resources to deal with any natural or man-made disaster within the City of Worcester

Fire Prevention Division:
The mission of the Fire Prevention Division is to:

a. Help to prevent the occurrence of fire, in order to protect lives and to preserve property through education, enforcement, and engineering
    - Education: provides public safety awareness education in the identification and protection of common risks from fire and other potential hazards.
    - 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.

Operations Division:
The mission of the Operations Division is to:

a. 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
b. Stabilize and mitigate critical incidents outside of ordinary emergencies such as ice and water rescue, technical rescue and hazardous materials incidents
c. 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

Health & Safety Division:
The mission of the Health & Safety Division is to:

a. Monitor all aspects of the operation of the Fire Department that impact the health and safety of its members
b. Identify the predictable risks encountered and develop/implement plans to manage those risks
c. 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 175,000. 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, a major state highway passes directly through the city, producing potential hazards of undetermined proportions, due to the nature of the materials traveling along the highway.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 30,535,533.48	$ 30,754,353.52	91000	$ 30,584,879.45
OVERTIME	1,929,727.37	532,378.00	97000	532,378.00
ORDINARY MAINTENANCE	1,000,799.56	918,735.00	92000	994,541.00
CAPITAL OUTLAY	24,757.17	25,000.00	93000	25,000.00
TOTAL	**$ 33,490,817.58**	**$ 32,230,466.52**		**$ 32,136,798.45**
TOTAL POSITIONS	417	417		415
ELIMINATED POSITIONS	0	-3		0
UNFUNDED UNIFORMED POS.	0	-22		-5
TOTAL FUNDED POSITIONS	**417**	**392**		**410**

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

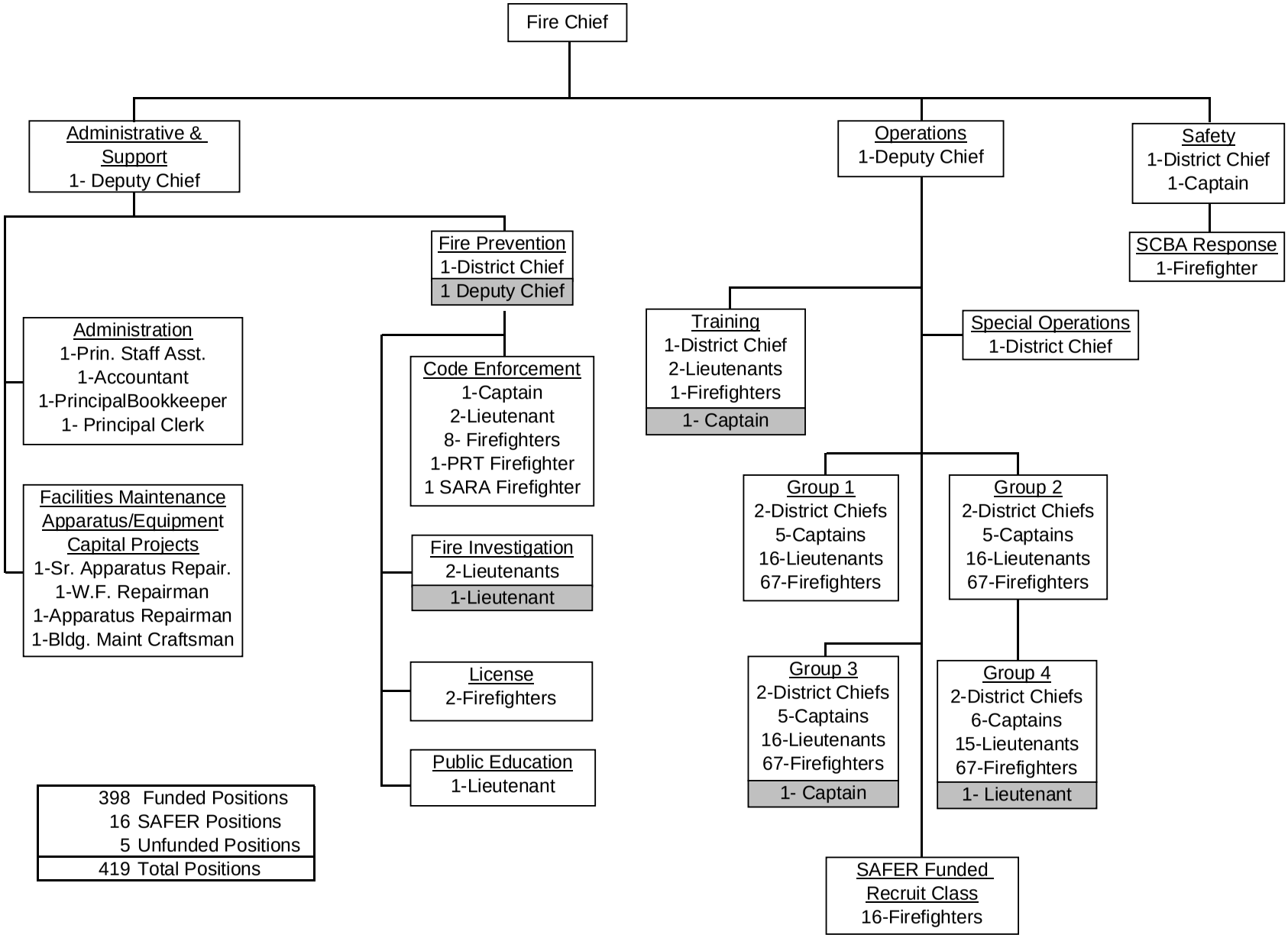
The tax levy budget for the Fire Department for Fiscal 2011 is $32,136,798.45 which is a decrease of $93,668.07 from the Fiscal 2010 tax levy budget of $32,230,466.52

The tax levy Personal Services budget for Fiscal 2011 is $30,584,879.45 which is a decrease of $169,474.07 from the Fiscal 2010 tax levy budget of $30,754,353.52. This decrease is a result of reorganization within the department by not funding 1 Deputy position, 2 Captain positions, and 2 Lieutenant positions. There were 16 recruits hired in Fiscal 2010 since the finalization of that budget resulting in a net increase of 6 additional Firefighter positions funded in Fiscal 2011. These 16 positions were funded entirely by Stimulus funding in Fiscal 2010 and will be funded for 19.6 weeks in Fiscal 2011 by Stimulus funding in the amount of $329,286. As a result of these personnel changes, the contractual obligations reduced by $23,267. In April 2010, the City was awarded the SAFER grant which allows the City to hire a new recruit class of 16 firefighters. This savings is offset by an increase as a result of automatic step increases for staff positions that are not at the maximum step and the vacancy factor has been reduced by $153,192 in anticipation of the need to hire a new recruit class due to a high number of anticipated retirements.

The tax levy Overtime budget for Fiscal 2011 is recommended to be level funded at $532,378.

The tax levy Ordinary Maintenance budget for Fiscal 2011 is $994,541 which is an increase of $75,806 from the Fiscal 2010 tax levy budget of $918,735. This increase is mainly due to Safety Equipment/Turnout Gear expenses associated with the contract settlements in the amount of $70,000.

WORCESTER FIRE DEPARTMENT
ORGANIZATION CHART



Gerard A. Dio, Fire Chief

City of Worcester
Fire Department
Fiscal Year Activity Report

FY 2010 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 FY09	Projected FY10	Projected FY11
Operations Divisior			
Maintain avg response time under 6 min 90%	yes	yes	yes
Emergency incidents	7,292	11,608	12,000+
First Responders	14,308	18,474	20,000+
Non-emergency incidents	5,445	6,950	7000+
In-service Inspections	480	480	480
Company level trainings	2,016	2,016	2,016

Notes:

Fire Prevention Divisio			
Code Enforcement	8,419	8,600	9,000
Complaints	1,628	1,700	1,800
Permits issued	6,349	6,600	6,800
Licenses Issued	623	700	770
SARA Facilities	89	90	90
Plans Review	821	850	900
School Fire Exit Drills	400	400	400
Fire Investigations	171	200	200
Public Education	433	650	1,000
Vacant Bldg Floor Plans	10	12	15
Juvenile Firesetter Program	14	16	16

Notes: Includes the FIU, License and Public Education

Support Divisior			
Apparatus specifications and purchasing	yes	yes	yes
Equipment specifications and purchasing	yes	yes	yes
MIS update and maintain system database	yes	yes	yes
MIS provide user support and training	yes	yes	yes
Process grant applications	yes	yes	yes
Provide Emergency Communications support	yes	yes	yes

Notes: Vehicle and building maintenance are under Maintenance Division category

	Actual FY09	Projected FY10	Projected FY11
Administration			
Timely processing of administrative documents	yes	yes	yes
Resolve employee inquires within 72 hrs 90%	yes	yes	yes
OM requisitions/purchase orders	4,800	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
Notes: Includes building maintenance of 12 buildings			
Training Division			
Development Training	4,560	4,620	4,110
Recruitment Programs	12	2	0
Candidate Investigations	54	62	50
Recruit Training	17	19	17
Proficiency Training	1,991	1,979	1,967
Specialized Training	32	32	75
Officer Training	168	160	160
Notes:			
Safety			
Risk Management			
Infection Control Plan developed	Yes	Yes	Yes
Develop HCN in smoke program	No	Yes	Yes
Review/Update:			
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
Health & Wellness			
Develop baseline physical program	No	Yes	Yes
Develop cardiac evaluation program	No	Yes	Yes
Develop physical fitness program	No	Yes	Yes
Maintain fitness equipment	Yes	Yes	Yes
Review/Update Incident rehab	Yes	Yes	Yes
Safety committee Meetings	2	2	2
Investigation/Inspection/Incidents			
Incident Safety Officer responses	56	62	62
Turn out gear inspections	369	384	384
Injury investigations	79	80	80
Accident investigations	27	25	20
Post Incident Analysis	10	20	20

	Actual FY09	Projected FY10	Projected FY11
SCBA Management/Maintainence			
Air Pak Flow Testing	263	273	283
SCBA-Repairs	177	180	180
Individual Facepiece Fit Test	795	460	460
Preventive Maintainence	19,460	20,000	20,000

Notes:Fit tests include Police, EMS and DPW

Special Operations

SCUBA drills	12	6	12
Tech Rescue trainings	12	6	12
Special Events	5	5	5
Mutual Aid responses	6	3	6

Notes:

GERARD A. DIO, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 (TOTAL)

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
1	$ 118,389.60	58CM	FIRE CHIEF	1	$ 118,389.60
3	319,150.80	50EM	DEPUTY FIRE CHIEF	2	213,719.84
12	1,171,484.89	93	DISTRICT FIRE CHIEF	12	1,172,707.89
24	2,107,375.54	92	CAPTAIN	23	2,011,862.81
72	5,714,406.42	91	LIEUTENANT	71	5,563,323.57
272	18,771,376.44	90	FIREFIGHTER	282	19,342,391.78
1	69,300.72	43	SENIOR FIRE APPARATUS REPAIRMAN	1	69,300.72
1	64,795.52	40M	PRINCIPAL STAFF ASSISTANT	1	65,646.72
1	46,666.80	34	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	1	46,666.80
1	46,666.80	32	FIRE APPARATUS REPAIRMAN	1	46,666.80
1	44,791.79	32	ACCOUNTANT	1	45,395.28
1	44,724.96	30	BUILDING MAINTENANCE CRAFTSMAN	1	44,724.96
1	40,891.39	28	PRINCIPAL BOOKKEEPER	1	40,089.60
1	40,166.85	27	PRINCIPAL CLERK	1	38,607.12
392	$ 28,600,188.52		REGULAR SALARIES	399	$ 28,819,493.49
0	$ -	90	SAFER FUNDED RECRUIT CLASS	16	$ 924,223.66
$ -			SAFER GRANT FUNDING SOURCE		$ (924,223.66)
AUTHORIZED UNFUNDED POSITIONS:					
0	-		DEPUTY CHIEF	1	-
1	-		CAPTAIN	2	-
1	-		LIEUTENANT	2	-
20	-		FIREFIGHTER	0	-
22	-		REGULAR SALARIES	5	-
	96,000.00		DEFIBRILLATOR STIPENDS (For Uniformed Personnel)		96,500.00
	96,000.00		CONFINED SPACES TRAINING STIPEND		96,500.00
	15,479.00		EDUCATIONAL STIPENDS (Fire Chief and 2 Deputies)		12,570.00
	16,102.00		LONGEVITY (Fire Chief and 2 Deputies)		12,222.00
	2,868.00		HAZARDOUS MAT (Fire Chief and 2 Deputies)		2,151.00
	16,764.00		EM INCENTIVE PAY		12,822.00
	136,327.00		OUT OF GRADE PAY		107,070.00
	1,643,817.00		HOLIDAY PAY		1,660,255.00
	2,023,357.00		CONTRACTUAL OBLIGATIONS		2,000,090.00
414	$ 30,623,545.52		TOTAL	420	$ 30,819,583.49
	(253,192.00)		VACANCY FACTOR		(330,018.04)
	384,000.00		CLOTHING ALLOWANCE		424,600.00
414	$ 30,754,353.52		TOTAL SALARIES	420	$ 30,914,165.45
			FUNDING SOURCES:		
	-		STIMULUS FY10/FY11 GRANT		(329,286.00)
	-		TOTAL FUNDING SOURCES		(329,286.00)
414	$ 30,754,353.52	260-91000	**TOTAL RECOMMENDED PERSONAL SERVICES**	420	$ 30,584,879.45

GERARD A. DIO, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

WORCESTER FIRE DEPARTMENT - DEPARTMENT #260

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	PROPOSED FY11 AMOUNT
	88,703.00		MANPOWER OVERTIME	88,703.00
	300,900.00		CONTRACTUAL SQUAD OVERTIME	300,900.00
	50,000.00		TRAINING OVERTIME	50,000.00
	39,714.00		SPECIAL OPERATIONS OVERTIME	39,714.00
	53,061.00		OTHER OVERTIME	53,061.00
	532,378.00		TOTAL OVERTIME	532,378.00
	-		STIMULUS OVERTIME	350,000.00
	-		FY10/FY11 STIMULUS GRANT	(350,000.00)
	-		TOTAL FUNDING SOURCES	-
	$ 532,378.00	260-97000	**TOTAL RECOMMENDED OVERTIME**	$ 532,378.00
	$ 50,205.00		ADMINISTRATION ORDINARY MAINTENANCE	$ 85,205.00
	278,470.00		MAINTENANCE ORDINARY MAINTENANCE	285,170.00
	5,870.00		PREVENTION ORDINARY MAINTENANCE	7,030.00
	19,900.00		TRAINING ORDINARY MAINTENANCE	30,740.00
	10,500.00		SUPPRESSION ORDINARY MAINTENANCE	10,500.00
	21,615.00		SPECIAL OPERATIONS ORDINARY MAINTENANCE	21,615.00
	7,400.00		HEALTH & SAFETY ORDINARY MAINTENANCE	7,400.00
	43,770.00		SCBA RESPONSE UNIT ORDINARY MAINTENANCE	43,770.00
	-		SAFETY EQUIPMENT	70,000.00
	$ 437,730.00		SUBTOTAL REGULAR ORDINARY MAINTENANCE	$ 561,430.00
			ENERGY COSTS	
	$ 166,005.00		ELECTRICITY	$ 141,005.00
	120,000.00		NATURAL GAS	117,300.00
	10,300.00		HEATING OIL	5,406.00
	56,100.00		AUTO GASOLINE UNLEADED	51,000.00
	132,600.00		DIESEL FUEL	122,400.00
	$ 485,005.00		SUBTOTAL ENERGY COSTS	$ 437,111.00
	$ 922,735.00		TOTAL ORDINARY MAINTENANCE	$ 998,541.00
			FUNDING SOURCES:	
	$ (4,000.00)		FROM RESERVE FUNDS	$ (4,000.00)
	$ (4,000.00)		TOTAL FUNDING SOURCES	$ (4,000.00)
	$ 918,735.00	260-92000	**TOTAL RECOMMENDED ORDINARY MAINTENANCE**	$ 994,541.00
	$ 25,000.00	260-93000	**SAFETY EQUIPMENT (CONTRACTUAL)**	$ 25,000.00
	$ 32,230,466.52		**TOTAL RECOMMENDED TAX LEVY**	$ 32,136,798.45

CITY OF WORCESTER
WORCESTER FIRE DEPARTMENT
HOLIDAY PAY STATISTICS FY08 - FY10
OUT OF GRADE PAY STATISTICS FY08 - FY10

HOLIDAY	Actual FY08	Actual FY09	Actual FY10	Budget FY11	% of Budget
July 4th	$ 132,279.56	$ 133,853.66	$ 127,720.38	$ 144,462.50	8.70%
Labor Day	131,611.40	133,105.07	128,895.09	143,654.58	8.65%
Columbus Day	134,383.12	129,963.13	132,316.65	140,263.62	8.45%
Veterans Day	131,279.47	130,010.24	131,584.33	140,314.46	8.45%
* Thanksgiving	177,689.42	153,314.94	161,544.66	165,466.22	9.97%
* Christmas	160,653.62	156,403.85	180,563.59	168,799.95	10.17%
* New Year's	179,338.30	179,614.23	164,161.74	193,849.92	11.68%
MLK day	130,461.94	133,743.04	130,572.12	144,343.11	8.69%
President's Day	129,323.79	131,352.27	131,471.96	141,762.86	8.54%
Patriots Day * *	132,033.08	128,037.26	131,471.96	138,185.11	8.32%
Memorial Day * *	138,292.24	128,933.77	131,471.96	139,152.67	8.38%
TOTAL	**$ 1,577,345.94**	**$ 1,538,331.46**	**$ 1,551,774.44**	**$ 1,660,255.00**	**100.00%**
Budget Amount	**$ 1,590,870.00**	**$ 1,630,641.75**	**$ 1,643,817.00**	**$ 1,660,255.00**	

* Includes Super Holiday Amounts
* * Estimated

Out of Grade Pay	Actual FY08	Actual FY09	Actual FY10***	Budget FY11
Out of Grade Pay (OOG)	$ 85,030.47	$ 95,069.97	$ 106,009.54	$ 107,070.00

***2010 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.

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.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 2,130,495.76	$ 1,601,349.30	91000	$ 1,546,841.44
OVERTIME	183,856.24	143,820.00	97000	143,820.00
ORDINARY MAINTENANCE	284,432.46	323,966.00	92000	308,180.00
TOTAL	**$ 2,598,784.46**	**$ 2,069,135.30**		**$ 1,998,841.44**
TOTAL POSITIONS	63	63		64

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

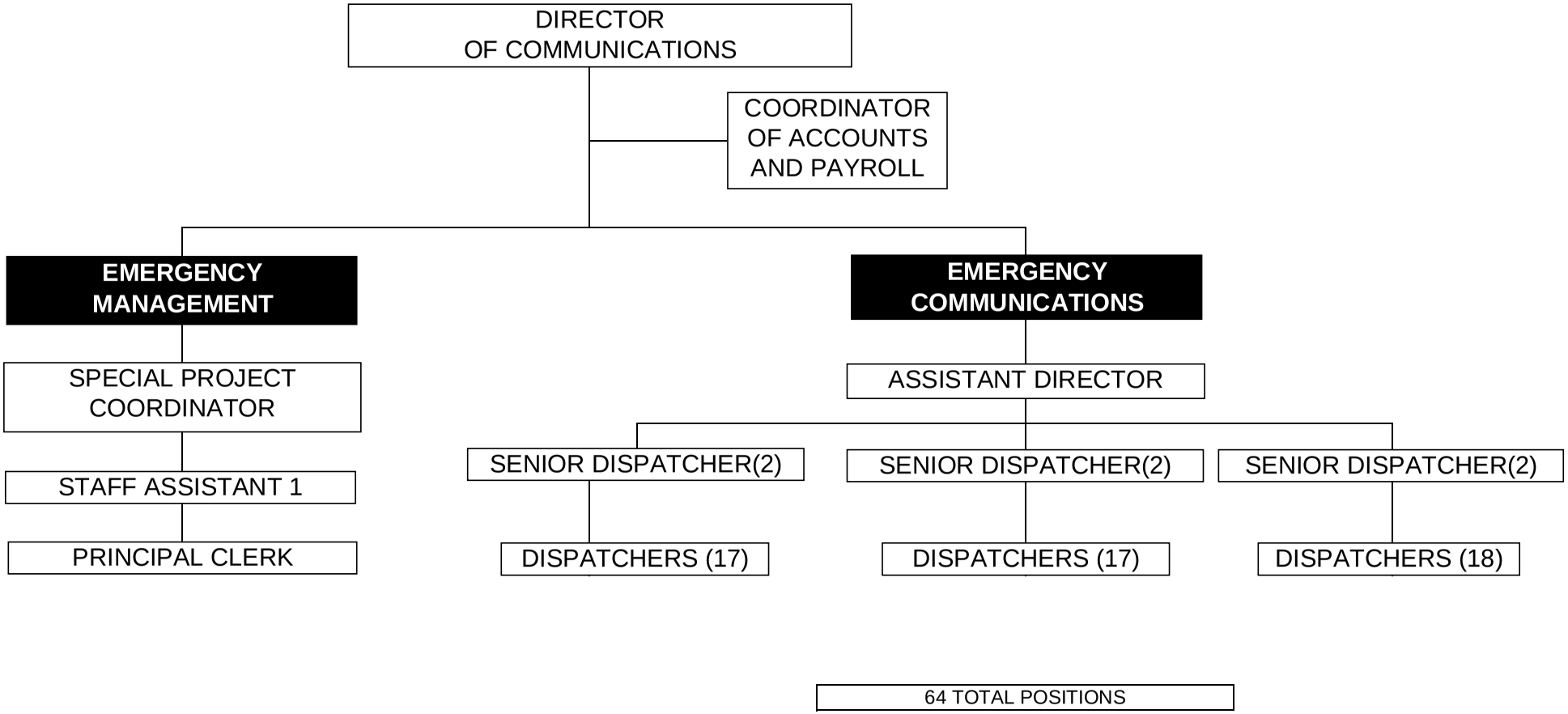
The total recommended tax levy Emergency Communications budget for Fiscal 2011 is $1,998,841.44, which is a decrease of $70,293.76 from the Fiscal 2010 budget amount of $2,069,135.30.

The total Personal Services tax levy budget for Fiscal 2011 is recommended to be $1,546,841.44 which is a decrease of $54,507.86 from the Fiscal 2010 recommended tax levy Personal Services budget of $1,601,349.30. This decrease is mainly due to an increase in the 9-1-1 support grant from $620,000 in Fiscal 2010 to $659,180 in Fiscal 2011 for a total of $39,180, a net increase in other funding by a total of $7,132, the elimination of the stipend of $27,000 that is subject to collective bargaining and a net decrease in regular salaries $6,495.79 due to new employees being hired at lower steps. This decrease is offset by the vacancy factor being reduced by $25,300 due to reduced employee turnover in the current economic environment. There is a new position of Staff Assistant I which is recommended to be added to the table of organization and will be funded entirely through grant sources associated with Emergency Management.

The Overtime budget of $143,820 in Fiscal 2010 is recommended to be level funded in Fiscal 2011.

The tax levy Ordinary Maintenance budget for Fiscal 2011 is recommended to be $308,180 which is a decrease of $15,786 from the Fiscal 2010 budget amount of $323,966. This decrease is mainly due to a reduction in the cost of the System Maintenance budget of $20,500. This decrease is offset by an increase in the tower site lease by $2,712 and other Ordinary Maintenance costs of $2,002.

EMERGENCY COMMUNICATIONS DEPARTMENT
ORGANIZATION CHART



64 TOTAL POSITIONS

David W. Clemons, Director

City of Worcester
Emergency Communications Department
Fiscal Year Activity Report

Divisional Activity Reporting

The mission of the Department of Emergency Communications 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 FY09	Projected FY10	Projected FY11
Emergency Communications Division			
Incidents Processed	158,164	151,442	159,000
9-1-1 Calls Received	111,752	109,081	114,000
Non-Emergency Calls received (est.)	325,000	325,000	335,000
Radio & 9-1-1 Audio Recordings Released	725	990	1100

Notes:

Emergency Management Division			
Assisted displaced residents due to fire & other	-	180	180
Individual N95 Facemask Train-the-Trainer	-	80	-
Hosted Regional IED training for first responders	-	100	200+
Helped facilitate H1N1 Clinics across the City	-	70+	-

Notes
N95 Training provided to WFD, WPD, EMS & 3 Hospitals

DAVID W. CLEMONS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
COMMUNICATIONS:					
1	$ 91,141.20	48EM	DIRECTOR OF COMMUNICATIONS	1	$ 91,141.20
1	54,630.48	38M	ASSISTANT DIRECTOR	1	56,725.92
1	49,297.68	38M	COORDINATOR OF ACCOUNTS AND PAYROLL	1	53,014.32
6	259,771.92	30	SENIOR DISPATCHER	6	258,316.80
52	1,963,390.08	27	DISPATCHER	52	1,950,398.40
61	$ 2,418,231.36		SALARIES	61	$ 2,409,596.64
EMERGENCY MANAGEMENT:					
1	71,392.32	45M	SPECIAL PROJECT COORDINATOR	1	74,156.40
0	-	32	STAFF ASSISTANT 1	1	40,883.04
1	31,882.51	27	PRINCIPAL CLERK	1	31,257.36
2	103,274.83			3	146,296.80
63	$ 2,521,506.19		**TOTAL REGULAR SALARIES**	64	$ 2,555,893.44
	81,076.00		HOLIDAY PAY		81,076.00
	1,085.00		EM INCENTIVE PAY		1,085.00
	10,000.00		EMERGENCY MANAGEMENT STIPEND		10,000.00
	27,000.00		STIPEND		-
	(100,300.00)		VACANCY FACTOR		(75,000.00)
63	$ 2,540,367.19		TOTAL SALARIES	64	$ 2,573,054.44
			FUNDING SOURCES:		
	(190,995.00)		EMS FUNDING		(200,545.00)
	(620,000.00)		9-1-1 SUPPORT GRANT FUNDING		(659,180.00)
	(107,831.89)		METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT		(105,414.00)
	-		EMERGENCY MANAGEMENT GRANT		(40,883.00)
	(20,191.00)		WRTA FUNDING		(20,191.00)
	(939,017.89)		TOTAL FUNDING SOURCES		(1,026,213.00)
63	$ 1,601,349.30	**270-91000**	**TOTAL RECOMMENDED PERSONAL SERVICES**	64	$ 1,546,841.44
	143,820.00		OVERTIME		143,820.00
	$ 143,820.00	**270-97000**	**TOTAL RECOMMENDED OVERTIME**		$ 143,820.00
	$ 89,212.00		REGULAR ORDINARY MAINTENANCE		$ 92,710.00
	15,270.00		EMERGENCY MANAGEMENT ORDINARY MAINTENANCE		15,270.00
	16,728.00		ELECTRICITY		18,730.00
	12,448.00		TELEPHONE		8,950.00
	37,808.00		TOWER SITE LEASE		40,520.00
	67,500.00		SYSTEM MAINTENANCE-SOFTWARE		60,000.00
	85,000.00		SYSTEM MAINTENANCE-BACKBONE		72,000.00
	$ 323,966.00	**270-92000**	**TOTAL RECOMMENDED ORDINARY MAINTENANCE**		$ 308,180.00

DAVID W. CLEMONS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2010

DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
			FRINGE BENEFITS:		
	$ 5,704.00		HEALTH INSURANCE		$ 77.00
	18,129.00		RETIREMENT		11,016.00
	$ 23,833.00		TOTAL FRINGE BENEFITS		$ 11,093.00
			FUNDING SOURCES:		
	(23,833.00)		METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT		(11,093.00)
	(23,833.00)		TOTAL FUNDING SOURCES		(11,093.00)
	$ -	330-96000	**TOTAL RECOMMENDED FRINGE BENEFITS**		$ -
	$ 2,069,135.30		**TOTAL RECOMMENDED TAX LEVY**		$ 1,998,841.44

INSPECTIONAL SERVICES

John R. Kelly
Acting 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 provide this community with building, housing and sanitary inspections to include approved permitting documentation through exemplary customer service. These functions are performed by trained/certified employees with specialized expertise utilizing current technology. Professional staff also provide community education to residents and property owners in order to enhance the living standard for all citizens in the City of Worcester.

Inspectional Services Departmental Overview:
The Departmental 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, enforcing construction codes, ensuring and regulating decent, safe and energy efficient housing that will last for many years. 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. This updated process ensures that construction plans, permits, and zoning requirements are compliant with all regulations for all permits filed.

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. The division programs are designed and implemented in an effort to enhance the quality of life for residents and taxpayers in the City. 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 Worcester drinking water supply is routinely monitored from the reservoirs throughout the distribution system to ensure safety. In addition, 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 or cite violations, and work with customers to address illegal dumping, dirty yards, housing violations, rodent control issues, as well as enforcement 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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 2,869,068.49	$ 2,658,583.61	91000	$ 2,510,148.56
OVERTIME	72,501.94	75,733.00	97000	75,733.00
ORDINARY MAINTENANCE	307,531.63	167,089.00	92000	246,266.00
TOTAL	**$ 3,249,102.06**	**$ 2,901,405.61**		**$ 2,832,147.56**
TOTAL POSITIONS	71	59		57

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The total recommended Fiscal 2011 tax levy budget for Inspectional Services is $2,832,147.56, which represents a decrease of $69,258.02 from the Fiscal 2010 budget amount of $2,901,405.61.

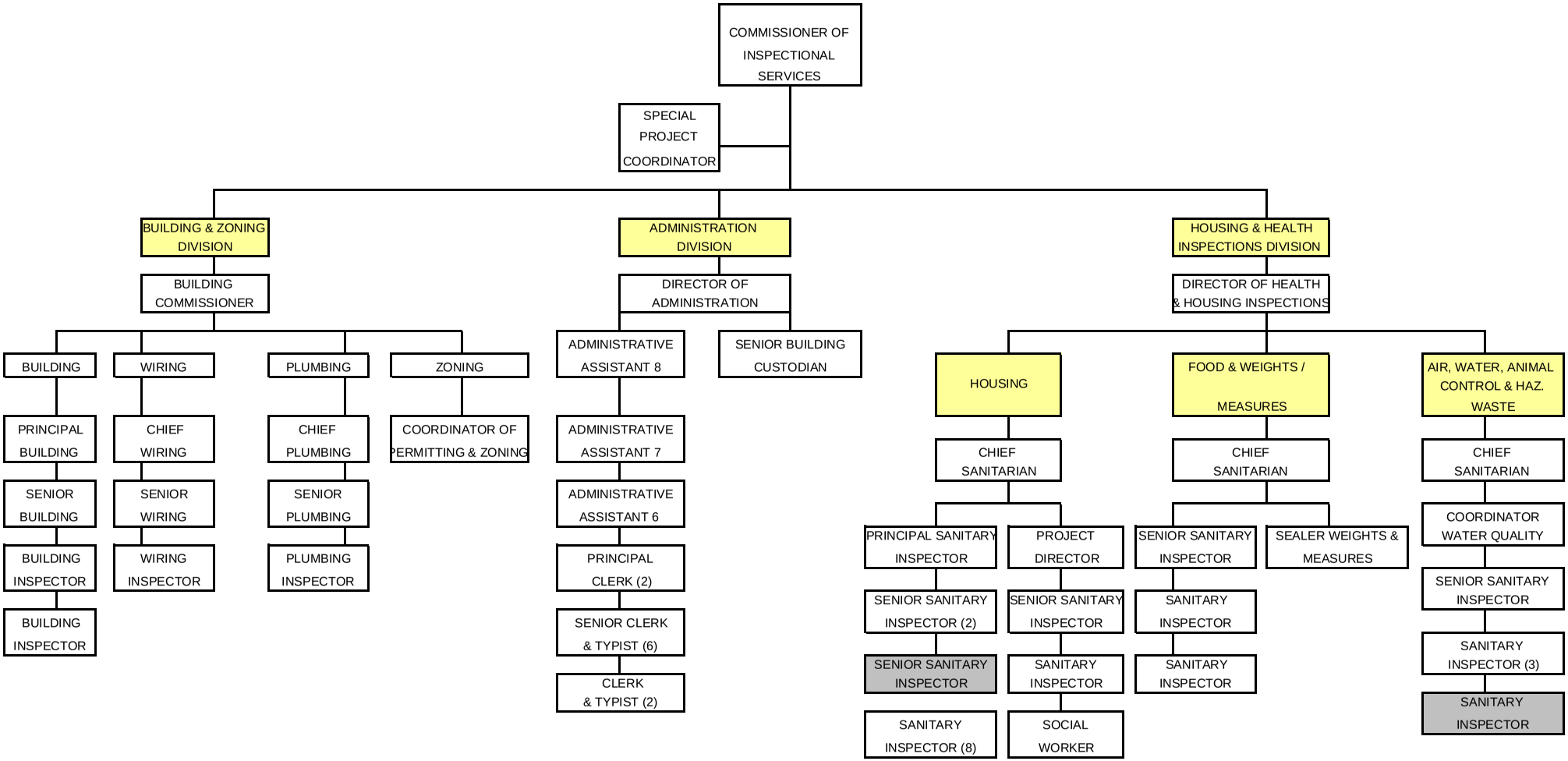
The recommended tax levy budget for personal services for Fiscal 2011 is $2,510,148.56, which is a decrease of $148,435.05 from the Fiscal 2010 budget amount of $2,658,583.61. This decrease is personal services is attributed to the elimination of two vacant positions within the Department of Inspectional Services. The Housing Division eliminated one Senior Sanitary Inspector position, and the Air, Water and Hazardous Waste Division has eliminated one Sanitary Inspector position. Also, one vacant Senior Wiring Inspector position was decreased to a part time position. The remainder of this decrease is offset by step increases. Following the retirement of the Commissioner of Inspectional Services, the current Building Commissioner has been named the Acting Commissioner of Inspectional Services. It is not anticipated that the city will fill the Commissioner's position permanently until Fiscal 2012. As a result the vacancy factor has been increased to reflect this.

The total recommended Fiscal 2011 overtime budget is level funded with the Fiscal 2010 budget amount of $75,733.00.

The division's total tax levy ordinary maintenance budget is recommended to be $246,266.00, which is an increase of $79,177.00 from the Fiscal 2010 amount of $167,089.00. This increase is attributed to higher electricity, natural gas, auto fuel and vehicle maintenance expenses. This amount is consistent with actual expenditures from Fiscal 2009 and 2010 and represents the true cost of operation for the department.

CITY OF WORCESTER

Department of Inspectional Services



57 POSITIONS

Eliminated Positions

JOHN R. KELLY, ACTING 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. FY09	Proj FY10	Proj FY11
Building / Zoning Unit - Permits Issued			
Building Permits Issued	2,430	2,345	2,389
Gas Permits Issued	1,054	1,781	1,643
Plumbing Permits Issued	2,425	2,582	2,504
Electrical Permits Issued	3,436	3,345	3,391
Food Inspections Completed			
Inspections	1,994	1,911	2,500
Re-Inspections	1,027	1,080	1,200
Mobile Inspections	30	30	25
FOG Inspections	1,145	1,017	100
Tanning Inspections	26	42	25
Massage Inspections	1	0	0
Summer Camp	58	57	60
Catering Inspections	79	73	75
Temporary Permits	292	289	300
FOG Orders Issued	14	4	0
Complaints	248	236	250
Fires	7	7	0
Closures	28	14	20
Lic. Comm Hearings	22	24	25
Food Investigations	0	6	0
Body Art Establishments	0	7	8
Body Art Practitioner	0	36	35

	Act. FY09	Proj FY10	Proj FY11
Water Inspections Completed			
Distribution Bacteria	1,809	1,756	1,900
Distribution Chemical	900	935	900
Construction Samples	360	331	350
Complaints	240	92	250
Storm Water	590	587	500
Reserv. & Trib	358	341	375
21E Property search	28	30	30
THM/HAA	48	40	50
Swimming Pools	299	241	200
Lead & Copper	108	15	75
Bathing Beaches	42	26	40
Air Quality	183	66	150
Reserv/Water shed	346	302	350
Sanitary Sewer	162	88	200
Mold	88	80	175
Title 5	69	37	70
DNA Lab Inspections	12	9	10
Geese/Park Program	112	100	100
Housing Inspections Completed			
Total Violations cited	6,916	9,246	7,500
Housing Violations	4,976	7,096	5,500
Trash/Nuisances	1,940	2,150	2,000
Re-Inspections	14,914	17,883	15,000
Total Orders Issued	4,203	3,756	5,000
Housing Orders	1,930	2,297	2,500
Trash/Nuisances	2,273	1,459	2,500
Graffiti	0	138	250
NRSA Inspections	1,825	3,671	3,000
NRSA Court Cases	212	354	300
NRSA Units Inspect.	2,434	2,410	2,000
NRSA Re-inspections	5,686	5,920	3,500
NRSA in Compliance	1,556	3,755	2,500
Lodging Houses	1,988	1,225	2,000
Lead Inspections Completed			
Parent Request Insp.	68	48	200
Medical Referral	8	4	4
Poisoned Children	1	1	1
Inspections	51	50	75
Orders	37	30	35
Re-inspections	373	197	300
Abatements	37	26	35
Cert. of Fitness	154	256	275
Health Home Insp	16	28	20
WLAP	10	0	10
Court	94	48	40
Events	13	27	15
Social Worker Visits	48	69	55

	Act. FY09	Proj FY10	Proj FY11
Weights & Measures Inspections Completed			
Scales	765	694	700
Weights & Measures	409	406	400
Pill Counters	17	15	10
Gasoline Dispensers	482	480	400
Oil Trucks	95	129	90
Wire, rope & carpet	11	12	10
Scanners	5	42	20
Bulk Fuel Racks	6	3	5
Yard Stick	1	1	1
Taxi	62	66	60
Reverse Vending	0	23	25

JOHN R. KELLY, ACTING COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
INSPECTIONAL SERVICES ADMINISTRATION DIVISION:					
1	$ 101,440.47	58CM	COMMISSIONER OF INSPECTIONAL SERVICES	1	$ 101,435.04
1	79,030.80	47EM	DIRECTOR OF ADMINISTRATION	1	79,030.80
1	72,943.36	45M	SPECIAL PROJECT COORDINATOR	1	75,754.80
1	48,457.26	38M	ADMINISTATIVE ASSISTANT, GRADE 8	1	61,094.88
1	51,880.95	35	ADMINISTATIVE ASSISTANT, GRADE 7	1	50,863.68
1	48,457.26	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	47,502.00
1	38,457.36	30	SENIOR BUILDING CUSTODIAN FOR HHS	1	39,863.04
2	74,284.40	27	PRINCIPAL CLERK	2	74,033.04
6	194,307.88	22	SENIOR CLERK AND TYPIST	6	192,723.52
2	58,142.45	18	CLERK AND TYPIST	2	57,002.40
17	767,402.19		REGULAR SALARIES	17	779,303.20
BUILDING & ZONING DIVISION:					
1	79,887.30	51EM	BUILDING COMMISSIONER	1	79,886.88
1	78,842.88	45M	COORDINATOR OF PERMITTING & ZONING	1	78,842.88
1	73,184.40	43M	CHIEF WIRE INSPECTOR	1	73,184.40
1	73,184.40	43M	CHIEF PLUMBING & GASFITTING INSPECTOR	1	73,184.40
1	72,188.80	43M	PRINCIPAL BUILDING INSPECTOR	1	73,184.40
1	64,948.96	39HC	SENIOR BUILDING INSPECTOR	1	67,312.48
1	46,854.72	39HC	SENIOR WIRING INSPECTOR	1	34,222.32
1	68,444.64	39HC	SENIOR PLUMBING & GASFITTING INSPECTOR	1	68,444.64
2	109,406.16	35HC	BUILDING INSPECTOR	2	113,358.48
1	51,590.64	35HC	PLUMBING AND GASFITTING INSPECTOR	1	53,392.32
1	59,424.48	35HC	WIRING INSPECTOR	1	59,424.48
12	777,957.38		REGULAR SALARIES	12	774,437.68
HOUSING INSPECTIONS DIVISION:					
1	81,974.88	51EM	DIRECTOR OF HOUSING & HEALTH INSPECTIONS	1	81,974.88
1	68,152.32	45M	CHIEF SANITARIAN	1	70,449.12
1	65,646.72	43M	PROJECT DIRECTOR, HEALTH	1	68,152.32
1	61,491.60	36HC	PRINCIPAL SANITARY INSPECTOR	1	42,198.48
1	51,083.36	36	SOCIAL WORKER	1	52,973.20
4	219,976.56	33HC	SENIOR SANITARY INSPECTOR	3	165,808.08
8	371,431.44	31HC	SANITARY INSPECTOR	8	378,818.00
17	919,756.88		REGULAR SALARIES	16	860,374.08
HEALTH INSPECTIONS DIVISION:					
2	136,199.04	45M	CHIEF SANITARIAN	2	140,801.44
1	58,015.68	43M	SEALER OF WEIGHTS AND MEASURES	1	60,042.24
1	61,491.60	39	P. H. COORDINATOR WATER QUALITY CONTROL	1	61,491.60
2	110,538.72	33HC	SENIOR SANITARY INSPECTOR	2	110,538.72
7	323,175.12	31HC	SANITARY INSPECTOR	6	290,278.48
13	689,420.16		REGULAR SALARIES	12	663,152.48
59	$ 3,154,536.61		TOTAL REGULAR SALARIES	57	$ 3,077,267.44

JOHN R. KELLY, ACTING COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
	(69,265.00)		VACANCY FACTOR		(114,519.88)
	13,959.00		EM INCENTIVE PAY		13,959.00
	5,429.00		CONTRACTUAL STIPENDS		5,429.00
	$ 3,104,659.61		TOTAL SALARIES		$ 2,982,135.56
			FUNDING SOURCES:		
	(121,288.00)		CDBG GRANT		(123,226.00)
	(172,344.00)		LEAD GRANT		(203,350.00)
	(51,083.00)		CHILDHOOD LEAD POISONING GRANT		(52,973.00)
	(29,736.00)		SEWER REVENUES		(25,329.00)
	(71,625.00)		WATER REVENUES		(67,109.00)
	(446,076.00)		TOTAL FUNDING SOURCES		(471,987.00)
	$ 2,658,583.61	**280-91000**	**TOTAL RECOMMENDED PERSONNEL SERVICES**		$ 2,510,148.56
	$ 70,733.00		REGULAR OVERTIME		$ 70,733.00
	5,000.00		SEWER INSPECTIONS		5,000.00
	$ 75,733.00	**280-97000**	**TOTAL RECOMMENDED OVERTIME**		$ 75,733.00
	$ 77,220.00		ELECTRICITY		$ 72,930.00
	13,200.00		NATURAL GAS		13,770.00
	31,000.00		TELEPHONE		45,000.00
	86,203.00		BUILDING & OPERATIONAL		155,100.00
	8,371.00		CDBG ORDINARY MAINTENANCE		-
	26,367.00		LEAD ORDINARY MAINTENANCE		-
	21,479.00		CHILD LEAD POISONING ORDINARY MAINTENANCE		-
	$ 263,840.00		TOTAL ORDINARY MAINTENANCE		$ 286,800.00
			FUNDING SOURCES:		
	(56,217.00)		FEDERAL BLOCK GRANT		-
	(11,252.00)		SEWER REVENUES		(11,252.00)
	(29,282.00)		WATER REVENUES		(29,282.00)
	(96,751.00)		TOTAL FUNDING SOURCES		(40,534.00)
	$ 167,089.00	**280-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 246,266.00

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
			FRINGE BENEFITS:		
	$ 54,156.00		HEALTH INSURANCE		$ 60,960.00
	35,983.00		RETIREMENT		39,624.00
	$ 90,139.00		TOTAL FRINGE BENEFITS		$ 100,584.00
			FUNDING SOURCES:		
	$ (29,749.00)		CDBG GRANT		$ (37,465.00)
	(54,985.00)		LEAD GRANT		(57,505.00)
	(5,405.00)		CHILDHOOD LEAD POISONING GRANT		(5,613.00)
	$ (90,139.00)		TOTAL FUNDING SOURCES		$ (100,584.00)
	$ -	**280-96000**	**TOTAL RECOMMENDED FRINGE BENEFITS**		$ -
	$ 2,901,405.61		**TOTAL RECOMMENDED TAX LEVY**		$ 2,832,147.56

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 mission of the Worcester Public Schools is to:

a. Provide learners with a quality education in a safe and healthy environment
b. Support students, parents, educators, and citizens in their pursuit of lifelong learning
c. Achieve the goals and priorities established for the 2009-2010 academic school year.
d. Recognize the importance of family and community participation in an effort to reach these goals
e. Provide all students with the education necessary to ensure they have the requisite skills to be productive and contributing citizens of the twenty-first century

FISCAL 2011 BUDGET OVERVIEW

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$160,931,300.38	$ 167,028,081.01	91000	$ 164,306,048.00
OVERTIME	1,552,597.01	1,571,028.00	97000	1,471,046.00
CAPITAL OUTLAY	263,236.41	245,000.00	93000	338,788.00
FRINGE	37,685,821.54	50,445,173.99	96000	55,339,935.00
ORDINARY MAINTENANCE	37,207,848.00	29,165,785.00	92000	38,953,446.00
TOTAL	**$237,640,803.34**	**$ 248,455,068.00**		**$ 260,409,263.00**
ARRA - STIMULUS FUNDS (NOT APPROPRIATED)	18,981,512.00	15,900,327.00		3,674,638.00
TOTAL	**$256,622,315.34**	**$ 264,355,395.00**	**-**	**$ 264,083,901.00**

Expenditures*:*

The Worcester Public School Fiscal 2011 general fund budget is recommended to be $264,083,901.00. This funding level represents an increase of $15,628,833.00 from Fiscal 2010 general fund level of $248,455,068.00. The Fiscal 2011 appropriation includes State Stimulus Funds in the amount of $3,674,638.00. As of April 2010, this funding has not yet been appropriated.

DR. MELINDA BOONE, ED.D., SUPERINTENDENT

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2011

WORCESTER PUBLIC SCHOOLS - DEPARTMENT #500

APPROVED FY10 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY11 AMOUNT
$ 167,028,081.01		REGULAR SALARIES	$ 164,306,048.00
1,571,028.00		OVERTIME	1,471,046.00
-		BUDGET SUPPLEMENT	-
$ 168,599,109.01	**500-91000**	**TOTAL RECOMMENDED PERSONAL SERVICES**	$ 165,777,094.00
$ 29,165,785.00		ORDINARY MAINTENANCE	$ 38,953,446.00
$ 29,165,785.00	**500-92000**	**TOTAL RECOMMENDED ORDINARY MAINTENANCE**	$ 38,953,446.00
$ 245,000.00	**500-93000**	**TOTAL CAPITAL OUTLAY**	$ 338,788.00
$ 50,445,173.99	**500-96000**	**TOTAL RECOMMENDED FRINGE BENEFITS**	$ 55,339,935.00
$ 248,455,068.00		**TOTAL RECOMMENDED BUDGET TAX LEVY**	$ 260,409,263.00
$ 15,900,327.00		ARRA STIMULUS FUNDS (NOT APPROPRIATED)	$ 3,674,638.00
$ 264,355,395.00		**TOTAL AVAILABLE**	$ 264,083,901.00

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. Under contract with the State, the Worcester County Juvenile Court leases space within this City owned building.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
ORDINARY MAINTENANCE	$ 122,706.00	$ 121,506.00	92000	$ 121,506.00
TOTAL	**$ 122,706.00**	**$ 121,506.00**		**$ 121,506.00**

FISCAL 2011 BUDGET OVERVIEW

Expenditures:
The recommended tax levy budget for the Worcester Memorial Auditorium is level funded at $121,506 compared to the Fiscal 2010 budget. The recommended budget will fund projection for natural gas to accommodate heating requirements. The installation of a new natural gas boiler has eliminated the continued need for boiler repairs. The ordinary maintenance budget will be used for basic Ordinary Maintenance functions including mechanical work, house cleaning, and supplies. The City has three secured leases for space at this facility. Revenues from these leases will be approximately $265,349.16. This receipt is recognized as General Fund Revenue and used to assist the Department in maintaining the facility within the parameters of the lease agreements.

The debt service for the Worcester Auditorium which was charged to a Special Revenue Account has been funded through the tax levy budget since Fiscal 2008. The total outstanding debt for Building Rehabilitation projects for Fiscal 2011 is $269,615 ($187,111 and $82,504) 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 2011

WORCESTER MEMORIAL AUDITORIUM- #740

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 69,000.00		NATURAL GAS	$ 69,000.00
32,506.00		ELECTRICITY	32,506.00
20,000.00		ORDINARY MAINTENANCE/REPAIRS/OTHER SUPPLIES	20,000.00
$ 121,506.00	**740-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE	$ 121,506.00
$ 121,506.00		TOTAL RECOMMENDED TAX LEVY	$ 121,506.00

DEPARTMENT OF PUBLIC WORKS & PARKS
CITY MESSENGER

Robert L. Moylan Jr.
Commissioner
City Hall
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1295

Divisional Mission Statement:
The mission of the City Messenger Division is to:

a. Provide for the efficient and effective maintenance and management of City Hall in order to enhance the beauty of the building for the comfort and enjoyment of all employees and the general public

Divisional Overview:
The City Messenger Section maintains and manages City Hall. This Section also manages the citywide phone system. The facility is under the direction of the Commissioner of Public Works and Parks and falls under the Parks, Recreation and Cemetery Division. 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 Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 36,184.82	$ 38,001.60	91000	$ 38,001.60
OVERTIME	4,761.57	7,072.00	97000	7,072.00
ORDINARY MAINTENANCE	340,268.31	348,596.00	92000	294,132.00
TELEPHONE	126,221.00	133,000.00	92000	120,000.00
TOTAL	**$ 507,435.70**	**$ 526,669.60**		**$ 459,205.60**
TOTAL POSITIONS	1	1		1

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The City Messenger tax levy budget for Fiscal 2011 is recommended to be $459,205.60, an overall decrease of $67,464 from the approved budget for Fiscal 2010 of $526,669.60.

The Personal Services budget for Fiscal 2011 is recommended to be $38,001.60.

The Ordinary Maintenance budget is funded at $294,132 a net decrease of $54,464 compared to the Fiscal 2010 budget of $348,596. This will be used to fund fuel oil and the cost of electricity. Expenses to be paid from this account in Fiscal 2011 include Fuel & Oil $75,000, Electricity $100,000, Maintenance & Repair $30,000, Natural Gas $1,632 and Other Supplies $30,900. The remaining $1,600 is for regular telephone expenses and associated costs. $55,000 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.

The financial administration for the City Hall telephone system is performed by the office of the City Messenger. The recommended Fiscal 2011 tax levy budget for the telephones is funded at $120,000 a decrease of $13,000 due to the consolidation of office spaces of various city departments. The telephones are under the 10 year contract with Verizon. The contract rate is $12.50 per line with the maximum end date of 6/30/14.

ROBERT L. MOYLAN JR., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF PUBLIC WORKS & PARKS
CITY MESSENGER- DIVISION #110

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
1	$ 38,001.60	26	BUILDING MAINTENANCE MAN	1	$ 38,001.60
1	$ 38,001.60	**110-91000**	TOTAL RECOMMENDED SALARIES	1	$ 38,001.60
	$ 7,072.00	**110-97000**	TOTAL RECOMMENDED OVERTIME		$ 7,072.00
	$ 30,900.00		CITY MESSENGER ORDINARY MAINTENANCE		$ 30,900.00
	30,000.00		MAINTENANCE & REPAIR		30,000.00
	60,000.00		CLEANING SERVICES		55,000.00
	109,464.00		ELECTRICITY		100,000.00
	1,600.00		TELEPHONE		1,600.00
	115,000.00		FUEL & OIL		75,000.00
	1,632.00		NATURAL GAS		1,632.00
	133,000.00		CENTREX TELEPHONE		120,000.00
	$ 481,596.00	**110-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 414,132.00
	$ 526,669.60		TOTAL RECOMMENDED TAX LEVY		$ 459,205.60

Joseph M. Capone,
Commission Chairman
50 Foster Street
Worcester, Massachusetts 01608
(508) 791-0947

Divisional Mission Statement:
The mission of the Civic Center Commission is to:

a. Oversee the operation of the DCU Center Arena and Convention Center facility
b. Protect the interests of the City of Worcester in its business dealings with the facilitie's 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 will continue to monitor and evaluate the effective performance of the city's contract with this agency to include the review of the financial statements, 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 new complex as a regional host to conventions, meetings, and events.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
ARENA				
ORDINARY MAINTENANCE	$ 206,309.87	$ 279,504.00	92000	$ 289,420.00
DEBT SERVICE ARENA	521,197.66	500,138.20	94000	338,848.00
DEBT SERVICE SPECIAL DIST.	90,045.00	79,072.50	94000	497,060.00
DEBT SERVICE SCOREBOARD	171,000.00	252,626.50	94000	245,317.00
TOTAL ARENA	**$ 988,552.53**	**$ 1,111,341.20**		**$ 1,370,645.00**
CONVENTION CENTER				
ORDINARY MAINTENANCE	$ 261,395.46	$ 270,097.92	92000	$ 245,158.00
OPERATING DEFICIT	-	255,567.00	92000	200,710.00
TOTAL CONVENTION CENTER	**$ 261,395.46**	**$ 525,664.92**		**$ 445,868.00**
TOTAL EXPENDITURES	**$ 1,249,947.99**	**$ 1,637,006.12**		**$ 1,816,513.00**
FUNDING SOURCES				
DCU ARENA OPERATING REV.	$ 727,507.53	$ 708,393.40		$ 710,534.00
FACILITY FEE SURCHARGE	171,000.00	252,626.50		245,317.00
SPECIAL DISTRICT FINANCING	90,045.00	79,072.50		497,060.00
GENERAL FUND REVENUES	261,395.46	596,913.72		363,602.00
TOTAL FUNDING SOURCE	**$ 1,249,947.99**	**$ 1,637,006.12**		**$ 1,816,513.00**

FISCAL 2011 BUDGET OVERVIEW

Revenues:

The DCU Center's Arena and Convention Center projected revenues to be used to finance the operating budget will be $710,534 from Arena Lease income. $245,317 in facility surcharge revenues will be used to pay for the debt service cost of the DCU scoreboard and lighting; $497,060 in Special District Financing funds will fund debt cost associated with improvement design and system upgrades. The debt service for the Special District Financing is attributed to $1,460,000 in Bonds issued and $6,350,000 is Short Term Notes outstanding to be bonded on November 15, 2010. To finance the balance of approximately $1,370,000 in operating expenses, debt service payments, and the projected operating loss at the Convention Center, the Fiscal 2011 budget recommends that $363,602 from General Fund Tax Levy be budgeted to pay for the cost of operations. The detailed revenue forecast projection for both the Arena and Convention Center facilities are presented for further clarity on the DCU Center and Convention Center revenue source.

Expenditures:

Arena Operating Costs:
In Fiscal 2011, $289,420 will be used to finance the operating costs of the DCU Center Arena. These operating costs are as follows; Worcester Management Contract ($150,000), Building Insurance ($73,787), Accounting Consultant ($13,534) and the balance of ($15,021) will be used for ordinary maintenance expenses. This amount is level funded compared to the fiscal 2010 budget. Additionally ($37,078) will be used for property, business interruption insurance and boiler insurance.

Convention Center (City required) Operating Expenses:
In Fiscal 2011, $245,158 is budgeted for operating costs of the Convention Center. These operating costs are as follows: the Worcester Management Contract ($162,846), Building Insurance ($21,862) and Accountant Consultant ($9,023). The cost of building liability insurance will be ($49,192) and ($2,235) for Boiler insurance.

Convention Center's Projected FY 2010 Year End Operating Deficit:
The Convention Center is projected to realize operating revenues of approximately $1,762,529 in Fiscal 2010. Operating expenses are forecasted at $1,963,238, resulting in a projected net operating loss of $200,710. Revenues from the Arena will be used to reimburse the facility for this operating loss resulting in fewer revenues available for use to finance the facilities operations. This requires additional tax levy funds to be appropriated to finance the costs of operating the Convention Center facility.

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 $338,848 in principal and interest payments; a total of $245,317 is needed to account for the scoreboard and exterior signage and $497,060 will be used to pay for improvements related to the Special District Financing. This projection totals $1,081,225, an increase of $249,388 compared to the Fiscal 2010 budget amount of $831,837. This increase is associated with ongoing renovations to the DCU Center financed through the revenues associated with the Special District Financing.

JOSEPH M. CAPONE, COMMISSION CHAIRMAN

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2011

DCU CENTER- DIVISION #750

DCU ARENA-ORGANIZATION #7502

APPROVED F10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 150,000.00		MANAGEMENT FEES	$ 150,000.00
18,427.00		PROPERTY INSURANCE	32,346.00
1,760.00		BUSINESS INTERRUPTION INSURANCE	1,414.00
1,382.00		BOILER INSURANCE	3,318.00
79,380.00		LIABILITY INSURANCE	73,787.00
13,534.00		ACCOUNTING CONSULTANT	13,534.00
15,021.00		ORDINARY MAINTENANCE & SUPPLIES	15,021.00
$ 279,504.00	**7502-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE	$ 289,420.00

CONVENTION CENTER - ORGANIZATION #7501

$ 163,639.92		MANAGEMENT FEES	$ 162,846.00
9,023.00		ACCOUNTING CONSULTANT	9,023.00
24,262.00		PROPERTY INSURANCE	21,862.00
1,731.00		BOILER INSURANCE	2,235.00
71,442.00		LIABILITY INSURANCE	49,192.00
$ 270,097.92		TOTAL ORDINARY MAINTENANCE	$ 245,158.00
$ 255,567.00		PRIOR YEAR CONVENTION CENTER OPERATING LOSS	$ 200,710.00
$ 525,664.92	**7501-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE	$ 445,868.00
$ 805,168.92		TOTAL ORDINARY MAINTENANCE	$ 735,288.00
		FUNDING SOURCES:	
(708,393.40)		DCU ARENA NET OPERATING INCOME	(710,534.00)
(708,393.40)		TOTAL AVAILABLE REVENUES	(710,534.00)
$ 96,775.52	**750-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE	$ 24,754.00

DCU ORGANIZATION DEBT SERVICE

$ 361,820.00		DEBT BUILDING PRINCIPAL	$ 226,231.00
138,318.20		DEBT BUILDING INTEREST	112,617.00
33,000.00		DEBT- SPECIAL DISTRICT PRINCIPAL	181,500.00
46,072.50		DEBT- SPECIAL DISTRICT INTEREST	315,560.00
152,000.00		DEBT - SCOREBOARD/SIGNAGE PRINCIPAL	152,000.00
100,626.50		DEBT - SCOREBOARD/SIGNAGE INTEREST	93,317.00
$ 831,837.20		TOTAL DEBT SERVICE	$ 1,081,225.00
		FUNDING SOURCES:	
(252,626.50)		SCOREBOARD TICKET SURCHARGE REVENUES	(245,317.00)
(79,072.50)		DCU SPECIAL DISTRICT FINANCING	(497,060.00)
(331,699.00)		TOTAL AVAILABLE REVENUES	(742,377.00)
$ 500,138.20	**7502-94000**	TOTAL RECOMMENDED DEBT SERVICE	$ 338,848.00
$ 596,913.72		RECOMMENDED GENERAL FUND TAX LEVY BUDGET	$ 363,602.00

DCU Center Fund
Convention Center Component
Schedule of Adjusted Gross Revenues
FY 2006-2010

	Estimated FY 2010	FY 2009	FY 2008	FY 2007	FY 2006
Operating Revenue					
Rental Income	1,100,823	1,048,403	1,055,684	1,011,343	1,014,341
Services Income	300,095	285,805	143,932	197,229	158,832
Commissions Food/Beverage	323,051	303,334	292,365	311,436	243,937
Other Income	38,560	36,550	51,625	43,569	40,248
Naming Rights	-				
Total Operating Income	1,762,529	1,674,092	1,543,606	1,563,577	1,457,358
Operating Expenses					
SMG Operating Expenses	1,963,238	1,876,353	1,793,606	1,692,564	1,661,664
Operating Surplus/(Loss)	(200,709)	(202,261)	(250,000)	(217,060)	(204,306)

Source document for this information is the Convention Center Fund Audited Financial Statements for 2009-2006.

FY 2010 figures is estmated and are subject to change. Actual amount of deficit will not be known until the year end audit is completed.

FY 2010 figures are adjusted to reflect a 5% increase in all categories.

DCU Center Fund
Arena Component
Schedule of Adjusted Gross Revenues
FY 2006-2010

	Estimated 2010	FY 2009	FY 2008	FY 2007	FY 2006
Net Event Direct Income	899,985	857,129	865,574	1,069,627	1,104,085
Event ancillary income					
Net food and beverage	1,093,814	1,041,728	761,131	854,758	667,130
Net novelty revenue	153,800	146,476	175,665	185,602	137,961
Event Income	2,147,600	2,045,333	1,802,370	2,109,987	1,909,176
Other income					
Advertising	619,906	590,387	682,621	556,135	543,841
New service fees	248,808	236,960	241,759	254,800	254,450
Ticket service fees	593,675	565,405	568,595	680,115	498,758
Interest	15,176	14,453	45,026	81,512	51,135
Other	110,834	105,556	233,462	164,077	237,292
Other Income	1,588,399	1,512,761	1,771,463	1,736,639	1,585,476
Adjusted Gross Revenue	3,735,999	3,558,094	3,573,833	3,846,626	3,494,652
Indirect expenses	2,357,914	2,224,447	2,237,637	2,403,495	2,086,632
Net income per lease	$ 1,378,085	$ 1,333,647	$ 1,336,196	$ 1,443,131	$ 1,408,020
Net income / to City	$ 826,851	$ 800,188	$ 801,718	$ 865,878	$ 844,812
Convention Center Loss	$ 200,710	$ 174,140	$ 250,000	$ 217,060	$ 204,306
Net Proceed from DCU	$ 626,141	$ 626,048	$ 551,718	$ 648,818	$ 640,506
Actual Received from DCU		$ 844,388	$ 562,472	$ 692,318	$ 684,006

Source document for this information is the DCU Arena Fund Audited Financial Statements for 2009-2006

Fiscal 2010 are estimates and subject to change; reflects a 5 % increase in all categories and 6% in indirect expenses

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:

a. 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 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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 209,898.87	$ 212,967.77	91000	$ 212,967.77
OVERTIME	128.07	-	97000	-
ORDINARY MAINTENANCE	635,957.49	649,802.00	92000	685,093.00
DEBT SERVICE	156,233.28	185,689.00	94000	231,844.00
TRANSFER OF SERVICES	74,322.21	31,187.28	95000	31,187.28
FRINGE BENEFITS	87,101.65	135,234.05	96000	93,368.00
TOTAL EXPENDITURES	**$ 1,163,641.57**	**$ 1,214,880.10**		**$ 1,254,460.05**
TOTAL POSITIONS	**2**	**2**		**2**

FISCAL 2011 BUDGET OVERVIEW

Expenditures:
The total recommended Fiscal 2011 budget for the Worcester Municipal Golf Course at Green Hill Park is $1,254,460.05, an increase of $39,579.95 compared to the Fiscal 2010 budget amount of $1,214,880.10. The Fiscal 2011 budget for the Golf Course will continue to be funded through golf course revenues in the amount of $1,254,466.73. No tax levy subsidy is expected to fund the Golf Course operations in Fiscal 2011.

The Fiscal 2011 Personal Services budget is recommended to be $176,931.77. There are only (2) full time employees at the Golf Course. All others are temporary employees.

The ordinary maintenance budget for Fiscal 2011 is recommended to be $685,093, an increase of $35,291. The budget includes $477,436 for the maintenance contract of the golf course; $40,000 for the cost of watering tees and fairways with the state-of-the-art turf irrigation system; $68,340 for pro-shop supplies; $25,000 for electricity and the remaining $74,317 for the other ordinary maintenance necessary supplies and services for the operation of the Golf Course.

The Ordinary Maintenance budget reflects no funding for food services. This program was eliminated in Fiscal 2010 and serviced by an outside entity hired by the Golf Course.

The recommended budget for debt service in Fiscal 2011 is $241,844, an increase of $46,155. This allocation will be used to fund the repayment of principal and interest costs for bonded debt authorized for improvements to the Golf Course and Green Hill Park. Of this amount $25,052, reflect interest costs associated with $770,000 in funds projected to be borrowed in Fiscal 2010 to fund improvements to the Golf Course access.

Total indirect cost in Fiscal 2011 is level funded at $31,187.28. 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 2011 is $93,368, a net reduction of ($41,866) compared to the Fiscal 2010 budget of $135,234. This amount reflects costs of benefits after the adjustments for Parks employees providing services to Golf. The fringe benefit account is used to fund pensions and employee health insurance premiums and other related fringe benefits for Golf Course active and retired employees.

DEPARTMENT OF PUBLIC WORKS & PARKS
MUNICIPAL GOLF COURSE

HEAD GOLF COURSE PROFESSIONAL

GOLF OPERATIONS SERVICE PERSON

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

Fiscal Year 2010 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 FY09	Projected FY10	Projected FY11
Season Passes sold	230	230	240
Rounds Completed	38,603	40,140	42,240
Tournaments/outside events	24	30	38
Golf Cart Rentals	14,496	17,300	18,100

ROBERT L. MOYLAN JR., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

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

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
1	$ 88,044.28	44EM	HEAD GOLF COURSE PROFESSIONAL	1	$ 88,044.28
1	63,308.16	39M	GOLF OPERATIONS SERVICE PERSON	1	63,308.16
2	$ 151,352.44		REGULAR SALARIES	2	$ 151,352.44
			GOLF COURSE TEMPORARY STAFF		
0	9,000.00	FLT	ASSISTANT HEAD GOLF COURSE PROFESSIONAL	0	9,000.00
0	7,936.00	FLT	HEAD GOLF COURSE RANGER	0	7,936.00
0	8,643.33	FLT	SENIOR GOLF COURSE RANGER	0	8,643.33
0	36,036.00		GOLF COURSE TEMPORARY STAFF	0	36,036.00
0	61,615.33		TOTAL RECOMMENDED PERSONAL SERVICES	0	61,615.33
2	$ 212,967.77	**710-91000**		2	$ 212,967.77

$ 454,701.00		GOLF MAINTENANCE CONTRACT	$ 477,436.00
68,340.00		PRO-SHOP SUPPLIES	68,340.00
40,000.00		WATER USAGE	40,000.00
40,079.00		ORDINARY MAINTENANCE	40,079.00
12,444.00		ELECTRICITY	25,000.00
14,500.00		NATURAL GAS	14,500.00
10,352.00		UNLEADED FUEL	10,352.00
-		FOOD SERVICE	-
2,000.00		ADVERTISING	2,000.00
4,386.00		CREDIT CARD SERVICE CHARGE	4,386.00
3,000.00		SOLID WASTE REMOVAL	3,000.00
$ 649,802.00	**710-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE	$ 685,093.00
$ -	**710-93000**	TOTAL RECOMMENDED CAPITAL OUTLAY	$ -
$ 117,440.00		DEBT PRINCIPAL	$ 141,513.00
68,249.00		DEBT INTEREST	90,331.00
$ 185,689.00		DEBT SERVICE	$ 231,844.00
$ 185,689.00	**710-94000**	TOTAL RECOMMENDED DEBT SERVICE	$ 231,844.00
$ 31,187.28	**710-95000**	INDIRECT COSTS - TRANSFER OUT	$ 31,187.28

ROBERT L. MOYLAN JR., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

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

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
			FRINGE BENEFITS:		
	$ 55,142.05		HEALTH INSURANCE		$ 30,965.00
	10,000.00		UNEMPLOYMENT COMPENSATION		10,000.00
	42,928.00		CONTRIBUTORY PENSIONS		30,244.00
	2,368.00		EARLY RETIREMENT		996.00
	165.00		SECTION 90 PENSIONS		74.00
	24,631.00		PENSION OBLIGATION BONDS		21,089.00
	$ 135,234.05	**710-96000**	FRINGE BENEFITS		$ 93,368.00
			SUMMARY:		
	$ 1,214,880.10		TOTAL BUDGET		$ 1,254,460.05
			FUNDING SOURCES:		
	$ (1,214,880.10)		GOLF COURSE REVENUES		$ (1,254,460.05)
	$ -		TOTAL RECOMMENDED TAX LEVY		$ -

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:

a. Provide a safe and economical parking supply program, which maintains and supports economic development in the City.
b. 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 in different areas of the City and serve a variety of functions.

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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
Pearl Elm Municipal Garage	$ 432,289.97	$ 376,687.00		$ 412,666.00
Federal Plaza Garage	591,284.80	573,053.00		608,850.00
OffStreet Parking Lots	158,770.15	141,250.00		141,250.00
City-Wide Parking Meters	62,900.94	70,590.00		70,518.00
Union Station Garage	847,825.72	994,508.00		948,153.00
Major Taylor Blvd Garage	617,147.53	1,025,732.00		1,034,440.00
Total Expenditures	$ 2,710,219.11	$ 3,181,820.00		$ 3,215,877.00
FUNDING SOURCES				
Pearl Elm Garage	$ 432,289.97	$ 1,324,248.00		$ 1,284,669.00
Federal Plaza Garage	591,284.80	420,000.00		450,000.00
Off Street Parking Garage	158,770.15	141,250.00		141,250.00
Parking Meters Income	62,900.94	70,590.00		70,518.00
Union Station Garage	847,825.72	200,000.00		235,000.00
Major Taylor Blvd Garage	617,147.53	1,025,732.00		1,034,440.00
Total Funding Source	$2,710,219.11	$ 3,181,820.00		$ 3,215,877.00

FISCAL 2011 BUDGET OVERVIEW

Expenditures: The operational budget for the Off Street Parking Program is recommended to be $3,215,877 compared to the Fiscal 2010 budget of $3,181,820 an increase of $34,057 or 1.06%. The net operational increase is attributable to the following factors:

Federal Plaza Garage :
Fiscal 2011 operational budget for the Federal Plaza Garage is projected to increase by $35,797 or 5.88%. Ordinary Maintenance expenditure is level funded at $305,400. The cost of debt is projected at $303,450. This represents an increase of $35,797 over the fiscal 2010 budget. This increase is attributable to Principal and Interest charges for $800,000 ($550,000 and $250,000) of new debt for rehabilitation improvements in fiscal 2009 and 2010 respectively.

Pearl Elm Garage:
Fiscal 2011 operational budget for the Pearl Elm Garage is projected to increase by $35,979 or 8.72%. Ordinary Maintenance expenditure is level funded at $326,225. The cost of debt is projected at $86,441. This represents an increase of $35,979 over the fiscal 2010 budget. This increase is attributable to Principal and Interest charges for $1,225,000 ($150,000 and $1,075,000) of new debt for rehabilitation improvements in fiscal 2009 and 2010 respectively.

Parking Meter Program:
The budget for Fiscal 2011 is projected to be $70,965. Ordinary Maintenance account is level funded at $60,415 compared to the Fiscal 2010 budget.

Off Street Parking Lots:
The Ordinary Maintenance budget for Off Street Parking lots is level funded at $141,250 compared to the Fiscal 2010 budget. The debt service for equipment issued for this operation has been fully amortized.

Union Station Garage:
Since Fiscal 2007, the debt service cost for the Union Station Garage has been reflected in the summary of the Off-Street parking program. The total budgeted cost for the Union Station Garage is $948,513. A total of $235,000 in projected revenues from this operation will support this Fiscal 2011 budget. The balance of $713,153 will be paid from other garage revenues. The debt service projected for this operation is $625,153 ($374,000 and $254,153) in principal and interest cost respectively. This cost is relative to the $4,450,000 bonded debt issued through Fiscal 2009 for Union Station Garage.

Major Taylor Boulevard Garage:
To finance the operations of this city owned facility $1,034,440 has been earmarked for the operations of the Worcester Center Boulevard Garage. This cost will be paid for from Garage revenues.

ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF PUBLIC WORKS & PARKS

OFF STREET PARKING PROGRAM #46S

RECOMMENDED FY10 AMOUNT	TITLE	RECOMMENDED FY11 AMOUNT
$ 326,225.00	PEARL / ELM GARAGE ORDINARY MAINTENANCE	$ 326,225.00
20,424.00	INTEREST ON BONDS	53,104.00
30,038.00	REDEMPTION ON BONDS	33,337.00
$ 376,687.00	TOTAL PEARL ELM GARAGE	$ 412,666.00
$ 305,400.00	FED/PLAZA GARAGE ORDINARY MAINTENANCE	$ 305,400.00
114,139.00	INTEREST ON BONDS	119,936.00
153,514.00	REDEMPTION ON BONDS	183,514.00
$ 573,053.00	TOTAL FEDERAL PLAZA GARAGE	$ 608,850.00
$ 60,415.00	PARKING METERS ORDINARY MAINTENANCE	$ 60,415.00
175.00	INTEREST ON BONDS	4,065.00
10,000.00	REDEMPTION ON BONDS	6,038.00
$ 70,590.00	TOTAL PARKING METERS	$ 70,518.00
$ 141,250.00	OFF STREET PARKING LOT ORDINARY MAINTENANCE	$ 141,250.00
$ 141,250.00	TOTAL OFF STREET PARKING LOT	$ 141,250.00
$ 320,000.00	UNION STATION ORDINARY MAINTENANCE	$ 320,000.00
329,508.00	INTEREST ON BONDS	254,153.00
345,000.00	REDEMPTION ON BONDS	374,000.00
$ 994,508.00	TOTAL UNION STATION GARAGE	$ 948,153.00
$ 475,000.00	MAJOR TAYLOR BOULEVARD GARAGE	$ 475,000.00
220,732.00	INTEREST ON BONDS	212,440.00
330,000.00	REDEMPTION ON BONDS	347,000.00
$ 1,025,732.00	TOTAL WORCESTER CENTER BOULEVARD GARAGE	$ 1,034,440.00
$ 3,181,820.00	TOTAL OFF - STREET PARKING	$ 3,215,877.00
	FUNDING SOURCES	
$ (1,324,248.00)	PEARL ELM GARAGE	$ (1,284,669.00)
(420,000.00)	FEDERAL PLAZA	(450,000.00)
(70,590.00)	PARKING METERS	(70,518.00)
(141,250.00)	OFF STREET PARKING LOTS	(141,250.00)
(200,000.00)	UNION STATION GARAGE	(235,000.00)
(1,025,732.00)	MAJOR TAYLOR BOULEVARD GARAGE	(1,034,440.00)
$ (3,181,820.00)	TOTAL FUNDING SOURCES	$ (3,215,877.00)
$ -	RECOMMENDED TAX LEVY	$ -

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:

a. Maintain the City's water, sewer and street and traffic systems for the protection of the public's safety
b. Maintain all city parks, playgrounds, beaches, and street trees
c. Maintain the cemetery and public buildings so as to improve the quality of life for all the citizens of Worcester
d. Provide effective street and traffic control maintenance
e. Deliver safe, potable drinking water
f. Provide well maintained, parks and beaches, including a golf course
g. Provide effective building management oversight and structural expertise
h. Assure proper disposal of sewerage and collect and dispose of residential solid waste efficiently and economically

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 (4) following divisions:

Administration and Finance Division:
This division is responsible for all finances of the department, including three (3) enterprises (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. In Fiscal 2008 a new activity in was added in the Streets Division which will control nuisance activity levels in the City.

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.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 5,105,141.52	$ 5,075,607.81	91000	$ 5,088,613.00
OVERTIME	632,155.43	615,038.00	97000	615,038.00
TOTAL	**$ 5,737,296.95**	**$ 5,690,645.81**		**$ 5,703,651.00**
ORDINARY MAINTENANCE	$ 5,454,324.96	$ 6,084,538.00	92000	$ 6,036,456.00
FRINGE BENEFITS	$ 0.40	$ -	96000	$ -
TOTAL EXPENDITURES	**$ 11,191,622.31**	**$ 11,775,183.81**		**$ 11,740,107.00**
TOTAL POSITIONS	**216**	**195**		**193**

FISCAL 2011 BUDGET OVERVIEW

The Department of Public Works net personal services salary budget for Fiscal 2011 is recommended to be $5,088,613.00. This represents an increase of $13,005.19 compared to the Fiscal 2010 budget of $5,075,607.81. The increase is due to automatic step increases for staff positions that are not at the maximum step. The increase is also due to reduction in the vacancy factor which has been reduced in most city departments due to reduced employee turnover in the current economic environment.

The personal service budget is net of Water and Sewer enterprise credits; vacancy factor; Code project funds and CDBG funds that total $4,406,529.40. These funding sources are used to support the departments operations. This total does not include the Parks, Forestry, and Hope Cemetery Division that is included in a separate summary.

The Department of Public Works net personal services overtime salary budget for Fiscal 2011 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, holiday trash collection, yard waste collection etc.

The department's total ordinary maintenance budgets excluding Street Lighting and Snow Removal, is recommended to be $6,036,456 a net decrease of ($48,082) compared to the Fiscal 2010 budget of $6,084,538. The budget decrease in Fiscal 2011 reflects adjustments to programs identified below.

FISCAL 2010 BUDGET	ADMINISTRATION DIVISION	FISCAL 2011 BUDGET	CHANGE
	STREET DIVISION		
40,000	POT HOLE REPAIR	45,102	5,102
5,800	UNIFORM & CLOTHING ALLOWANCE	3,000	(2,800)
5,102	YARD MAINTENANCE	0	(5,102)
50,902	**TOTAL STREETS**	**48,102**	**(2,800)**
	SANITATION DIVISION		
1,701,767	REFUSE DISPOSAL	1,601,767	(100,000)
1,768,068	RECYCLING	1,856,086	88,018
31,712	NATURAL GAS & FUEL	36,412	4,700
100,000	LANDFILL MONITORING	60,000	(40,000)
9,608	ELECTRICITY	11,608	2,000
3,611,155	**TOTAL SANITATION**	**3,565,873**	**(45,282)**

Streets:
Ordinary Maintenance for Streets will be reduced by a net amount of $2,800 to reflect increases or decreases in the following programs; $5,102 for Pothole Repair ;$($2,800) Uniform and Clothing service and ($5,102) for Yard Maintenance.

Sanitation Refuse Disposal:
Fiscal 2010 was budgeted at $1,701,767 as compared to the total Fiscal 2011 projected budget of $1,601,767 a net decrease of $100,000. This projected decrease is a result of less curbside trash being anticipated for disposal at the Wheelbrator Plant. The tip fee currently paid for disposal is $69.10 per ton and will be approximately $70.87 as of July 1, 2010. Fiscal 2011 estimated tonnage will be about 22,601 tons.

Curbside Recycling:
Contractually the cost for weekly recycling services provided by Casella Waste Systems, Inc will increase as of July 1, 2010. Fiscal 2010 was budgeted for $1,768,068 as compared to Fiscal 2011, which will be $1,856,086 which represents an increase of $88,018.

Central Garage –Natural Gas:
The Central Garage is heated by natural gas. With over 106,500 Therms projected to be supplied and used, this budget increase of $4,700 allows for the proper budgeted dollars necessary to adequately heat this building during the winter months.

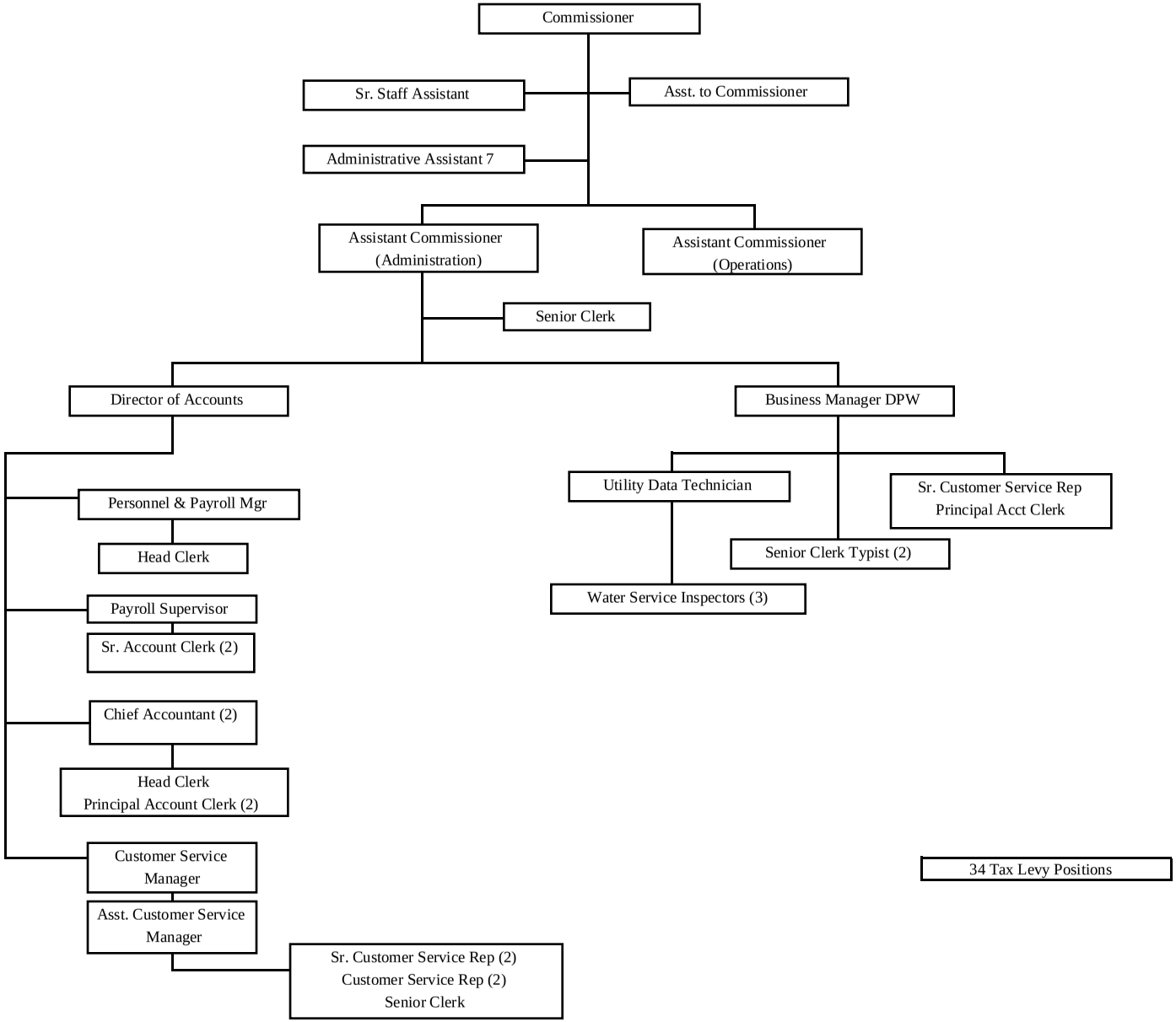
Landfill Monitoring:
The capped Ballard Street Landfill is currently operating under two permits issued by DEP, a post-closure use permit and a post-closure monitoring permit. The post-closure use permit allows the City to operate the recycling and compost operation on the site. The post-closure monitoring permit is required for testing of groundwater and soils surrounding the capped landfill. The sampling required by DEP for FY ’11 includes a reduction of monitoring from FY ’10 levels.

Based on these reductions and pricing from the sampling and lab consultants a reduction of $40,000 in the FY2011 budget is appropriate, leaving $60,000 in the Landfill Monitoring OM account to appropriately cover all compliance costs for DEP landfill requirements.

The following Street Division programs were eliminated in Fiscal 2010 budget and not restored in Fiscal 2011.

STREET DIVISION	
BERM REPAIRS	10,000
BRIDGE REPAIR	5,000
GUARDRAIL REPAIR	10,000
CROSS WALK PROGRAM	100,000
LONG PATCH PROGRAM	90,000
TOTAL STREET PROGRAMS ELIMINATED IN FISCAL 2010	**215,000**

DEPARTMENT OF PUBLIC WORKS AND PARKS
ADMINISTRATION & FINANCE DIVISION



ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER

DEPARTMENT OF PUBLIC WORKS & PARKS

Fiscal Year Activity Report

Fiscal Year 2010 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 09	Projected FY 10	Projected FY 11
ADMINISTRATION DIVISION			
Customer Service			
Total # of Calls	66,853	64,843	67,000
Total # of Work Orders	49,264	44,708	47,000
# of Millbury St Appointments	3,220	3,787	4,000
# of DPW & P emails	1,954	1,908	2,000
# of Live Chat Sessions	1,431	1,086	1,300
# of Outreach Events	6	35	40
# of DPW & P website hits	78,075	65,584	70,000
ENGINEERING DIVISION			
# of Miles Resurfaced - Streets	11.48	13	13.50
# of Miles Resurfaced - Sidewalks	11.21	13	13.50
North High Project % Complete	45	100	-
Inflow / Infiltration - Gals removed	100,000	200,000	250,000
Total # of Permits Issued	3,257	4,000	4,300

	Actual FY 09	Projected FY 10	Projected FY 11
CENTRAL GARAGE DIVISION			
Preventative Maint Scheduled	646	678	678
Preventative Maint Completed on Time	613	642	657
On Time Completion	95%	95%	96%
State Inspections Due	287	302	316
State Inspections Completed	287	302	316
D.O.T. Inspections	111	116	123
Total Reported Road Calls	252	218	200
Mechanical Road Calls	120	100	90
Non-Maint Related Road Calls	132	118	110
Inventory Cycle Counts	96	110	121
Fuel Card Replacements / Adjustments	792	825	848
STREET DIVISION			
# of Potholes	12,030	13,500	13,000
# of Curbmiles Swept - Arterial	4,157.12	4,157.12	4,157.12
# of Curbmiles Swept - Downtown	6,870.3	6,870.3	6,870.3
# of Curbmiles Swept - Roving	2.71	3.2	3.2
# of Curbmiles Swept - Spring	568.16	568.16	568.16

	Actual FY 09	Projected FY 10	Projected FY 11
# of Curbmiles Swept - Fall Sweeping	568.16	568.16	568.16
Nuisance Team			
# of Work Orders	5,672	5,776	5,800
% of Work Orders Resolved	98%	98%	98%
SANITATION DIVISION			
# of Tons Solid Waste Collected	22,397.3	21,606.0	21,000.0
% of Waste Recycled Curbside	28.5%	30%	31%

ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
1	$ 157,687.43	58CM	COMMISSIONER DPW	1	$ 157,685.76
2	202,476.28	51EM	ASSISTANT COMMISSIONER	2	202,476.28
1	81,505.92	43EM	ASSISTANT TO COMM. SPECIAL PROJECTS	1	81,515.52
1	85,169.52	47M	DIRECTOR OF ACCOUNT	1	85,169.52
1	81,745.20	46M	PERSONNEL & PAYROLL MANAGER	1	81,745.20
1	78,842.88	45M	BUSINESS MANAGER DPW	1	74,080.80
1	55,746.72	39M	SENIOR STAFF ASSISTANT	1	55,763.04
2	124,354.08	39M	CHIEF ACCOUNTANT	2	126,565.44
1	53,912.16	38	CUSTOMER SERVICE MANAGER	1	53,912.16
1	49,726.08	35	ADMINISTRATIVE ASSISTANT 7	1	51,448.56
1	51,427.44	34	CUSTOMER SERVICE TECHNICIAN	0	-
1	42,796.08	34	UTILITY DATA TECHNICIAN	1	44,724.96
1	43,747.44	34	ASSISTANT CUSTOMER SERVICE MANAGER	1	40,842.40
1	43,597.44	32	PAYROLL SUPERVISOR	1	45,163.44
2	87,194.88	30	HEAD CLERK	2	87,194.88
3	112,690.08	28	PRINCIPAL ACCOUNT CLERK	3	114,115.68
3	99,777.44	28	SENIOR CUSTOMER SERVICE REP.	3	102,086.64
3	111,024.00	26	WATER SERVICE INSPECTOR	3	104,130.00
2	65,585.76	25	SENIOR ACCOUNT CLERK	2	71,979.36
2	64,456.56	22	CUSTOMER SERVICE REP.	2	65,437.92
4	128,880.72	22	SENIOR CLERK AND TYPIST	4	120,477.60
35	1,822,344.11		TOTAL REGULAR SALARIES	34	1,766,515.16
	16,851.00		EM INCENTIVE PAY		16,851.00
	3,163.00		METER REPAIR/INSTALLATION STIPEND		3,153.00
	20,014.00		TOTAL OTHER SALARIES		20,004.00
	(41,765.00)		VACANCY FACTOR		(20,883.00)
	1,800,593.11		TOTAL RECOMMENDED SALARIES		1,765,636.16
			FUNDING SOURCES:		
	(529,223.00)		SEWER REVENUES		(503,509.00)
	(872,525.00)		WATER REVENUES		(846,811.00)
	(1,401,748.00)		TOTAL FUNDING SOURCES		(1,350,320.00)
35	$ 398,845.11	**4101-91000**	TOTAL RECOMMENDED PERSONAL SERVICES	34	$ 415,316.16
	$ 31,110.00	**4101-97000**	REGULAR OVERTIME		$ 31,110.00

ROBERT L. MOYLAN, JR., COMMISSIONER

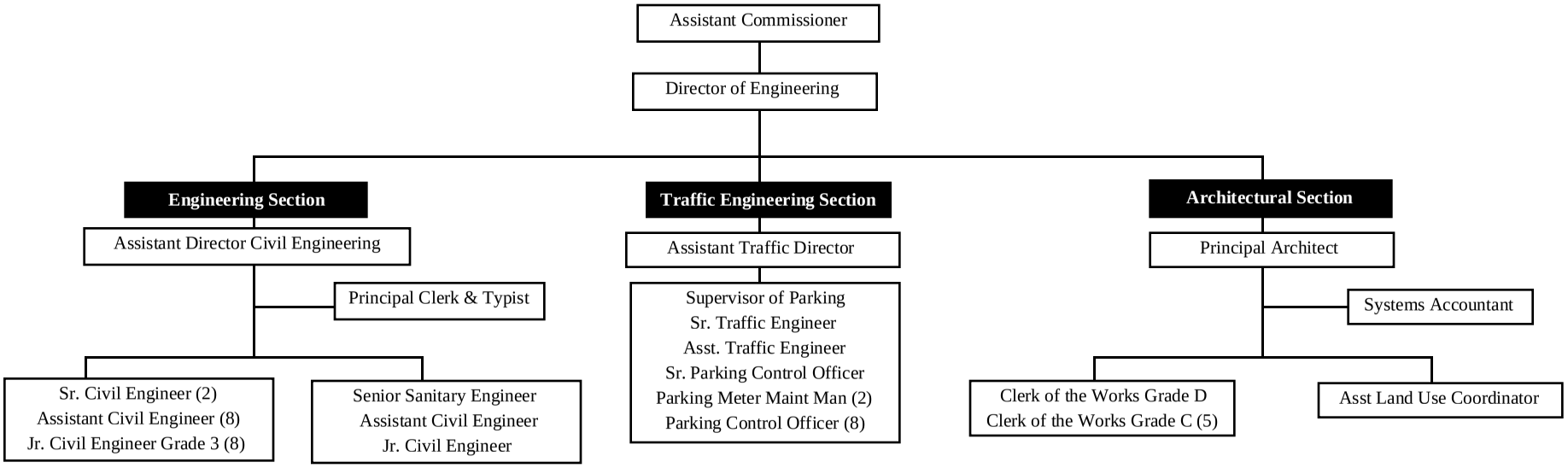
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
	$ 35,655.00		ADMINISTRATION ORDINARY MAINTENANCE		$ 35,655.00
	69,450.00		ELECTRICITY		69,450.00
	77,680.00		NATURAL GAS		77,680.00
	10,000.00		TELEPHONE		10,000.00
	6,106.00		COMPUTER RELATED EXPENDITURES		6,106.00
	198,891.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		198,891.00
			FUNDING SOURCES:		
	(48,642.00)		SEWER REVENUES		(48,642.00)
	(43,159.00)		WATER REVENUES		(43,159.00)
	(91,801.00)		TOTAL FUNDING SOURCES		(91,801.00)
	$ 107,090.00	**4101-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 107,090.00
	$ 537,045.11		TOTAL TAX LEVY		$ 553,516.16

DEPARTMENT OF PUBLIC WORKS AND PARK
ENGINEERING & ARCHITECTURAL DIVISIO



49 Total Tax Levy Positions

ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES- DIVISION #4102

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
			ENGINEERING SECTION		
1	$ 100,391.04	51EM	ASSISTANT COMMISSIONER	1	$ 100,391.04
1	88,050.96	48M	ASSISTANT DIRECTOR CIVIL ENGINEERING	1	88,050.96
2	148,684.56	44M	SENIOR CIVIL ENGINEER, GRADE 5	2	149,187.60
1	66,022.56	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	66,022.56
9	585,391.68	41	ASSISTANT CIVIL ENGINEER, GRADE 4	9	585,391.68
9	511,534.08	37	JUNIOR CIVIL ENGINEER, GRADE 3	9	514,149.36
1	39,379.68	27	PRINCIPAL CLERK AND TYPIST	1	39,379.68
24	1,539,454.56		REGULAR SALARIES	24	1,542,572.88
			ARCHITECTURAL SECTION		
1	$ 98,073.36	48EM	PRINCIPAL ARCHITECT	1	$ 86,745.44
1	81,745.20	46M	LEAD ARCHITECT	0	-
1	65,646.72	40M	ASSISTANT CORDINATOR LAND USE	1	65,646.72
1	62,138.88	40	CLERK OF WORKS - BLD. MAINT. GRADE D	1	62,138.88
5	277,390.80	39	CLERK OF WORKS - BLD. MAINT. GRADE C	5	285,339.12
1	61,094.88	38P	SYSTEMS ACCOUNTANT	1	61,094.88
10	646,089.84		REGULAR SALARIES	9	560,965.04
			TRAFFIC ENGINEERING SECTION		
1	97,968.96	47EM	DIRECTOR OF DPW ENGINEERING	1	97,968.96
1	88,050.96	48M	ASSISTANT TRAFFIC DIRECTOR	1	88,050.96
1	76,003.20	44M	SENIOR TRAFFIC ENGINEER, GRADE 5	1	76,003.20
1	61,094.88	44M	SUPERVISOR OF PARKING	1	61,094.88
1	66,022.56	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	1	48,525.12
1	42,540.56	30	SENIOR PARKING CONTROL OFFICER	1	43,949.44
2	69,091.92	26	PARKING METER MAINTENANCE MAN	2	77,539.68
8	262,272.88	22	PARKING CONTROL OFFICER	8	258,150.72
16	763,045.92		REGULAR SALARIES	16	751,282.96
50	2,948,590.32		TOTAL REGULAR SALARIES	49	2,854,820.88
	9,324.00		EM INCENTIVE PAY		9,324.00
	29,190.00		EDUCATIONAL STIPENDS- MEO		27,248.00
	(71,000.00)		VACANCY FACTOR		(35,500.00)
			FUNDING SOURCES:		
	(732,883.00)		SEWER REVENUES		(732,883.00)
	(111,399.00)		WATER REVENUES		(111,399.00)
	(780,169.00)		PROJECT FUNDING		(695,045.00)
	(1,624,451.00)		TOTAL FUNDING SOURCES		(1,539,327.00)
50	$ 1,291,653.32	**4102-91000**	TOTAL RECOMMENDED PERSONAL SERVICES	49	$ 1,316,565.88
	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

ROBERT L. MOYLAN, Jr., COMMISSIONER

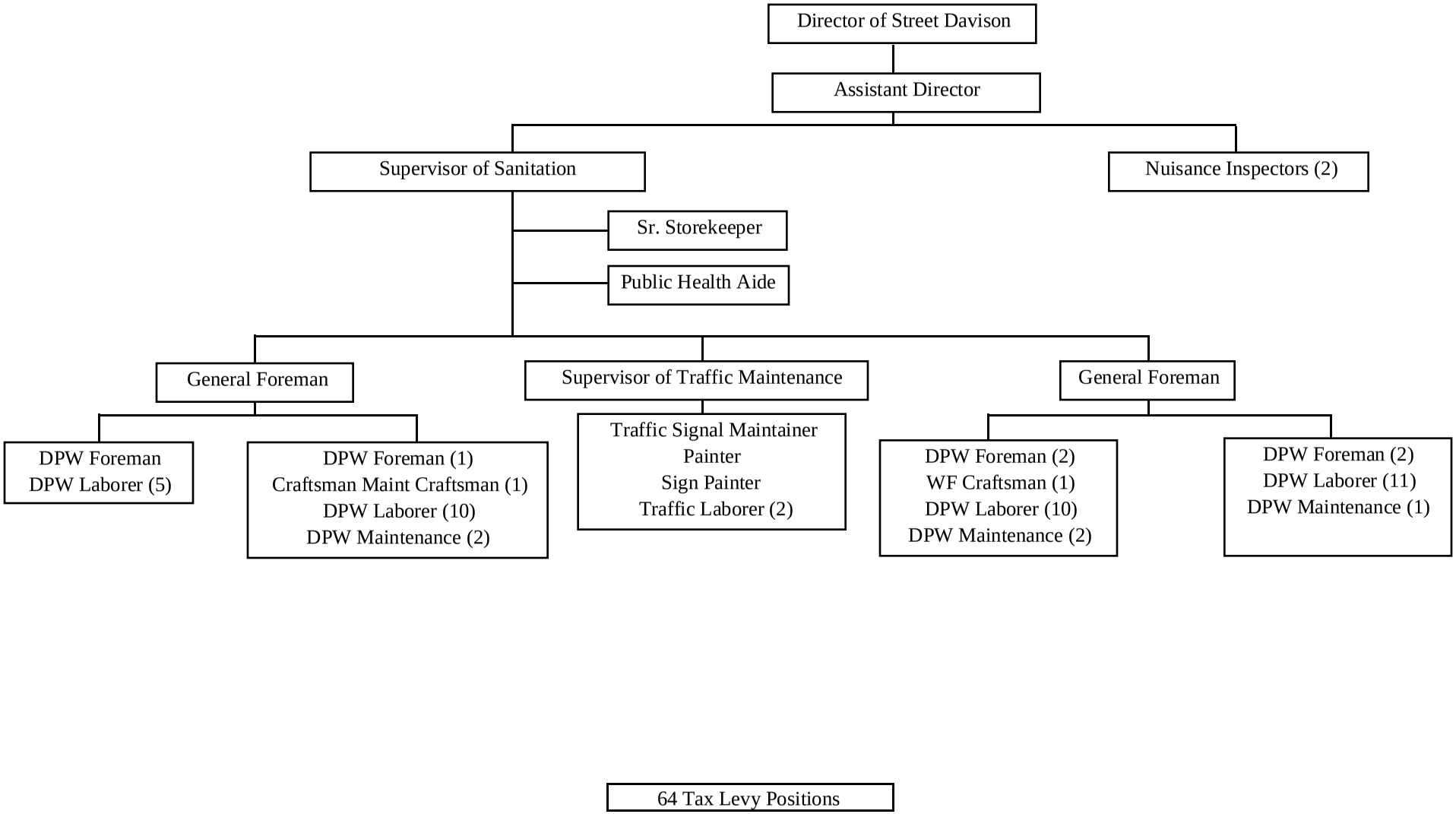
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES- DIVISION #4102

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
	$ 8,050.00		ENGINEERING ORDINARY MAINTENANCE		$ 8,050.00
	7,800.00		TELEPHONES		7,800.00
	16,500.00		PERMITS		16,500.00
	1,800.00		CLOTHING & UNIFORM SERVICE		1,800.00
	177,358.00		ELECTRICITY - TRAFFIC SIGNALS		177,358.00
	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
	$ 427,342.00	**4102-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 427,342.00
	$ 1,800,788.32		TOTAL RECOMMENDED TAX LEVY		$ 1,825,700.88

DEPARTMENT OF PUBLIC WORKS AND PARKS
STREET DIVISION



64 Tax Levy Positions

ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF STREETS- DIVISION #4103

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
1	$ 89,982.36	46EM	DIRECTOR, STREET OPERATIONS	1	$ 89,982.36
1	81,745.20	46M	ASSISTANT DIRECTOR STREET OPERATIONS	1	81,745.20
1	63,308.16	39M	SUPERVISOR OF SANITATION	1	63,308.16
1	63,308.16	39M	SUPERVISOR OF TRAFFIC MAINTENANCE	1	49,297.68
2	115,967.52	38	GENERAL PUBLIC WORKS FOREMAN	2	115,967.52
6	306,592.48	34	PUBLIC WORKS FOREMAN	6	308,356.32
2	77,502.56	32	NUISANCE ORDINANCE INSPECTOR	2	81,628.16
1	44,724.96	32	WORKING FOREMAN, CRAFTMAN	1	44,724.96
1	44,192.16	32	TRAFFIC SIGNAL MAINTAINER	1	45,764.64
1	44,724.96	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	44,724.96
1	37,625.76	28	SENIOR STOREKEEPER	1	37,625.76
1	40,381.92	27	PAINTER	1	40,381.92
1	40,381.92	27	SIGN PAINTER	1	40,381.92
5	177,645.60	26	PUBLIC WORKS MAINTENANCE MAN	5	179,142.72
36	1,269,559.28	24	PUBLIC WORKS LABORER	36	1,223,378.88
2	70,112.88	24	TRAFFIC LABORER	2	70,875.12
1	31,946.40	20	PUBLIC HEALTH AIDE	1	31,946.40
64	2,599,702.28		REGULAR SALARIES	64	2,549,232.68
	3,549.00		EM INCENTIVE PAY		3,549.00
	308,398.00		CONTRACTUAL STIPENDS - MEO		287,998.00
	20,000.00		DOWNTOWN STREETSCAPE - POOL LABOR		20,000.00
	331,947.00		TOTAL OTHER SALARIES		311,547.00
	(75,250.00)		VACANCY FACTOR		(37,625.00)
	2,856,399.28		TOTAL RECOMMENDED SALARIES		2,823,154.68
			FUNDING SOURCES:		
	(31,946.40)		GRIME WATCH GRANT		(31,946.40)
	(808,887.00)		SEWER REVENUES		(808,887.00)
	(347,162.00)		WATER REVENUES		(347,162.00)
	(1,187,995.40)		TOTAL FUNDING SOURCES		(1,187,995.40)
64	$ 1,668,403.88	**4103-91000**	TOTAL RECOMMENDED PERSONAL SERVICES	64	$ 1,635,159.28
	$ 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

ROBERT L. MOYLAN, Jr., COMMISSIONER

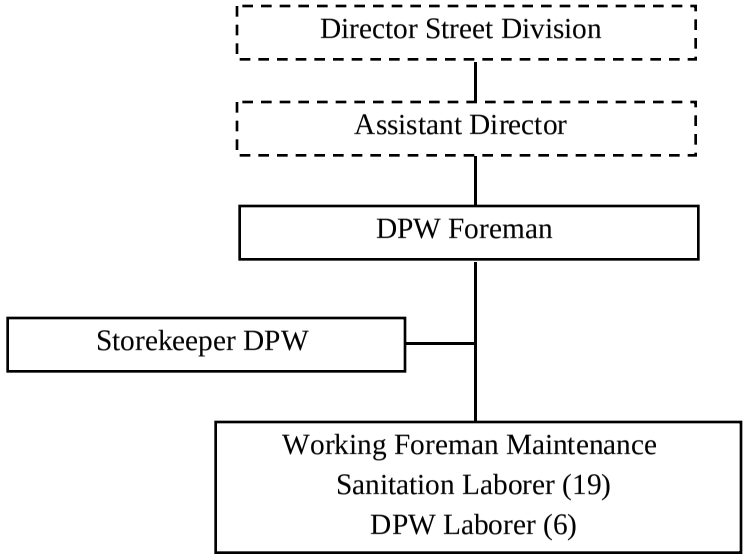
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF STREETS- DIVISION #4103

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
	$ 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
	40,000.00		POTHOLE REPAIR		45,102.00
	55,620.00		YARD MAINTENANCE		55,620.00
	6,492.00		YARD MAINTENANCE ELECTRICITY		6,492.00
	5,102.00		YARD MAINTENANCE NATURAL GAS & FUEL		-
	10,000.00		DOWNTOWN STREETSCAPE		10,000.00
	5,800.00		CLOTHING & UNIFORM SERVICE		3,000.00
	49,385.00		STREET SIGN & PAVEMENT MARKING		49,385.00
	-		LONG PATCH PROGRAM		-
	4,900.00		NUISANCE ORDINANCE ORDINARY MAINTENANCE		4,900.00
	2,517.00		GRIME WATCH ORDINARY MAINTENANCE		2,517.00
	646,436.00		ORDINARY MAINTENANCE		643,636.00
			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)
	$ 266,839.00	**4103-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 264,039.00
	$ 2,285,350.88		TOTAL RECOMMENDED TAX LEVY		$ 2,249,306.28

DEPARTMENT OF PUBLIC WORKS AND PARKS
SANITATION DIVISION



28 Tax Levy Positions

ROBERT L. MOYLAN, Jr., COMMISSIONER

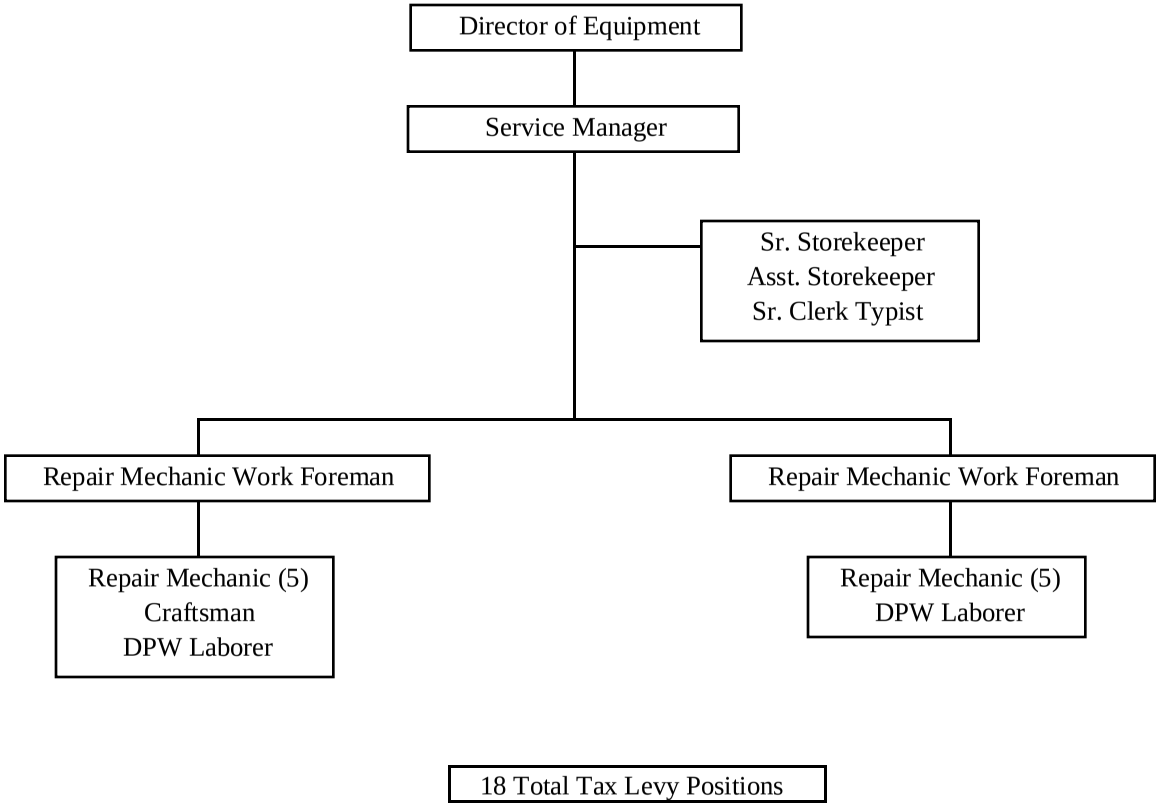
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF SANITATION- DIVISION #4104

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
1	$ 50,298.48	34	DPW FOREMAN	1	$ 51,427.44
1	44,724.96	30	WORKING FOREMAN, MAINTENANCE	1	44,724.96
19	688,586.08	26	SANITATION LABORER	19	675,946.96
1	37,625.76	26	STOREKEEPER DPW	1	37,625.76
6	217,861.92	24	DPW LABORER	6	217,861.92
28	1,039,097.20		TOTAL REGULAR SALARIES	28	1,027,587.04
	112,877.00		CONTRACTUAL STIPENDS/MEO		104,504.00
	20,000.00		POOL LABOR		20,000.00
	132,877.00		TOTAL OTHER SALARIES		124,504.00
	(45,900.00)		VACANCY FACTOR		(22,950.00)
28	$ 1,126,074.20	**4104-91000**	TOTAL RECOMMENDED PERSONAL SERVICES	28	$ 1,129,141.04
	$ 84,056.00		REGULAR OVERTIME		$ 84,056.00
	37,358.00		BALLARD STREET DROP OFF CENTER		37,358.00
	$ 121,414.00	**4104-97000**	TOTAL RECOMMENDED OVERTIME		$ 121,414.00
	$ 1,701,767.00		REFUSE DISPOSAL		$ 1,601,767.00
	1,768,068.00		RECYCLING		1,856,086.00
	500,000.00		TRASH BAGS		500,000.00
	31,712.00		NATURAL GAS & FUEL		36,412.00
	9,608.00		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
	100,000.00		LANDFILL - MONITORING		60,000.00
	3,200.00		CLOTHING & UNIFORM SERVICE		3,200.00
	$ 4,137,355.00	**4104-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 4,092,073.00
	$ 5,384,843.20		TOTAL RECOMMENDED TAX LEVY		$ 5,342,628.04

DEPARTMENT OF PUBLIC WORKS AND PARKS
CENTRAL GARAGE DIVISION



18 Total Tax Levy Positions

ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER - RECOMMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF CENTRAL GARAGE- DIVISION #4105

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
1	$ 75,393.50	45EM	DIRECTOR OF EQUIPMENT	1	$ 75,397.68
1	63,308.16	39M	SERVICE MANAGER	1	49,297.68
2	102,854.88	34	WORK FOREMAN, MOTOR EQUIP. REPAIRMAN	2	102,854.88
8	337,602.40	30	MOTOR EQUIPMENT REPAIRMAN	8	342,172.72
1	44,724.96	30	DPW MAINTENANCE CRAFTSMAN	1	44,724.96
1	41,906.16	28	SENIOR STORE KEEPER	1	41,906.16
1	37,625.76	25	ASSISTANT STOREKEEPER	1	28,146.24
2	66,249.76	24	DPW LABORER	2	67,739.60
1	33,282.72	22	SENIOR CLERK AND TYPIST	1	33,282.72
18	802,948.30		TOTAL REGULAR SALARIES	18	785,522.64
	17,460.00		CONTRACTUAL STIPENDS/MEO		18,625.00
	212.00		EM INCENTIVE PAY		212.00
	(36,120.00)		VACANCY FACTOR		(18,060.00)
	784,500.30		TOTAL RECOMMENDED SALARIES		786,299.64
			FUNDING SOURCES:		
	(139,181.00)		SEWER REVENUES		(139,181.00)
	(54,688.00)		WATER REVENUES		(54,688.00)
	(193,869.00)		TOTAL FUNDING SOURCES		(193,869.00)
18	$ 590,631.30	**4105-91000**	TOTAL RECOMMENDED PERSONAL SERVICES	18	$ 592,430.64
	$ 30,613.00	**4105-97000**	REGULAR OVERTIME		$ 30,613.00
	$ 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		473,500.00
	10,000.00		GARAGE HIRED SERVICES		10,000.00
	54,720.00		ELECTRICITY		54,720.00
	161,400.00		NATURAL GAS & FUEL		161,400.00
	54,043.00		OTHER CHARGES & EXPENDITURES		54,043.00
	2,065,713.00		ORDINARY MAINTENANCE		2,065,713.00
			FUNDING SOURCES:		
	(448,046.00)		CREDIT SEWER REVENUES		(448,046.00)
	(271,755.00)		CREDIT WATER REVENUES		(271,755.00)
	(200,000.00)		TRANSFER OF SERVICES		(200,000.00)
	(919,801.00)		TOTAL FUNDING SOURCES		(919,801.00)
	$ 1,145,912.00	**4105-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 1,145,912.00
	$ 1,767,156.30		TOTAL RECOMMENDED TAX LEVY		$ 1,768,955.64

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:

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

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 (1) pools/ four (4) 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:

FY2011 – 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 Civic Center Commission, 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 City Messenger Department, the Civic Center Commission, Memorial Auditorium and the Green Hill Municipal Golf Course.

Recreation– Operational Overview:

FY2011 – Recreation will open and operate 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:

FY2011 - 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. The Section shall also secure, coordinate, and manage a variety of City vendors and subcontractors on various specialized maintenance and remodeling/ upgrading of various offices at City Hall due to relocations and to reallocation of office space. It is important to note this Section shall continue to provide special events operational support for FY2011 (events in the parks/ playgrounds and at City Hall Plaza).

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.

Forestry – Operational Overview:

FY2011 - 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 USDA and Commonwealth DCR on the eradication of the Asian Longhorn Beetle

Cemetery Operational Overview:

FY2011 – 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. Note: all activity associated with public and private interments, the sale of lots, the installment of markers and monuments, etc., have an associated fee, which shall be charged and collected by activity during the fiscal year.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 2,807,006.53	$ 2,264,599.35	91000	$ 2,424,258.80
OVERTIME	318,719.92	267,677.00	97000	287,677.00
ORDINARY MAINTENANCE	831,026.04	647,596.00	92000	666,256.00
TOTAL EXPENDITURES	**$ 3,956,752.49**	**$ 3,179,872.35**		**$ 3,378,191.80**
TOTAL POSITIONS	**57**	**50**		**50**

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The total recommended budget for Fiscal 2011 for the Parks, Recreation, Hope Cemetery and Forestry is $3,378,191.80, compared to the approved budget of $3,179,872.35 for Fiscal 2010. This represents an increase of $198,319.45. The following analysis identifies the variances within the Fiscal 2011 budget accounts:

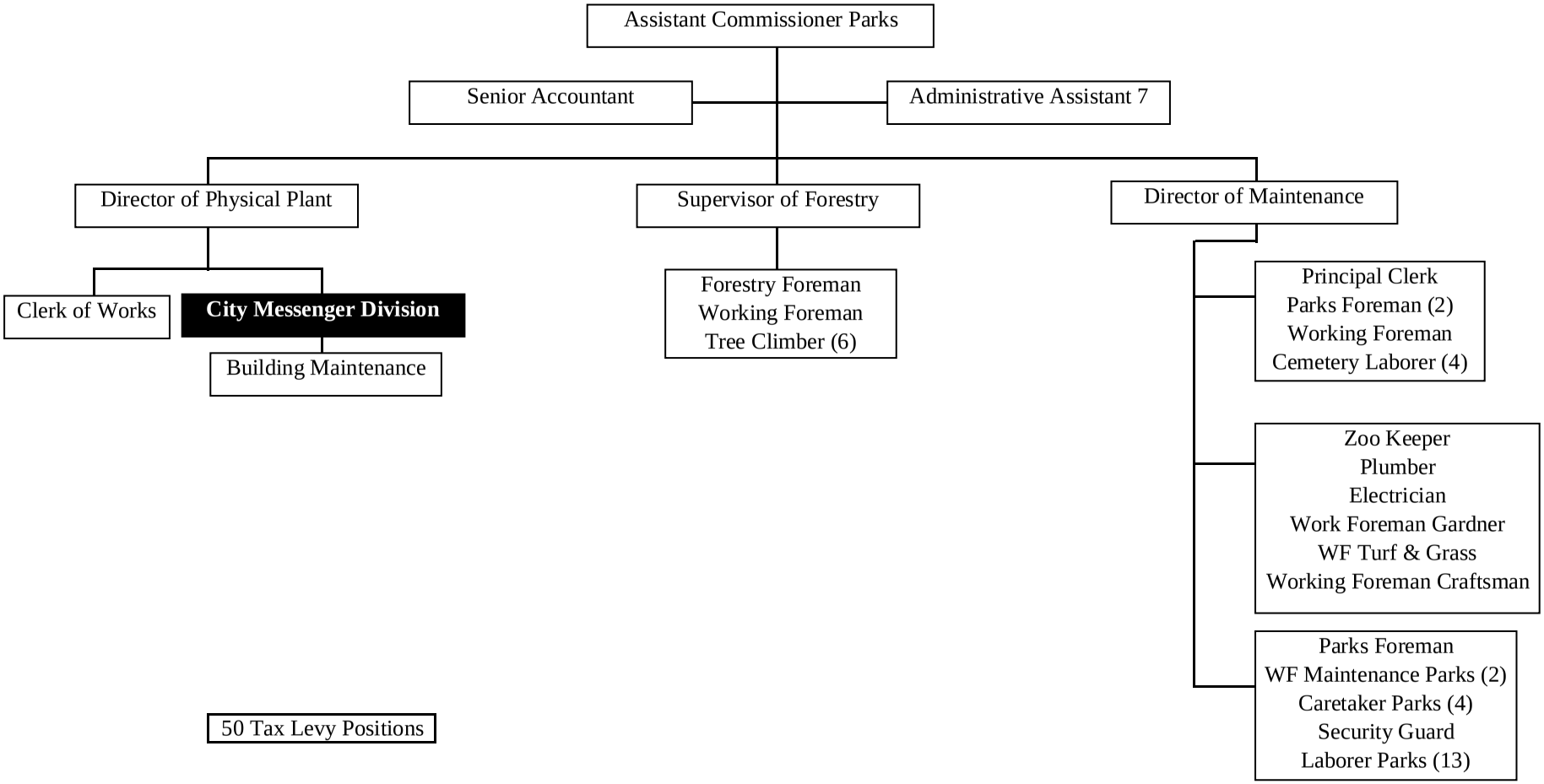
FISCAL 2010 BUDGET	REGULAR SALARIES	FISCAL 2011 BUDGET	CHANGE
372,132	ADMINISTRATION	371,142	(990)
1,188,092	PARKS MAINTENANCE	1,182,912	(5,180)
388,310	FORESTRY	392,098	3,789
278,111	HOPE CEMETERY	291,256	13,145
2,226,644	TOTAL ADMINISTRATION	2,237,408	10,764
	OTHER PERSONAL SERVICES		
(52,600)	VACANCY FACTOR	(26,300)	26,300
57,900	SUMMER TEMPORARY STAFF	80,000	22,100
217,026	CONTRACTUAL STIPENDS-MEO RATES	222,026	5,000
(261,331)	FUNDING SOURCES	(165,827)	95,504
(39,005)	TOTAL OTHER PERSONAL SERVICES	109,899	148,904
2,187,639	**TOTAL PERSONAL SERVICE SALARIES**	**2,347,307**	**159,667**

Total Personal Service Salaries account for Fiscal 2011 is $2,424,258.80, a net increase of $159,659.45 compared to the approved Fiscal 2010 recommended budget of $2,264,599.35. The increase is due to automatic step increases for staff positions that are not at maximum step. The increase is also due to the reduction in the vacancy factor in most of city departments due to reduced employee turnover in the current economic environment. It also includes the elimination of State Juvenile Court credit and a reduction in funding for the Longhorn Beetle Program. The increase also is due to increase in funding for the projected reopening of the summer pools and beaches program. This new funding will allow the Department to operate Crompton Park Pool and Greenwood Park Spray Facility from July 1, 2010 to August 15, 2010. It includes all seasonal staff including lifeguards and maintenance staff as well as increased utility, pool chemical and facility supply costs. Additionally, this funding will include the cost of the Massachusetts General Law (MGL) required Certified Pool Operators (CPO) for both facilities. Crompton Park Pool and Greenwood Park Spray Facility will be state of the art aquatic attractions and based on previous facility openings (Vernon Hill Park) the City will see high attendance numbers at both. This budget allows for the complete and full operation at maximum available occupancy of both facilities.

Total Overtime Service Salaries account for Fiscal 2011 is recommended to be $287,677, an increase of $20,000 to the Recreational Division to fund requirements for the anticipated opening of pools and beaches to fund temporarily staff. This overtime funding was completely eliminated in Fiscal 2011.

The tax levy ordinary maintenance budget for Fiscal 2011 is recommended to be $666,256, an increase of $18,660 compared to the approved Fiscal 2010 budget of $647,596. The increase will fund ordinary maintenance and chemical requirements for the summer recreational program.

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



50 Tax Levy Positions

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 2010 Divisional Acitivty 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 mange the City's urban forest (street trees).

	Actual FY09	Projected FY10	Projected FY11
PARKS DIVISION			
Acres mowed each week	105	110	115
Election Completed	2	3	2
Organizations requesting permits	290	300	310
Approved permits	9,864	9,900	10,000
Staff and Support to Commissions (meetings)	49	53	55
FORESTRY DIVISION			
Tree Removals	425	550	500
Tree Trimming	500	850	750
Tree Plantings	150	800	1600
Customer Service Requests	3065	787	800
HOPE CEMETERY			
Lots Sold	76	79	80
Interments Completed	241	245	250
Monument Foundations Completed	115	93	95
Veteran markers installed	15	20	20

ROBERT L. MOYLAN JR., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION # 720

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
PARKS DEPARTMENT/HOPE CEMETERY- ADMINISTRATION DIVISION #7201					
1	$ 101,845.12	51EM	ASSISTANT COMMISSIONER PARKS	1	$ 101,845.12
1	67,918.05	46EM	DIRECTOR OF PHYSICAL PLANT	1	67,922.64
1	59,946.48	39	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE C	1	59,946.48
1	51,886.80	35	ADMINISTRATIVE ASSISTANT 7	1	51,886.80
1	50,153.76	34	SENIOR ACCOUNTANT	1	50,153.76
1	40,381.92	27	PRINCIPAL CLERK	1	39,379.68
6	$ 372,132.13		REGULAR SALARIES #7201	6	$ 371,134.48
1	70,260.78	45EM	DIRECTOR OF MAINTENANCE PARKS/CEMETERY	1	70,260.78
1	59,424.48	38	ELECTRICIAN	1	59,424.48
1	59,424.48	38	PLUMBER	1	59,424.48
1	59,424.48	38	HEAD ZOO KEEPER	1	59,424.48
1	51,427.44	34	PARKS FOREMAN	1	51,427.44
1	47,836.08	32	WORKING FOREMAN, CRAFTSMAN	1	47,836.08
1	47,836.08	32	WORKING FOREMAN, TURF & GRASS	1	47,836.08
1	47,836.08	32	WORKING FOREMAN, GARDNER	1	47,836.08
2	93,290.64	32	WORKING FOREMAN, PARKS MAINTENANCE MAN	2	83,352.96
1	44,724.96	2	SECURITY GUARD	1	31,904.64
4	161,527.68	27	PARK CARETAKER	4	161,527.68
13	445,078.68	24	PARK LABORER	13	462,656.08
28	$ 1,188,091.86		REGULAR SALARIES #7203	28	$ 1,182,911.26
1	68,152.32	42EM	SUPERVISOR OF FORESTRY	1	68,152.32
1	51,427.44	34	FORESTRY FOREMAN	1	51,427.44
1	47,836.08	32	WORKING FOREMAN, CRAFTSMAN	1	47,836.08
6	220,894.00	26	TREE CLIMBER	6	224,682.56
9	$ 388,309.84		REGULAR SALARIES #7204	9	$ 392,098.40
2	102,854.88	34	PARKS FOREMAN	2	102,854.88
1	47,836.08	32	WORKING FOREMAN BURIALS	1	47,836.08
4	127,419.56	24	CEMETERY LABORER	4	140,565.04
7	$ 278,110.52		REGULAR SALARIES #7206	7	$ 291,256.00
50	$ 2,226,644.35		TOTAL SALARIES - ALL DIVISIONS	50	$ 2,237,400.14

ROBERT L. MOYLAN JR., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION # 720

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
	$ (52,600.00)		VACANCY FACTOR		$ (26,300.00)
	6,960.00		EM INCENTIVE PAY		6,960.00
	70,000.00		HOPE CEMETERY TEMPORARY LABORERS		70,000.00
	57,900.00		SUMMER TEMPORARY STAFF		80,000.00
	-		MAINTENANCE TEMPORARY STAFF		-
	217,026.00		CONTRACTUAL STIPENDS-MEO RATES		222,026.00
50	$ 2,525,930.35		TOTAL RECOMMENDED SALARIES-ALL DIVISIONS	50	$ 2,590,086.14
			FUNDING SOURCES:		
	$ (62,781.00)		PROJECT FUNDS		$ (65,087.34)
	(28,100.00)		STATE-ADMINISTRATIVE COST FOR JUVENILE COURT		-
	(20,940.00)		CREDIT FROM GOLF COURSE		(20,940.00)
	(149,510.00)		CREDIT FROM LONGHORN BEETLE PROGRAM		(79,800.00)
	$ (261,331.00)		TOTAL FUNDING SOURCES		$ (165,827.34)
50	$ 2,264,599.35	**720-91000**	TOTAL RECOMMENDED PERSONAL SERVICES	50	$ 2,424,258.80
	$ -		RECREATION DIVISION OVERTIME		$ 20,000.00
	93,623.00		MAINTENANCE DIVISION OVERTIME		93,623.00
	88,725.00		FORESTRY DIVISION OVERTIME		88,725.00
	41,226.00		HOPE CEMETERY DIVISION OVERTIME		41,226.00
	44,103.00		SNOW REMOVAL OVERTIME		44,103.00
	$ 267,677.00	**720-97000**	TOTAL RECOMMENDED OVERTIME		$ 287,677.00
	$ 53,800.00		ADMINISTRATION - ORDINARY MAINTENANCE		$ 53,800.00
	122,150.00		ADMINISTRATION - ELECTRICITY		122,150.00
	12,000.00		ADMINISTRATION - NATURAL GAS		12,000.00
	12,495.00		ADMINISTRATION - FUEL OIL		12,495.00
	266,385.00		MAINTENANCE - ORDINARY MAINTENANCE		266,385.00
	13,000.00		MAINTENANCE - NO LEAD & DIESEL FUEL		13,000.00
	62,900.00		FORESTRY ORDINARY MAINTENANCE		62,900.00
	11,700.00		FORESTRY - NO LEAD & DIESEL FUEL		11,700.00
	37,730.00		HOPE CEMETERY ORDINARY MAINTENANCE		37,730.00
	11,500.00		HOPE CEMETERY - ELECTRICITY		11,500.00
	4,896.00		HOPE CEMETERY - NATURAL GAS		4,896.00
	10,200.00		HOPE CEMETERY FUEL OIL		10,200.00
	27,500.00		HOPE CEMETERY - NO LEAD & DIESEL FUEL		27,500.00
	1,340.00		SUMMER RECREATION ORDINARY MAINTENANCE		20,000.00
	$ 647,596.00	**720-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 666,256.00
	$ 3,179,872.35		TOTAL RECOMMENDED TAX LEVY		$ 3,378,191.80

DEPARTMENT OF PUBLIC WORK & PARKS

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 during the winter months (December to April). This service ensures rapid response to weather conditions and the ability to react to any and all winter related problems.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
OVERTIME	$ 1,084,908.68	$ 356,252.00	97000	$ 356,252.00
ORDINARY MAINTENANCE	5,921,860.93	2,128,775.00	92000	2,377,277.00
TOTAL	**$ 7,006,769.61**	**$ 2,485,027.00**		**$ 2,733,529.00**

FISCAL 2011 BUDGET OVERVIEW

Expenditures: The city's snow removal account is projected to increase to $2,733,529, an increase of $248,507 or 10% compared to the Fiscal 2010 budget of $2,485,027. This is consistent with the City's Five Point Plan which includes a policy to increase the Snow Removal budget by 10% annually to achieve adequate funding for an average winter. The total recommended Ordinary Maintenance budget is $2,377,277 compared to the Fiscal 2010 budget of $2,128,775. This represents an additional $248,502.70 funding that is primarily reserved for the hiring of private plowing services and equipment.

The balance of $356,252 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 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 estimates as of March 1, 2010 have exceeded the budget by approximately $1,958,342.35. There have been 18 winter/snow related events. By statute, the deficit balance of $1,958,342.35 if not eliminated by Fiscal 2010-year end, or eliminated with the use of free cash, will be raised by taxation.

The following charts illustrate the actual fiscal 2010 snow related events/expenditures and a comparison of snow removal costs from fiscal 2005 through 2010.

SNOW REMOVAL EXPENDITURES - ACTUAL FISCAL 2010

	LABOR									
	REGULAR		OVERTIME				HIRED	EQUIP	TOTAL	ACCUM
STORM DESCRIPTION	HRS	COST	HRS	COST	SALT	SAND	EQUIP	CITY	COST	COST
Storm # 1 December 5 & 6 / 3.7"	424	9,585	470	15,818	68,880	5,880	16,762	39	116,926	116,926
Storm # 2 December 9 / 7.5"	1,028	23,832	532	18,443	36,400	0	234,008	365	312,682	429,608
Storm # 3 Dec 14 / 2.0 "	760	18,107	131	4,644	28,980	6,405	13,052	36	71,188	500,796
Storm # 4 December 19 & 20 /5.7"	1,255	29,406	2,521	87,958	80,500	5,250	358,921	396	562,035	1,062,831
Storm # 5 December 29 / 9.0"	280	6,345	26	803	30,380	7,140	14,659	45	59,326	1,122,158
Storm # 6 Decemebr 31 / 2.7"	160	3,583	556	19,454	55,300	4,851	119,994	359	203,183	1,325,843
Storm # 7 January 2 / 5.5"	24	543	1,200	42,183	68,880	5,565	211,546	377	328,717	1,654,593
Storm # 8 January 3 / 2.5"	826	19,927	1,002	35,653	40,880	4,893	211,898	377	313,251	1,967,843
Storm # 9 January 8 / 1.7"	872	19,953	111	3,751	20,580	0	6,292	36	50,576	2,018,419
Storm # 10 January 17 & 18 / 2.3"	80	1,827	1,658	52,605	63,000	4,725	351,030	387	473,187	2,491,606
Storm # 11 January 19 / 2.9"	1,116	25,844	579	20,467	98,000	5,250	99,542	256	249,103	2,740,709
Storm # 12 January 28 / 2.9"	680	15,498	574	19,959	127,400	8,085	91,035	199	261,977	3,002,686
Storm # 13 February 8 / 0.8"	536	17,485	165	5,731	61,600	4,515	13,081	34	102,412	3,105,096
Storm # 14 February 10 / 2.6"	696	15,939	1,018	35,556	140,000	4,568	115,623	239	311,686	3,416,781
Storm # 15 February 16 / 5.7"	932	21,250	1,123	39,057	182,000	6,300	130,480	264	379,087	3,795,870
Storm # 16 February 24 / 10.7"	595	13,231	980	34,269	56,000	0	297,801	376	401,300	4,197,170
Storm # 17 February 27 / 2.1"	216	7,028	362	12,383	49,000	5,250	12,998	34	86,660	4,283,829
Storm # 18 March 1 /0.5"	918	20,947	364	12,696	37,800	1,680	5,250	0	78,372	4,362,201
TOTAL	11,398	270,331	13,367	461,429	1,245,580	80,357	2,303,972	3,819	4,361,669	0
SNOW = 60.9"										
Fiscal 2010 Projected Cost										4,362,200
Accounts Payable										33,878
Total Snow Expenditures										4,396,078
Fiscal 2010 Snow Budget										2,485,027
SNOW DEFICIT										**1,911,051**
Police Expenditures										32,979
Open Encumbrances										14,312
TOTAL SNOW DEFICIT										**1,958,342**
FISCAL 2010 SNOW DEFICIT										**1,958,342**

SNOW REMOVAL COSTS BUDGET VS ACTUAL - FISCAL 2003-2010

	2005	2006	2007	2008	2009	2010
EXPENDITURES	5,379,465	3,099,020	2,224,942	5,051,150	7,006,770	4,443,369
Total Snow Budget	1,171,000	1,300,000	1,600,000	2,048,000	2,285,027	2,485,027
FEMA Reimbursements	690,996	0	0	0	0	0
Budget Transfers	26,000	0	0	1,928,942	1,647,656	0
TOTAL BUDGET	1,887,996	1,300,000	1,600,000	3,976,942	3,932,683	2,485,027
SNOW DEFICIT	(3,491,468)	(1,799,020)	(624,942)	(1,074,208)	(3,074,087)	(1,958,342)
Snow Fall in Inches	111.40	64.20	41.45	70.10	76.90	60.9
Cost per Inch	48,289.63	48,271.34	53,677.72	72,056.35	91,115.34	72,961.72

ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF PUBLIC WORKS & PARKS - SNOW REMOVAL #411

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 356,252.00	**411-97000**	SNOW REMOVAL DPW OVERTIME	$ 356,252.00
134,646.00		PURCHASE OF SUPPLIES - SAND ONLY	134,646.00
16,762.00		SNOW ORDINARY MAINTENANCE	16,762.00
1,465,250.00		SNOW HIRED SERVICES - & EQUIPMENT	1,630,918.00
512,117.00		PURCHASE OF SUPPLIES - ROAD SALT	594,951.00
$ 2,128,775.00	**411-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE	$ 2,377,277.00
$ 2,485,027.00		TOTAL RECOMMENDED TAX LEVY	$ 2,733,529.00

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:

a. Provide effective management of approximately 13,244 street, bridge, tunnel, and gaslights
b. Timely maintenance and repairs to ensure efficient lighting for public safety, pedestrian and vehicle traffic
c. 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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
ORDINARY MAINTENANCE	$ 3,047,517.31	$ 1,887,828.00	92000	$ 1,887,828.00
TOTAL	**$ 3,047,517.31**	**$ 1,887,828.00**		**$ 1,887,828.00**

FISCAL 2011 BUDGET OVERVIEW

Expenditures:
The total recommended budget for Fiscal 2011 is level funded at $1,887,828 compared to the Fiscal 2010 budget. This recommended budget will continue to fund cost associated with the streetlight expenditures after the elimination of current lease costs during Fiscal 2010. The cost of electricity is estimated to $1,088,978. The annual maintenance and repair cost is budgeted at $756,000. The balance of $42,850 will be used to fund other related streetlight operational costs.

Included in this budget are “other charges” such as transition charges, transmission, energy conservation and renewable energy charges which adds approximately $0.02 to each kilowatt hours billed. Worth noting is the fact that if these “other charges” change during the fiscal year, a one-cent ($0.01) increase would have an $86,000 impact on this budget.

ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF PUBLIC WORKS & PARKS - STREET LIGHTS #412

RECOMMENDED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 3,029,978.00		PURCHASE OF SERVICE - ELECTRICITY	$ 1,088,978.00
30,000.00		MAINTENANCE & REPAIR	756,000.00
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
-		NEW UPGRADES STREET LIGHTS	15,000.00
(1,200,000.00)		STREET LIGHTS PURCHASE OPTION	-
$ 1,887,828.00	**412-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE	$ 1,887,828.00
$ 1,887,828.00		TOTAL RECOMMENDED TAX LEVY	$ 1,887,828.00

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:

a. 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. 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. Over 150 miles of sewers were constructed before 1900.

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 2011 is recommended to be $5.06 per hundred cubic feet (approximately 748 gallons).

This year's sewer rate is $5.06 or 9.8% ($0.45) above the Fiscal Year 2010 rate. The net increase in the sewer rate is $0.45 per ccf and is largely attributable to costs associated with salary & fringe, ordinary maintenance, Upper Blackstone charge, debt, and sewer use. 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. An increase of approximately $1.2 million dollars to the city's annual assessment adds $0.20 to the sewer rate just this year. Added to this increase, the sewer ordinary maintenance accounts will be increased to financially support costs associated with federal and state regulations, which equates to another $0.09 on the sewer rate. These two cost centers alone are being increased by $0.29.

Debt service and sewer use are two other cost centers that are impacting the rate. Debt service, an area that shows and financially indicates efforts taken by the city to modernize and sustain an older infrastructure will increase, resulting in an impact of $0.06 on the rate. Investments to the infrastructure through borrowing (debt service) pay great dividends.

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.

Usage also plays a key role in the sewer rate. Directly related to the water rate, the sewer use is based on 80% of metered water use. With the water use decline, there is an associated sewer use decline. Not unlike other cities and towns, Worcester is also experiencing a reduction in usage and this reduction has an impact of adding approximately $0.05 to the sewer rate. Many factors are involved in lower usage including the current economic climate, low flow plumbing fixtures and appliances, a more educated public, as well as the result of increased water/sewer utility rates.

The remaining $0.05 in this year's sewer rate increase (FY2011) is associated with Salaries & Fringe costs. With respect to the fringe costs, the budget increase is within the pension obligation area. Salary costs have gone up very slightly as a result of contractual obligations and as with any employee area, there are routine step increases for newer employees that take place on an annual basis. There is an additional Grade 3 Engineer position in the FY2011 Sewer Budget due to the expected need of meeting new requirements placed on the Sewer Division as they relate to State and Federal mandates. Additional reporting and documentation will be required and this will be accomplished by this new added position.

Though rate payers will experience an increase in their bills, it should be noted that there are clear benefits from paying these rates. Some of these added costs 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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 2,698,114.19	$ 2,868,854.52	91000	$ 2,963,004.24
OVERTIME	177,419.75	196,000.00	97000	196,000.00
ORDINARY MAINTENANCE	14,318,549.71	15,963,686.00	92000	17,784,438.00
CAPITAL OUTLAY	36,845.50	24,500.00	93000	24,500.00
DEBT SERVICE	5,006,274.37	5,293,870.00	94000	5,661,898.00
TRANSFER OF SERVICES	3,155,025.32	3,187,212.00	95000	3,219,399.00
FRINGE BENEFITS	2,362,444.77	3,012,721.91	96000	3,143,639.00
TOTAL EXPENDITURES	**$ 27,754,673.61**	**$ 30,546,844.43**		**$ 32,992,878.24**
TOTAL POSITIONS	**68**	**68**		**69**

FISCAL 2011BUDGET OVERVIEW

Expenditures:

The total recommended gross budget for the Sewer Division is $32,992,878.24, a net increase of $2,446,033.81 over the Fiscal 2010 approved budget of $30,546,844.63. The following analysis identifies the net activity within the various budget accounts.

The total recommended Personal Services budget is projected to be $2,963,004.24 a net increase of $94,149.72 compared to the fiscal 2010 budget amount of $2,868,854.52. This represents $79,468.72 increase in Regular Salaries and $14,681for Contractual Stipends. The increase in salaries includes automatic step increases for staff positions that are not at the maximum step. It also includes an additional Grade 3 Engineer position in the FY2011 Sewer Budget. Staffing in the Sewer Division is going from 68 positions to 69 positions. This is the first added position since FY2007.

The recommended budget for ordinary maintenance expenses is $17,784,438, an increase of $1,820,752. The largest portion of this increase $1,241,252 is due to costs that will be assessed to the City of Worcester by the 2011 Upper Blackstone Water Pollution Abatement Treatment processing. This increase is for the fifth phase of the capital improvement program to the 27 year old facility. The following illustrates the five-year cost schedule for the Upper Blackstone Water Pollution Abatement Treatment facility.

	Previous Year	Current Year	Variance
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 $579,000 in Ordinary Maintenance increase in Fiscal 2011 will be used as follows: $500,000 for Stormwater Treatment and $79,500 for the Quinsigamond Ave Plant.

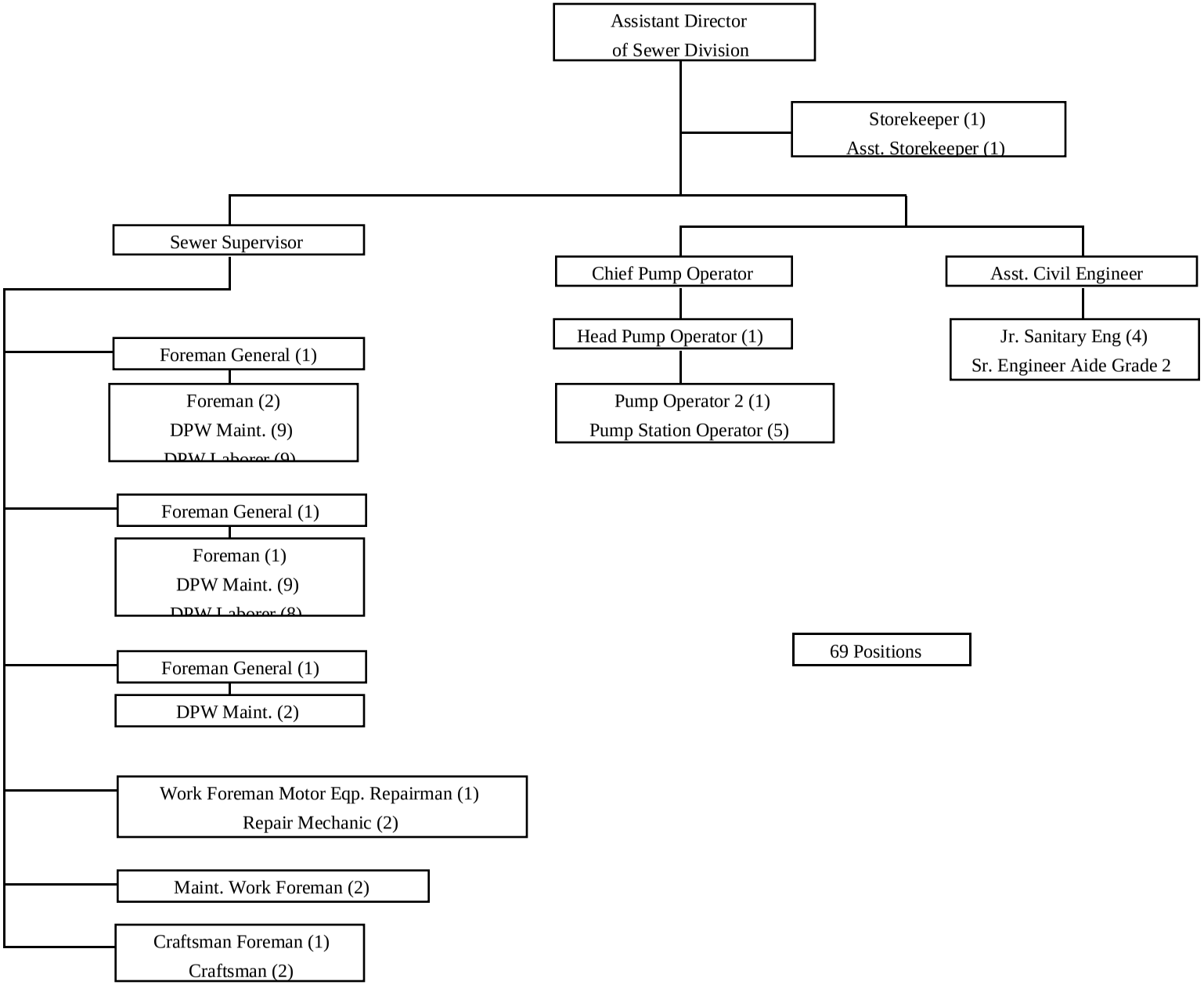
The recommended budget for Debt Service is $5,661,898 compared to the Fiscal 2010 budget of $5,293,870 an increase of $368,028 ($180,601 and $165,192 in principal and interest respectively**)**. The projected debt service will be used to fund existing principal and interest debt outstanding in the amount of $5,370,725, as well as pay for $291,173 of BAN interest and ½ year Bond interest on $7,716,000 of new Sewer projects to be completed in fiscal 2010.

The recommended budget for Indirect Service is funded at $3,219,399 compared to the Fiscal 2010 budget of $3,187,212 an increase of $32,187. 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 following illustrates the five-year cost schedule for this account:

	Previous Year	Current Year	Variance
Fiscal 2011	3,187,212	3,219,399	32,187
Fiscal 2010	3,155,025	3,187,212	32,187
Fiscal 2009	3,046,146	3,155,025	108,869
Fiscal 2008	2,950,822	3,046,156	95,334
Fiscal 2007	2,856,869	2,950,822	93,953
Fiscal 2006	2,706,664	2,856,869	150,205
Fiscal 2005	2,724,811	2,706,664	(18,147)

The recommended budget for Fringe Benefits is $3,143,639 a net increase of $130,917 compared to the Fiscal 2010 budget of $3,012,722. The largest portion of this increase $110,507 is attributed to Pension related costs; a reduction of ($19,159) in Workers Compensation charges a reduction of ($22,638) in Health Insurance, and lastly an increase of $51,876 in Pension Obligation Bonds. The fringe benefit account is used to fund pensions and employee health insurance premiums and other related fringe benefits for Sewer Division active and retired employees.

DEPARTMENT OF PUBLIC WORKS & PARKS
SEWER DIVISION



ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF SEWER- DIVISION #440

Fiscal Year Activity

Fiscal Year 2010 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 09	Projected FY 10	Projected FY 11
Sewer Division			
# of Catch Basins Cleaned	11,087	12,000	12,000
Tons of Debris removed from Catch Basins	8,676	8,000	7,800
Sewer Mains Flushed	392,133	390,000	390,000
# of Sanitary Sewer Overflows	31	60	45
# of Catch Basins and Manholes Repaired	303	300	325
% of FOG Program Compliance	65%	95%	100%

ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF SEWER- DIVISION #440

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
1	$ 81,745.20	46M	ASSISTANT DIRECTOR SEWER OPERATIONS	1	$ 81,745.20
1	66,022.56	41	ASSISTANT CIVIL ENGINEER, GRADE 4	1	66,022.56
1	63,308.16	39M	SEWER OPERATIONS SUPERVISOR	1	63,308.16
1	63,308.16	39M	CHIEF PUMPING STATION OPERATOR	1	63,308.16
3	171,660.80	38	GENERAL PUBLIC WORKS FOREMAN	3	173,794.72
1	57,983.76	38	HEAD PUMPING STATION OPERATOR	1	57,983.76
3	165,648.96	37	JUNIOR SANITARY ENGINEER, DPW	4	217,277.28
3	142,422.48	34	PUBLIC WORKS FOREMAN	3	142,422.48
1	39,567.60	34	WORKING FOREMAN MOTOR EQUIPMENT REPAIRMAN	1	47,117.76
1	41,906.16	33	SENIOR ENGINEERING AIDE, GRADE 2	1	41,906.16
1	36,727.92	32	WORKING FOREMAN, CRAFTSMAN	1	36,727.92
1	47,836.08	32	PUMPING STATION OPERATOR 2	1	47,836.08
2	78,777.36	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	68,418.24
2	80,653.92	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	82,607.76
2	77,861.52	30	WORKING FOREMAN, PUBLIC WORKS MAINTENANCE MA	2	83,666.16
5	171,019.52	30	PUMPING STATION OPERATOR	5	166,642.48
20	762,818.08	26	PUBLIC WORKS MAINTENANCE MAN	20	765,713.52
1	31,111.20	26	STOREKEEPER (DPW)	1	31,111.20
1	37,625.76	25	ASSISTANT STOREKEEPER (DPW)	1	37,625.76
17	538,546.32	24	PUBLIC WORKS LABORER	17	560,784.88
68	2,756,551.52		TOTAL REGULAR SALARIES	69	2,836,020.24
	162,822.00		CONTRACTUAL STIPENDS - MEC		177,503.00
	(50,519.00)		VACANCY FACTOR		(50,519.00)
68	$ 2,868,854.52	**440-91000**	TOTAL RECOMMENDED PERSONAL SERVICES	69	$ 2,963,004.24
	196,000.00	**440-97000**	TOTAL OVERTIME		196,000.00
	$ 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		80,824.00
	432,176.00		SEWAGE PUMPING - ELECTRICITY		432,176.00
	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
	174,100.00		QUINSIGAMOND PLANT - ORDINARY MAINTENANCE		253,600.00
	36,400.00		QUINSIGAMOND PLANT - ELECTRICITY		36,400.00
	10,000.00		QUINSIGAMOND PLANT - NATURAL GAS		10,000.00
	250,000.00		CATCH BASIN DISPOSAL		250,000.00
	1,295,000.00		STORM WATER MANAGEMENT		1,795,000.00
	401,000.00		VEHICLE SERVICE		401,000.00
	12,858,774.00		SEWERAGE TREATMENT		14,100,026.00
	5,648.00		CLOTHING & UNIFORM SERVICE		5,648.00
	$ 15,963,686.00	**440-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 17,784,438.00

ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF SEWER- DIVISION #440

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	PROPOSED FY11 AMOUNT
	$ 24,500.00	440-93000	TOTAL OTHER CAPITAL OUTLAY		$ 24,500.00
			DEBT SERVICE:		
	$ 3,139,197.00		REDEMPTION OF BONDS		$ 3,329,798.00
	2,154,673.00		INTEREST ON BONDS		2,332,100.00
	$ 5,293,870.00	440-94000	TOTAL DEBT SERVICES		$ 5,661,898.00
	$ 3,187,212.00	440-95000	TRANSFER OF SERVICES		$ 3,219,399.00
			FRINGE BENEFITS		
	$ 1,422,000.76		HEALTH INSURANCE		$ 1,409,694.00
	8,480.00		NON CONTRIBUTORY PENSIONS		8,480.00
	783,578.00		CONTRIBUTORY PENSIONS		884,649.00
	183,559.00		EARLY RETIREMENT		191,618.00
	20,963.00		SECTION 90 PENSIONS		22,340.00
	564,982.00		PENSION OBLIGATION BONDS		616,858.00
	19,159.15		WORKERS COMPENSATION		-
	10,000.00		UNEMPLOYMENT COMPENSATION		10,000.00
	$ 3,012,721.91	440-96000	TOTAL FRINGE BENEFITS		$ 3,143,639.00
	$ 30,546,844.43		TOTAL SEWER		$ 32,992,878.24

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:

a. 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 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 2011 is recommended to be $3.15 per 100 cubic feet (CCF) of water used. This year's rate is $0.16 or 5.4% higher than the Fiscal 2010 rate. The water rate for out of town users remains level at $3.40 per 100 cubic feet (CCF).

Water use overall appears to be in decline at this time. Recognizing this fact, the projected water use for Fiscal 2011 has been reduced to reflect reality. This reduction has a direct impact on the rate, but it also results in a realistic and attainable Water Enterprise revenue projection.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 5,275,289.31	$ 5,819,561.16	91000	$ 5,887,602.12
OVERTIME	428,413.32	600,000.00	97000	600,000.00
ORDINARY MAINTENANCE	3,129,015.23	3,349,023.00	92000	3,439,023.00
CAPITAL OUTLAY	24,259.40	25,000.00	93000	25,000.00
DEBT SERVICE	9,624,811.83	10,254,852.00	94000	10,675,270.00
TRANSFER OF SERVICES	2,091,783.97	2,091,784.44	95000	2,091,784.00
FRINGE BENEFITS	3,277,885.60	4,222,243.03	96000	4,396,590.00
TOTAL EXPENDITURES	**$ 23,851,458.66**	**$ 26,362,463.63**		**$ 27,115,269.12**
TOTAL POSITIONS	**127**	**132**		**132**

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The total recommended gross budget for the Water Division is $27,115,269.15, an increase of $752,805.49 compared to the Fiscal 2010 budget amount of $25,362,463.63. .

The net recommended Personal Services salaries budget is recommended to be $5,887,602.12, a net increase of $68,040.96, compared to the Fiscal 2010 amount of $5,819,561.16. $46,647.64 of this increase is the result of funding an additional Staff Assistant III pay grade 35 position to the organization. This position replaces an unfunded Staff Assistant I pay grade 32. The balance of $21,393.32 is due to automatic step increases for staff positions that are not at the maximum step.

The recommended Overtime budget for Fiscal 2011 is level funded at $600,000.

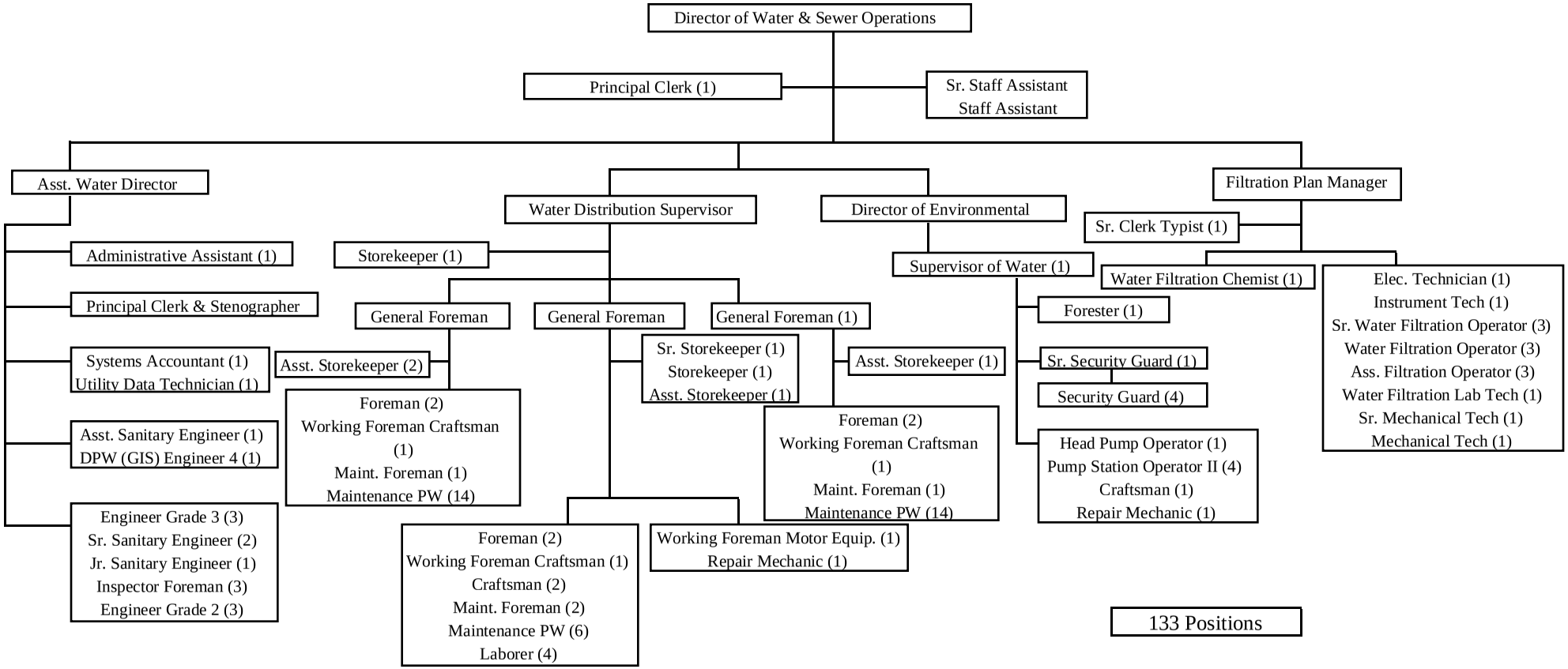
The recommended budget for Ordinary Maintenance is $3,439,023. This represents an increase of $90,000 over the Fiscal 2010 amount of $3,349,023. The net increase in ordinary maintenance will be used to pay for ordinary maintenance expenditures associated with Water Filtration Plant; Plant. It is anticipated that Water Enterprise shall continue to deliver all other Fiscal 2011 programs at the approved Fiscal 2011 rate.

The recommended budget for Debt Service is $10,675,270, a net increase $420,418, compared to fiscal 2010 budget of $10,254,852. The projected debt service will be used to fund existing principal and interest debt outstanding various water loans, and additional new debt in the amount of $164,653 for BAN and ½ year Bond interest cost for $4,319,000 in new Water projects completed in Fiscal 2011. The projected budget will also pay for $3,146,081 in interest as well as $7,346,536 in principal payments for existing debt outstanding.

The recommended budget for Fringe Benefits is $4,396,590, a net increase of $174,346.97 compared to the Fiscal 2010 budget of $4,222,243. The Health Insurance portion of this account is projected to increase by $13,942; an increase of $8,354 in Pensions, $61,659 in Pension Obligation Bonds and a decrease of ($45,285.86) in Workers Compensation charges.

The recommended budget for Indirect Services is level funded at $2,091,784. This account is used to pay for salary and ordinary maintenance costs of other departments that provide service to this enterprise.

DEPARTMENT OF PUBLIC WORKS & PARKS
WATER DIVISION



ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER - DIVISION #450

Fiscal Year Activity Report

Fiscal Year 2010 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 09	Projected FY 10	Projected FY 11
Water Division			
# of Linear Feet of Domestic/Fire Pipe Service Installations/Replacements/Repairs Inspected	16,614	16,200	17,000
# of Linear Feet of Water Main Installations/Replacements/Cleaned & Cement Lined Inspected	15,799	16,300	15,500
# of Cross Connection Inspections & Tests	4,059	4,551	4,900
# of Hydrants Replaced/Repaired by Contractors	48	36	40
# of Hydrants Replaced/Repaired by Water Operations Maintenance Crews	316	500	1,000
# of Water Main Leaks/Breaks Repaired by Water Operations Maintenance Crews	72	65	60
# of Linear Feet of Domestic Services Replaced/Repaired by Water Operations Maintenance Crews	4,635	3,800	3,000
# of Water Distribution System Valves Exercised/Maintained/Replaced	228	250	300
# of Off-Shift Responses by Water Operations Maintenance Crews	1,699	1,500	1,600
# of Million of Gallons of Water Treated per year	7,631.41	7,600.00	8,000.00
Watershed Shorelines Maintained			
# of Acres maintained by Reservoir Land Management Crews	155	220	160
# of Linear Feet maintained by Reservoir Land Management Crews	120,821	58,000	60,000
# of Miles Traveled by Reservoir Security	64,103	80,000	75,000

ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF WATER- DIVISION #450

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
1	$ 97,968.96	47EM	DIRECTOR, WATER & SEWER OPERATIONS	1	$ 97,968.96
1	81,655.00	45EM	DIRECTOR OF ENVIROMENTAL SYSTEMS	1	81,661.68
1	85,169.52	47M	ASSISTANT DIRECTOR OF WATER OPERATIONS	1	85,169.52
1	81,745.20	46M	WATER FILTRATION PLANT MANAGER	1	81,745.20
2	152,006.40	44M	SENIOR SANITARY ENGINEER, GRADE 5	2	152,006.40
1	63,308.16	39M	SUPERVISOR OF WATER SUPPLY	1	63,308.16
1	63,308.16	39M	WATER DISTRIBUTION SUPERVISOR	1	63,308.16
1	63,308.16	39M	SENIOR STAFF ASSISTANT	1	63,308.16
2	132,045.12	41	ASSISTANT SANITARY ENGINEER, GRADE 4	2	114,547.68
1	64,373.04	41	SENIOR GIS ANALYST (DPW)	1	64,373.04
1	64,373.04	41	WATER FILTRATION CHEMIST	1	64,373.04
1	62,138.88	40	WATER FILTRATION INSTRUMENT TECHNICIAN	1	62,138.88
1	57,580.00	39	FORESTER	1	59,594.96
3	179,902.08	39	SENIOR WATER FILTRATION PLANT OPERATOR	3	179,902.08
1	61,094.88	38P	SYSTEMS ACCOUNTANT	1	61,094.88
3	173,059.68	38	GENERAL PUBLIC WORKS FOREMAN	3	173,178.72
1	46,416.24	38	HEAD PUMPING STATION OPERATOR	1	51,886.80
1	50,153.76	38	WATER FILTRATION ELECTRICAL TECHNICIAN	1	50,153.76
3	171,633.60	37	JUNIOR CIVIL ENGINEER, GRADE 3 (DPW)	3	171,633.60
1	53,912.16	36	SENIOR FILTRATION MECHANICAL TECHNICIAN	1	53,912.16
4	193,620.24	36	PUBLIC WORKS FOREMAN AND INSPECTOR	4	193,620.24
0	-	35	STAFF ASSISTANT III	1	46,647.64
1	40,736.88	34	UTILITY DATA TECHNICIAN	1	40,736.88
6	277,968.56	34	PUBLIC WORKS FOREMAN	6	281,690.48
3	150,461.28	34	WATER FILTRATION PLANT OPERATOR	3	150,461.28
1	50,153.76	34	FILTRATION PLANT LABORATORY TECHNICIAN	1	50,153.76
1	51,427.44	34	WORKING FOREMAN, MOTOR EQUIP REPAIRMAI	1	38,106.00
3	138,026.48	33	SENIOR ENGINEERING AIDE, GRADE 2 (DPW)	3	140,928.64
1	48,462.48	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	48,462.48
3	129,288.96	32	WORKING FOREMAN, CRAFTSMAN	3	128,671.84
1	44,365.44	32	WATER FILTRATION MECHANICAL TECHNICIAN	1	45,900.72
4	191,344.32	32	PUMPING STATION OPERATOR II	4	191,344.32
2	89,449.92	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	89,449.92
2	78,989.04	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	78,989.04
3	132,191.28	30	WORKING FOREMAN, DPW MAINTENANCE MAN	3	122,586.48
2	86,825.28	30	HEAD CLERK	2	87,194.88
1	41,906.16	28	SENIOR STOREKEEPER	1	41,906.16
1	38,607.12	27	PRINCIPAL CLERK AND TYPIST	1	39,379.68
1	38,001.60	27	PRINCIPAL CLERK & STENOGRAPHER	1	39,379.68
33	1,095,102.80	26	PUBLIC WORKS MAINTENANCE MAN	33	1,081,857.20
1	38,941.20	26	WATER SERVICE INSPECTOR	1	38,941.20
2	68,799.60	26	STOREKEEPER (DPW)	2	69,780.96
3	108,534.24	25	ASSISTANT STOREKEEPER (DPW)	3	108,534.24
3	106,300.08	24	ASSISTANT FILTRATION PLANT OPERATOR	3	106,300.08
1	33,282.72	24	SENIOR CLERK AND STENOGRAPHER	1	33,282.72
15	547,710.32	24	PUBLIC WORKS LABORER	15	547,024.24
1	33,282.72	22	SENIOR CLERK AND TYPIST	1	33,282.72
1	46,266.08	4	SENIOR SECURITY GUARD (DPW)	1	47,985.68
4	119,073.12	1	SECURITY GUARD	4	119,679.12
132	5,824,271.16		REGULAR SALARIES	133	5,837,544.12

ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
AUTHORIZED POSITIONS UNFUNDED					
2	-	24	PUBLIC WORKS LABORER	2	-
1	-	37	JUNIOR CIVIL ENGINEER, GRADE 3 (DPW)	1	-
1	-	36	PUBLIC WORKS FOREMAN AND INSPECTOR	1	-
1	-	32	WORKING FOREMAN, CRAFTSMAN	1	-
1	-	32	STAFF ASSISTANT I	0	-
6	-		REGULAR SALARIES	5	-
	4,922.00		EM INCENTIVE PAY		4,922.00
	128,057.00		CONTRACTUAL STIPENDS - MEO		182,825.00
	(105,502.00)		VACANCY FACTOR		(105,502.00)
	5,851,748.16		TOTAL RECOMMENDED SALARIES		5,919,789.12
			FUNDING SOURCES:		
	(32,187.00)		CREDIT SEWER REVENUES		(32,187.00)
	(32,187.00)				(32,187.00)
138	$ 5,819,561.16	**450-91000**	TOTAL RECOMMENDED PERSONAL SERVICES	138	$ 5,887,602.12
	600,000.00	**450-97000**	TOTAL OVERTIME		600,000.00
	$ 290,540.00		WATER ORDINARY MAINTENANCE		$ 290,540.00
	28,865.00		YARD ORDINARY MAINTENANCE		28,865.00
	13,050.00		WATER / YARD OM - NATURAL GAS		13,050.00
	33,820.00		WATER / YARD OM - ELECTRICITY		33,820.00
	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 OM		470,665.00
	738,335.00		RESERVOIR - ELECTRICITY		738,335.00
	17,000.00		RESERVOIR - HEATING FUEL OIL		17,000.00
	6,400.00		RESERVOIR - NATURAL GAS		6,400.00
	10,000.00		WATER PUMPING		10,000.00
	297,000.00		TRENCH REPAIRS		297,000.00
	616,400.00		WATER FILTRATION - OM		706,400.00
	338,000.00		WATER FILTRATION - ELECTRICITY		338,000.00
	97,600.00		WATER FILTRATION - NATURAL GAS		97,600.00
	7,848.00		UNIFORM & CLOTHING SERVICE		7,848.00
	$ 3,349,023.00	**450-92000**	TOTAL RECOMMENDED ORDINARY MAINTENANCE		$ 3,439,023.00
	$ 25,000.00	**450-93000**	TOTAL OTHER CAPITAL OUTLAY		$ 25,000.00

ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
			DEBT SERVICES:		
	$ 3,481,911.00		INTEREST ON BONDS		$ 3,328,734.00
	6,772,941.00		REDEMPTION OF BONDS		7,346,536.00
	$ 10,254,852.00	**450-94000**	TOTAL RECOMMENDED DEBT SERVICES		$ 10,675,270.00
	$ 2,091,784.44	**450-95000**	TRANSFER OF SERVICES		$ 2,091,784.00
			FRINGE BENEFITS		
	$ 1,997,604.17		HEALTH INSURANCE		$ 2,011,547.00
	1,083,483.00		CONTRIBUTORY PENSIONS		1,219,160.00
	176,332.00		EARLY RETIREMENT		183,524.00
	32,928.00		SECTION 90 PENSIONS		34,090.00
	788,452.00		PENSION OBLIGATION BONDS		850,111.00
	133,443.86		WORKERS COMPENSATION		88,158.00
	10,000.00		UNEMPLOYMENT COMPENSATION		10,000.00
	$ 4,222,243.03	**450-96000**	TOTAL FRINGE BENEFITS		$ 4,396,590.00
	$ 26,362,463.63		TOTAL WATER		$ 27,115,269.12

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:

a. Oversee all aspects of Worcester's financial functions and to achieve and complete the missions of the Assessing, Technical Services, and Treasury Divisions. (See applicable divisional sections)
b. Act as the City's receipting and disbursing agent of public financial assets in order to maximize the utilization and safekeeping of City funds.
c. Prepare and monitor each fiscal year's capital, grant, and tax levy budgets.
d. Perform financial analyses on various projects and annual City programs.
e. Perform all appropriate grant administration services.
f. 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.
g. 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. The Grants Acquisition Division, within the Budget Division, is responsible for the identification and crafting of grant proposals for the majority of City departments.

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 Treasurer and Collector Division is responsible for the timely billing and collection of all of the City's revenues as well as being the source of disbursing all of the payments by the City and the Worcester Retirement System. The Treasurers division functions as the disbursing agent for 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 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 Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 1,840,971.94	$ 1,591,626.74	91000	$ 1,514,603.40
OVERTIME	23,416.64	45,900.00	97000	30,000.00
ORDINARY MAINTENANCE	991,695.95	723,470.50	92000	726,935.00
CAPITAL OUTLAY	1,550.00	-	93000	-
TOTAL	**$ 2,857,634.53**	**$ 2,360,997.24**		**$ 2,271,538.40**
TOTAL POSITIONS	51	43		42

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The Department of Administration & Finance's total tax levy budget for Fiscal 2011 is recommended to be $2,271,538.40 an overall decrease of $89,458.84 from the approved tax levy budget for Fiscal 2010 of $2,360,997.24.

The tax levy Personal Services budget is recommended to be $1,514,603.40, which is a decrease of $77,023.34 from the Fiscal 2010 budget of $1,591,626.74. This decrease is the result of increased enterprise credits and the elimination of a Teller position and a Customer Service Representative position within the Treasury Division. This decrease is offset by automatic step increases for staff positions that are not at the maximum step. The reduction of the departmental vacancy factor also offsets this decrease. The vacancy factor has been reduced in most city departments due to reduced employee turnover in the current economic environment. Also included in the Fiscal 2011 budget is the addition of one Chief Clerk of the Works position within the Administration Division. This position is entirely funded by outside funding sources for facility management including Union Station and capital projects management.

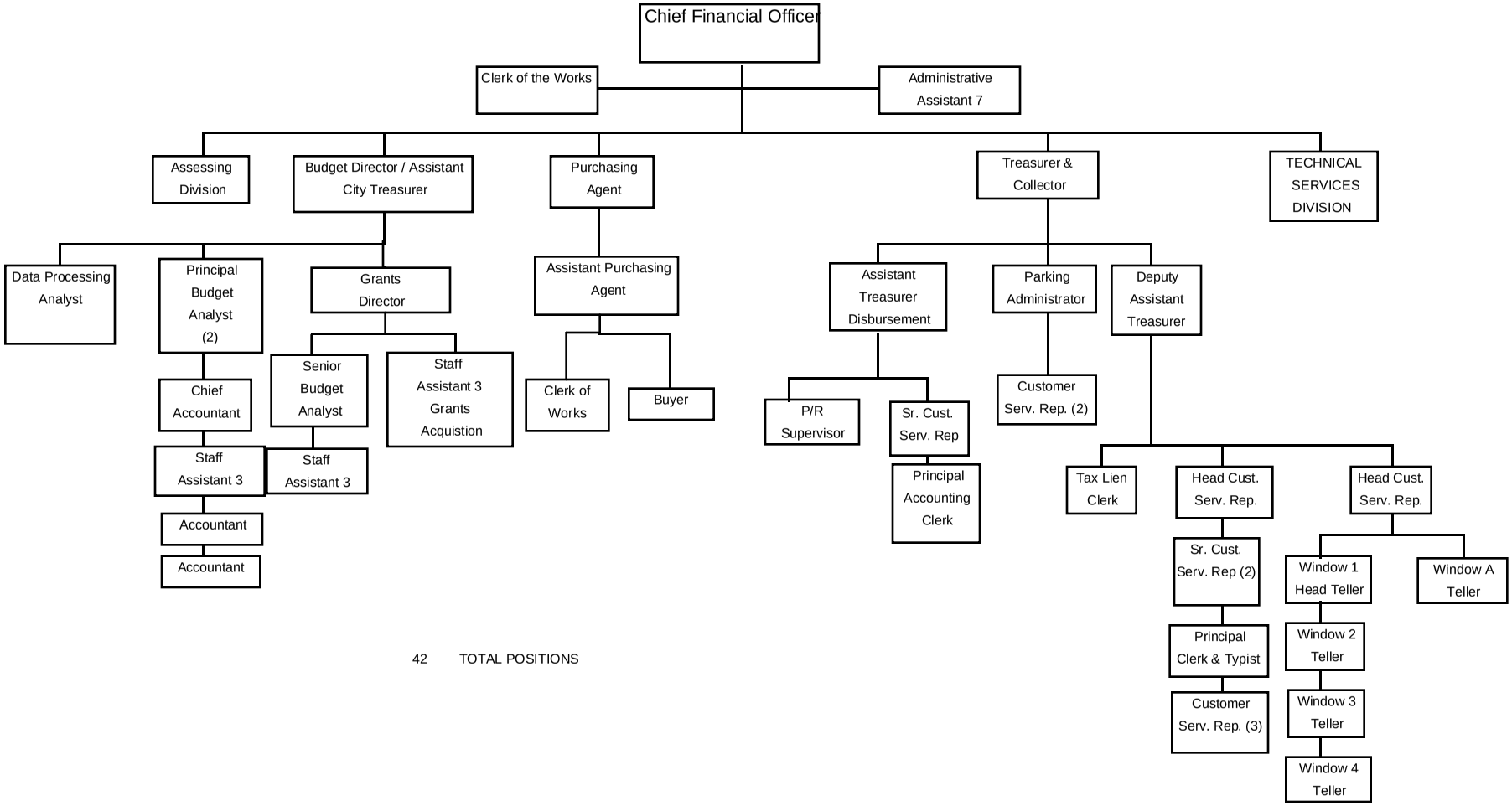
The tax levy Overtime budget is recommended to be $30,000.00, which is a decrease of $15,900.00 from the Fiscal 2010 budget of $45,900.00. This decrease is attributed to a reduction in the Treasury Division overtime.

The tax levy Ordinary Maintenance budget for Fiscal 2011 is $726,935, which is an increase of $3,464.50 from the approved Fiscal 2010 budget of $723,470.50. This increase is the result of a reduction in enterprise credits.

Travel Reimbursements: Travel reimbursement costs which are processed through the Budget Office have been budgeted at $31,615.00, which is a reduction of $0.50 from the Fiscal 2010 approved budget of $31,615.50. Travel is shown as a line item in the Budget Divisions' ordinary maintenance budget.

DEPARTMENT OF ADMINISTRATION & FINANCE

ORGANIZATIONAL CHART



42 TOTAL POSITIONS

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER
DEPARTMENT OF ADMINISTRATION & FINANCE
Fiscal Year Activity Report

Fiscal Year 2010 Divisional Activity Reporting

Mission: "To provide budget development, fiscal oversight, policy and operational analysis that preserve the long term fiscal stability of the City of Worcester in accordance with Massachusetts General Laws and the tenets of sound municipal finance, allowing for the proper allocation of resources and the sustainable provision of high value core municipal services that improve the quality of life for residents, businesses, and visitors in the City of Worcester."

	Act. FY09	Proj FY10	Proj FY11
Fiscal Policies/Five Point Plan			
Bond Rating Fund Contribution	2.3M	344K	950K
North High Fund Contribution	502K	851K	3M
Five Year Forecast Developed	Yes	Yes	Yes
Quarterly Reports Developed	Yes	Yes	Yes
Capital Borrowing Cap Established	$15M	$15M	$15M
Five Year Capital Plan Developed	Yes	Yes	Yes
Increased Snow Budget 10%	Yes	Yes	Yes
50% of Free Cash to Reserves	Yes	Yes	Yes
Draw or Build Fund Balance	Draw	Build	Build
Number of Bond Rating Reviews	4	4	4
Bond Ratings (Improved, Maintained, Reduced)	Maint	Maint	Maint
Financial Oversight Functions			
# OM Requisitions/POs Reviewed	4,612	5,128	5,000
# Finance Items Reviewed for Council Calendar	294	287	275
Budget Development			
Budget meetings per Department (Avg)	5	5	5
Date of Budget Submission	5/6/2008	3/27/2009	4/27/2010
Date of DOR Certification of Tax Rates	12/2/2008	12/18/2009	TBD
Departmental Support/Reporting Functions			
# of Depts Reviewed Quarterly	20	25	25
# Quarterly Rev/Exp Reports	4	4	4
Production of Five Year Forecast	Yes	Yes	Yes

Divisional Activity Reporting

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

	Act. FY09	Proj FY10	Proj FY11
Treasurer Division			
Payroll Checks Issued	93K	97K	97K
Payroll Vouchers Issued	159K	165K	165K
General Obligation Bonds Issued	43M	38M	42M
Bank Accounts Reconciled:			
Daily	5	5	5
Monthly	39	39	39
Accounts Receivable Reconciled:			
Monthly	20	20	20
Collector Division			
Real Estate Bills Issued	184K	184K	184K
OTC Cash Payments Processed	2K	2K	2K
OTC Check Payments Processed	2K	2K	2K
OTC Credit Card Payments Processed	139	139	139
Online Payments Processed	6K	6K	6K
Lock Box Payments Processed	166K	166K	166K
Personal Property Bills Issued	13K	13K	13K
OTC Cash Payments Processed	160	145	132
OTC Check Payments Processed	38	130	167
OTC Credit Card Payments Processed	7	7	7
Online Payments Processed	310	397	496
Lock Box Payments Processed	10K	10K	10K
Water/Sewer Bills Issued	174K	175K	176K
OTC Cash Payments Processed	4K	4K	4K
OTC Check Payments Processed	565	655	655
OTC Credit Card Payments Processed	115	81	52
Online Payments Processed	13K	15K	17K
Lock Box Payments Processed	125K	120K	115K
Excise Bills Processed	130K	127K	125K
OTC Cash Payments Processed	12K	11K	10K
OTC Check Payments Processed	13K	10K	7K
OTC Credit Card Payments Processed	125	125	125
Online Payments Processed	16K	18K	20K
Lock Box Payments Processed	85K	85K	85K
Parking Administration			
Parking Tickets Issued	65K	57K	51K

John C. Orrell, Director

City of Worcester
Purchasing Division
Fiscal Year Activity Report

Divisional Activity Reporting

Procure materials, supplies, equipment and services at the lowest possible cost consistent witht the quality necessary for the proper operation of various City organizations, thereby attaining the maximum value for each public dollar spent.

	Act. FY09	Proj FY10	Proj FY11
Procure materials, supplies, equipment and services in accordance with state laws and City of Worcester ordinances at the lowest possible cost consistent with the quality standards necessary for the successful operation of City departments and Worcester Public Schools			
Bids Issued	224	200	200
Notes:			
Increase new contract awards to minority and women business enterprises so that the total percentage of awards is at least 10% of all total contracts awarded in the next fiscal year			
Percent of contracts awarded to minority & women businesses	10%	10%	10%
Notes			
Confirm and issue purchase orders for purchases made against existing City / State contracts within 2 days of receipt of requisition			
Percent of purchase orders confirmed and issues within 2 days	100%	100%	100%
Notes			
Receive bids / quotes for evaluation within 4 weeks of receipt of requisition			
Percent of bid/quotes received within 4 weeks	100%	100%	100%
Notes			
Notify City departments and WPS of contract expiration 3 months prior to the expiration date to reduce / eliminate lapses in coverage for necessary goods and services			
Percent of notifications performed 3 months prior to expiration	100%	100%	100%
Notes			

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF PURCHASING #600, FINANCE & TREASURY #660

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
			ADMINISTRATION & FINANCE		
1	$ 132,713.28	58CM	CHIEF FINANCIAL OFFICER	1	$ 132,713.28
0	-	50M	CHIEF CLERK OF THE WORKS	1	94,857.84
1	49,172.40	35	ADMINISTRATIVE ASSISTANT 7	1	50,863.68
2	$ 181,885.68		REGULAR SALARIES	3	$ 278,434.80
			FINANCE & TREASURY		
1	$ 101,873.52	53EM	CITY TREASURER & COLLECTOR	1	$ 101,873.52
2	153,363.60	47EM	ASSISTANT TREASURER	2	153,363.60
1	81,745.20	49M	GRANTS DIRECTOR	1	81,745.20
1	75,882.78	44M	DATA PROCESSING ANALYST	1	76,003.20
1	76,003.20	44M	DEPUTY ASSISTANT TREASURER	1	76,003.20
1	70,449.12	42M	PARKING ADMINISTRATOR	1	70,449.12
2	131,293.44	40M	PRINCIPAL BUDGET ANALYST	2	131,293.44
1	61,062.24	39M	SENIOR BUDGET ANALYST	1	63,274.24
1	63,308.16	39M	CHIEF ACCOUNTANT	1	63,308.16
3	157,508.48	37	STAFF ASSISTANT 3	3	161,205.28
2	107,808.45	36	HEAD CUSTOMER SERVICE REPRESENTATI	2	105,694.56
1	48,452.04	33	HEAD TELLER	1	47,502.00
1	41,956.27	32	SUPERVISOR OF PAYROLL	1	42,542.64
2	91,755.28	32	ACCOUNTANT	2	91,496.16
1	46,663.04	32	TAX-LIEN CLERK	1	45,748.08
5	217,980.94	30	TELLER	4	170,965.44
3	122,674.18	28	SR. CUSTOMER SERVICE REPRESENTATIVI	3	120,268.80
1	40,891.39	28	PRINCIPAL ACCOUNT CLERK	1	40,089.60
1	39,379.26	27	PRINCIPAL CLERK & TYPIST	1	38,607.12
6	187,949.52	22	CUSTOMER SERVICE REPRESENTATIVE	5	158,021.20
37	$ 1,918,000.12	660-91000	REGULAR SALARIES	35	$ 1,839,454.56
			PURCHASING DIVISION		
1	$ 98,574.48	50EM	PURCHASING AGENT	1	$ 98,574.48
1	68,152.32	41M	ASST. PURCHASING AGENT	1	68,152.32
1	42,865.28	35	BUYER	1	44,539.44
1	51,886.80	35	CLERK OF WORKS	1	51,886.80
4	$ 261,478.88	600-91000	REGULAR SALARIES	4	$ 263,153.04
	(115,873.52)		VACANCY FACTOR		(57,937.00)
	7,260.58		EM INCENTIVE PAY		10,249.00
43	$ 2,252,751.74		TOTAL RECOMMENDED SALARIES	42	$ 2,333,354.40
			FUNDING SOURCES:		
	$ (128,540.00)		FEDERAL & STATE GRANTS		$ (126,810.00)
	(50,154.00)		DISTRICT IMPROVEMENT FINANCING (DIF)		(51,887.00)
	-		WORCESTER REDEVELOPMENT AUTHORITY		(47,429.00)
	-		PROJECT ACCOUNTS		(99,316.00)
	(3,268.00)		GOLF REVENUES		(3,105.00)
	(246,032.00)		SEWER REVENUES		(253,730.00)
	(233,131.00)		WATER REVENUES		(236,474.00)
	$ (661,125.00)		TOTAL FUNDING SOURCES		$ (818,751.00)
43	$ 1,591,626.74		TOTAL PERSONAL SERVICES	42	$ 1,514,603.40
	$ 45,900.00	660-97000	TREASURER & COLLECTOR OVERTIME		$ 30,000.00
	$ 45,900.00		TOTAL RECOMMENDED OVERTIME		$ 30,000.00

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF BUDGET- DIVISION #610

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
	$ 15,800.00		PURCHASING ORDINARY MAINTENANCE		$ 15,800.00
	$ 15,800.00	600-92000	ORDINARY MAINTENANCE		$ 15,800.00
	$ 8,000.00		BUDGET ORDINARY MAINTENANCE		$ 10,069.00
	8,370.00		GRANTS ADMINISTRATION		6,000.00
	10,000.00		PRINTING		10,000.00
	20,000.00		OPEB ACTUARIAL STUDY		20,000.00
	31,615.50		TRAVEL ORDINARY MAINTENANCE		31,616.00
	53,500.00		TREASURER ORDINARY MAINTENANCE		53,500.00
	50,000.00		TAX TITLE FORECLOSURE		25,000.00
	227,500.00		PARKING ADMINISTRATION SECTION		182,500.00
	380,000.00		MAILING SECTION		450,000.00
	$ 788,985.50	660-92000	ORDINARY MAINTENANCE		$ 788,685.00
			FUNDING SOURCES:		
	$ (6,000.00)		FEDERAL GRANTS		$ (6,000.00)
	(33,150.00)		SEWER REVENUES		(31,493.00)
	(42,165.00)		WATER REVENUES		(40,057.00)
	$ (81,315.00)		TOTAL FUNDING SOURCES		$ (77,550.00)
	$ 723,470.50		**TOTAL ORDINARY MAINTENANCE**		$ 726,935.00
			FRINGE BENEFITS:		
	$ 14,898.00		HEALTH INSURANCE		$ 16,019.00
	13,432.00		RETIREMENT		13,252.00
	$ 28,330.00		TOTAL FRINGE BENEFITS		$ 29,271.00
			FUNDING SOURCES:		
	(28,330.00)		FEDERAL & STATE GRANTS		(29,271.00)
	(28,330.00)		TOTAL FUNDING SOURCES		(29,271.00)
	$ -		**TOTAL FRINGE BENEFITS**		$ -
	$ 2,360,997.24		**TOTAL RECOMMENDED TAX LEVY**		$ 2,271,538.40

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.

a. 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.
b. 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.
c. Periodically review and inspect all City of Worcester property and update electronic data files.
d. 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 Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 656,323.21	$ 568,614.85	91000	$ 529,878.00
OVERTIME	982.77	1,000.00	97000	1,000.00
ORDINARY MAINTENANCE	25,083.26	25,373.00	92000	46,413.00
TOTAL	**$ 682,389.24**	**$ 594,987.85**		**$ 577,291.00**
TOTAL POSITIONS	14	11		10

FISCAL 2011 BUDGET OVERVIEW

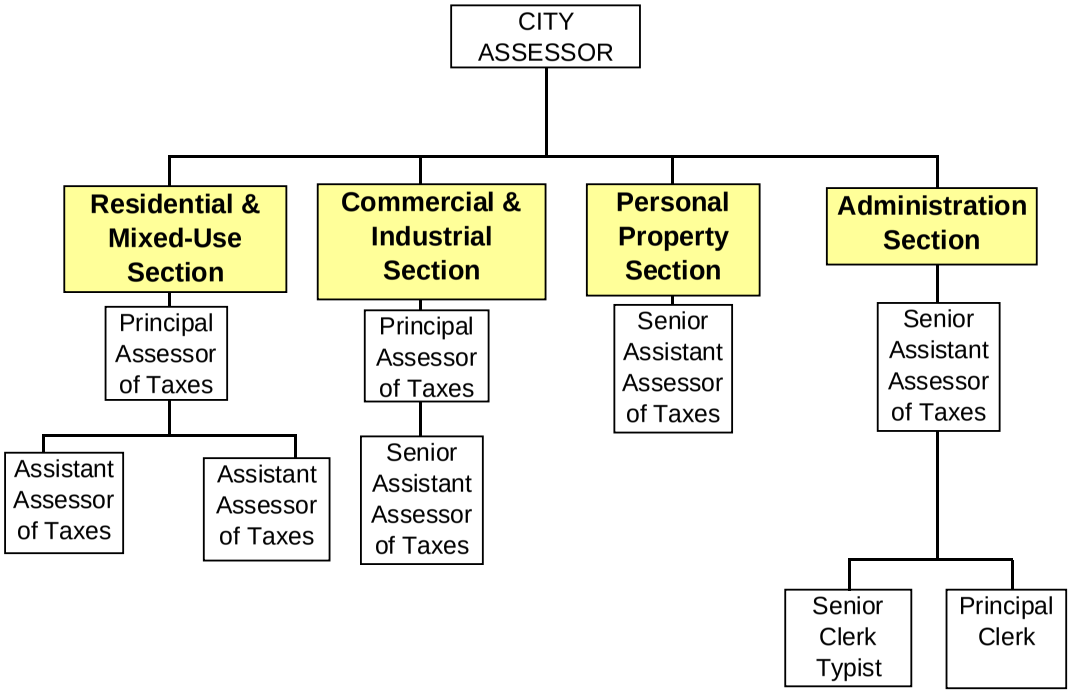
Expenditures:

The total budget for the Assessment Division is recommended to be $577,291.00, a decrease of $176,696.85 from the Fiscal 2010 budget of $594,987.85. The recommended Personal Services budget is $529,878.00, which is a decrease of $38,736.85 from Fiscal 2010. This decrease is reflective of the elimination of a vacant Senior Clerk Typist position. This decrease is offset by automatic step increases for staff positions that are not at the maximum step and the reduction in the vacancy factor. The vacancy factor has been reduced in most city departments due to reduced employee turnover in the current economic environment.

The Fiscal 2011 recommended Overtime is level funded with the Fiscal 2010 amount of $1,000.00.

The recommended Ordinary Maintenance for Fiscal 2011 is $46,413.00, an increase of $21,040.00 from the Fiscal 2010 amount of $25,373.00. This increase is due to anticipated maintenance expenses associated with the city's new Vision appraisal software and regression analysis.

DEPARTMENT OF ADMINISTRATION & FINANCE
ASSESSING DIVISION
ORGANIZATIONAL CHART



10 Total Positions

WILLIAM J. FORD, CITY ASSESSOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF ADMINISTRATION & FINANCE
ASSESSING DIVISION - DIVISION #670

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
1	$ 98,762.40	54EM	CITY ASSESSOR	1	$ 102,708.72
2	129,510.40	40M	PRINCIPAL ASSESSOR OF TAXES	2	131,293.44
2	111,666.24	37	SENIOR ASSISTANT ASSESSOR OF TAXES	3	153,853.52
1	48,452.04	33	ADMINISTRATIVE ASSISTANT, GRADE 6	0	-
2	87,147.60	32	ASSISTANT ASSESSOR OF TAXES	2	84,900.88
1	39,379.26	27	PRINCIPAL CLERK	1	31,986.00
2	64,801.91	22	SENIOR CLERK AND TYPIST	1	32,635.44
11	$ 579,719.85		TOTAL REGULAR SALARIES	10	$ 537,378.00
	3,895.00		EM INCENTIVE PAY		-
	(15,000.00)		VACANCY FACTOR		(7,500.00)
11	$ 568,614.85	**670-91000**	TOTAL RECOMMENDED PERSONAL SERVICES	10	$ 529,878.00
	$ 1,000.00		OVERTIME		$ 1,000.00
	$ 1,000.00	**670-97000**	TOTAL RECOMMENDED OVERTIME		$ 1,000.00
	$ 25,373.00		ASSESSING ORDINARY MAINTENANCE		$ 46,413.00
	$ 25,373.00	**670-92000**	TOTAL RECOMMENDED ORDINARY MAINTANENCE		$ 46,413.00
	$ 594,987.85		TOTAL RECOMMENDED TAX LEVY		$ 577,291.00

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:

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

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 newly-designed website such as a 24x7 online customer service request system, online bill payments, 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 such as 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. This group manages system and site security procedures, as well as environmental controls. The responsibility for data back-ups, disaster recovery, off-site storage and media retention lies with the Production Services Division. Staff members also manage the printing requirements for payrolls, year-end tax forms, purchase orders, elections and many customized reports.

The Technical Support Division provides support to more than 1,700 computer users, 960 personal computers, 200 printers and 50 Windows servers. The staff resolves and troubleshoots problems that require extensive knowledge of networks, operating systems, desktops, hardware, software, document imaging and system security. 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 IBM Unix, Linux, Windows 2003. These platforms consist of systems such as:

- Integrated Financial Management System
- Public Safety (Police, Fire, Communications)
- Office Automation
- Geographic Information System
- Internet
- Document Imaging
- Health and Code Permits
- Golf Course Point of Sale
- Parks/Recreation Reservation System
- Remote Access System
- Assessing Valuation 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, 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 has managed 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, pot hole reporting forms, crime statistics and various forms and reports available for downloading. The City's website is now available with translation services for seven 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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
SALARIES	$ 1,887,745.65	$ 1,642,700.58	91000	$ 1,513,192.88
OVERTIME	39,085.80	35,700.00	97000	35,700.00
ORDINARY MAINTENANCE	1,078,997.39	903,495.00	92000	903,495.00
TOTAL	**$ 3,005,828.84**	**$ 2,581,895.58**		**$ 2,452,387.88**
TOTAL POSITIONS	28	23		22

FISCAL 2011 BUDGET OVERVIEW

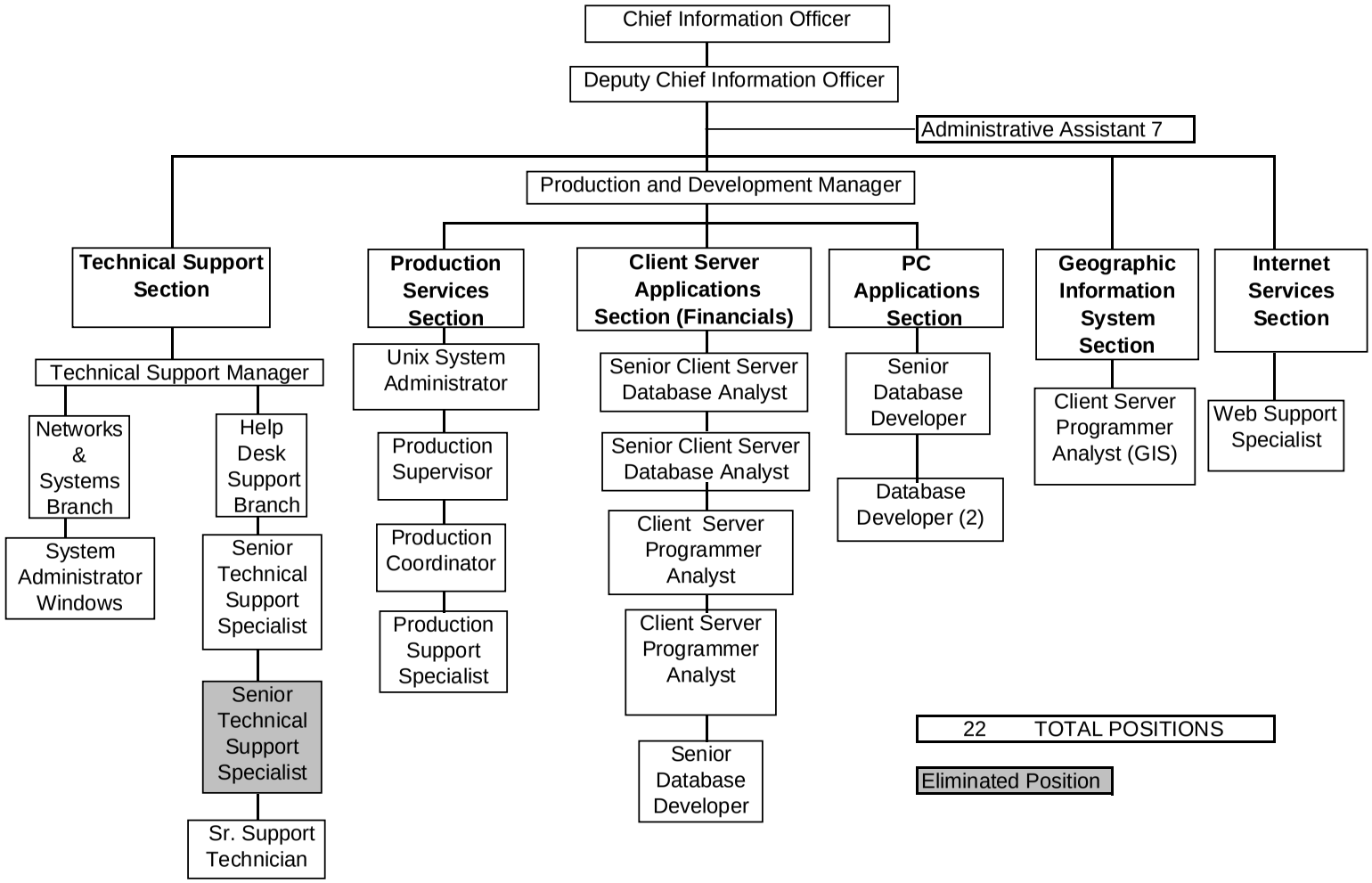
Expenditures:
The total recommended budget for the Technical Services Department for Fiscal 2011 is $2,452,387.88, a $129,507.70 decrease from the approved budget for Fiscal 2010.

The Fiscal 2011 Personal Services budget is recommended to be $1,513,192.88 which is a decrease of $129,507.70 from Fiscal 2010. This decrease can be attributed to an increase in enterprise credits, the elimination of a vacant Senior Technical Support Specialist, the elimination of Cable Revenues and an increase in the divisions' vacancy factor associated with an anticipated retirement. This decrease is partially offset by increases due to automatic step increases for staff positions that are not at the maximum step.

The Fiscal 2011 Overtime budget will be level funded at $35,700.00.

The Fiscal 2011 tax levy Ordinary Maintenance budget is recommended to be level funded at $903,495.00 with the Fiscal 2010 Budget.

TECHNICAL SERVICES DIVISION ORGANIZATIONAL CHART



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.

	Act. FY09	Proj FY10	Proj FY11
Develop/upgrade applications to automate city business functions			
Upgrade outdated VB6 applications to Visual Studio 2008	15	9	6
Convert text-based financial applications to GUI-based	2	3	5

The following applications were upgraded during Fiscal 2009: Birth Records, Business Certificates, Customer Service Request System Phase I, Death Records, Dog Licenses, Economic Development Initiatives, Help Desk, Inventory, Journals, Marriage Certificates, Towed Vehicles Tracking, Workers Compensation, WPD Bureau of Professional Standards Incident Tracking, WPD Court Attendance Tracking and Work Schedules.

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

Total number of requests received and resolved	7,849	8,644	9,439

Enhance e-government services via the City's website

Total web pages accessed by the public	11,092,323	12,200,555	13,420,610

Redesigned the City's website with open source technology
Added a live video stream of the Worcester Government Channel
Added archived videos of Council and Standing Committee meetings and special events
Added translation of web content into seven languages
Dog licenses renewals are now available through online payments
Annual City Census confirmation of changes to household members is now available electronically

City-wide server and network replacement

A major server replacement took place during FY2009. By utilizing virtual technology (VMware), Technical Servics has consolidated the resources previously running on 42 system servers onto 11 physical servers. Vmware has enabled the City to get greater computing power and cooling requirements, lowering hardware maintenance costs, increasing availability of applications and providing operational flexibility on an improved, fault-toleratnt platform.

The City's I-Net was replaced over the past year with a combination of dark fiber, wireless, Verizon SES (Switched Ethernet Services) and Charter MES (Metro Ethernet Services). This has increased the network speed from 4Mb to 10 Mb and also 1Gb in some locations. The new network design allows improved communications and better response times and enables employees to work more efficiently.

PAUL R. COVELLO, CHIEF INFORMATION OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF TECHNICAL SERVICES- DIVISION #680

FY10 TOTAL POSITIONS	APPROVED FY10 AMOUNT	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY11 AMOUNT
1	$ 107,114.40	53EM	CHIEF INFORMATION OFFICER	1	$ 107,114.40
1	98,073.36	48EM	DEPUTY CHIEF INFORMATION OFFICER	1	98,073.36
1	96,945.84	47EM	PRODUCTION AND DEVELOPMENT MANAGER	1	96,945.84
1	88,593.84	47EM	TECHNICAL SUPPORT MANAGER	1	88,593.84
2	176,101.92	48P	SENIOR DATABASE DEVELOPER	2	176,101.92
2	176,101.92	48P	SENIOR CLIENT SERVER DATABASE ANALYST	2	176,101.92
2	176,101.92	48P	SYSTEM ADMINISTRATOR	2	176,101.92
2	163,060.56	48P	SENIOR TECHNICAL SUPPORT SPECIALIST	1	88,050.96
3	189,787.04	42P	CLIENT SERVER PROGRAMMER/ANALYST	3	194,135.52
2	140,474.58	42P	DATABASE DEVELOPER	2	140,898.24
1	60,352.32	42P	WEB SUPPORT SPECIALIST	1	62,536.48
1	65,646.72	40P	PRODUCTION SUPERVISOR	1	65,646.72
1	59,967.36	40	SENIOR SUPPORT TECHNICIAN	1	62,138.88
1	57,983.76	38	PRODUCTION COORDINATOR	1	57,983.76
1	42,900.48	35	PRODUCTION SUPPORT SPECIALIST	1	44,569.44
1	51,886.80	35	ADMINISTRATIVE ASSISTANT 7	1	51,886.80
23	$ 1,751,091.16		REGULAR SALARIES	22	$ 1,686,880.00
	15,411.00		EM INCENTIVE PAY		15,411.00
	(21,000.00)		VACANCY FACTOR		(80,949.12)
23	$ 1,745,502.16		TOTAL RECOMMENDED SALARIES	22	$ 1,621,341.88
			FUNDING SOURCES:		
	$ (21,450.24)		CABLE REVENUES		$ -
	(2,048.21)		GOLF REVENUES		(2,048.00)
	(33,194.69)		SEWER REVENUES		(42,193.00)
	(46,108.44)		WATER REVENUES		(63,908.00)
	$ (102,801.58)		TOTAL FUNDING SOURCES		$ (108,149.00)
23	$ 1,642,700.58	680-91000	**TOTAL RECOMMENDED PERSONAL SERVICES**	22	$ 1,513,192.88
	$ 35,700.00		OVERTIME		$ 35,700.00
	$ 35,700.00	680-97000	TOTAL RECOMMENDED OVERTIME		$ 35,700.00
	$ 195,509.00		REGULAR ORDINARY MAINTENANCE		$ 195,509.00
	491,238.00		REGULAR SYSTEM MAINTENANCE		491,238.00
	86,578.00		MICROSOFT LICENSES--ASSURANCE AGREEMENT		86,578.00
	45,000.00		ELECTRICITY		45,000.00
	61,632.00		FIBER RING CITY HALL/9-11 LINCOLN SQUARE		61,632.00
	37,429.00		EMC DATA STORAGE SUPPORT		37,429.00
	95,164.00		GIS HARDWARE/SOFTWARE		95,164.00
	250,000.00		SWITCHED ETHERNET		-
	10,000.00		SQL ORDINARY MAINTENANCE		10,000.00
	$ 1,272,550.00		TOTAL ORDINARY MAINTENANCE		$ 1,022,550.00
			FUNDING SOURCES:		
	(250,000.00)		CREDIT FROM CHARTER		-
	(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)
	(369,055.00)		TOTAL FUNDING SOURCES		(119,055.00)
	$ 903,495.00	680-92000	**TOTAL RECOMMENDED ORDINARY MAINTENANCE**		$ 903,495.00
	$ 2,581,895.58		**TOTAL RECOMMENDED TAX LEVY**		$ 2,452,387.88

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. The main sections, which deal with municipal debt, are Section 7 and Section 8 of Chapter 44. Section 7 deals primarily with debt, which is considered to be inside the debt ceiling as provided by Proposition 2 1/2 and codified into 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 (2 1/2% of Equalized Valuation) 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, memorials, and various other (generally enterprise) projects.

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 INTEREST - #662

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
DEBT INTEREST	$ 21,120,743.76	$ 19,866,073.00		$ 19,906,025.00
FOLEY STADIUM	0.00	114,188.00		40,250.00
TREE REMOVAL	0.00	0.00		12,000.00
TOTAL INTEREST	**$ 21,120,743.76**	**$ 19,980,261.00**	**94000**	**$ 19,958,275.00**
FUNDING SOURCES				
WATER REVENUES	3,620,811.76	3,481,911.00	94972	3,328,734.00
SEWER REVENUES	2,086,646.87	2,154,673.00	94938	2,332,100.00
CAPITAL CAMPAIGN	4,551,238.40	4,149,269.00	94903	3,864,481.00
NORTH HIGH FUND	318,028.19	253,893.00	94909	311,343.00
MAJOR TAYLOR	235,462.00	220,732.00	94904	212,440.00
WORCESTER AIRPORT	198,555.34	177,449.00	94973	70,661.00
OFF STREET PARKING	118,763.76	134,739.00	94944	177,105.00
UNION STATION GARAGE	317,109.16	329,508.00	94980	254,153.00
OPCD/WEBSTER SQ.	156,978.93	158,430.00	94976	220,915.00
DCU CENTER	315,010.66	285,017.00	94975	521,494.00
CITY SQUARE	0.50	299,527.00	94910	516,556.00
GOLF REVENUES	43,793.28	68,249.00	94970	78,096.00
GENERAL FUND	9,158,344.91	8,266,864.00		8,070,197.00
TOTAL	**$21,120,743.76**	**$19,980,261.00**		**$19,958,275.00**

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The total recommended FY 2011 budget for both long-term debt interest and short term borrowing interest is $19,958,275. Of this amount $18,305,177 is for long-term bond interest for debt issued through FY 2009 which is still outstanding. It also includes $756,458 to account for short-term interest incurred by the City for $42,219,500 in capital projects implemented in Fiscal 2010 and an additional budget recommendation of $844,390 for ½ year of interest on long term debt to be issued on November 05, 2010. Furthermore, $40,250 of this recommendation represents the debt obligations for the $1,150,000 in short term rollover notes for the Foley Stadium. Lastly, $12,000 will be used pay for $400,000 notes issued for debris removal for ice storm damage.

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

FINANCE - DEBT SERVICE INTEREST - #662

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 19,866,073.00		INTEREST ON LONG TERM BONDS	$ 19,906,025.00
114,188.00		FOLEY STADIUM	40,250.00
-		ICE STORM DEBRIS REMOVAL	12,000.00
$ 19,980,261.00		TOTAL INTEREST	$ 19,958,275.00
		FUNDING SOURCES:	
$ (3,481,911.00)		CREDIT FROM WATER	$ (3,328,734.00)
(2,154,673.00)		CREDIT FROM SEWER	(2,332,100.00)
(4,149,269.00)		STABILIZATION - CAPITAL CAMPAIGN	(3,864,481.00)
(253,893.00)		STABILIZATION - NORTH HIGH SCHOOL	(311,343.00)
(220,732.00)		MAJOR TAYLOR BOULEVARD GARAGE	(212,440.00)
(177,449.00)		CREDIT FROM AIRPORT	(70,661.00)
(134,739.00)		CREDIT OFF STREET PARKING	(177,105.00)
(329,508.00)		CREDIT UNION STATION GARAGE	(254,153.00)
(158,430.00)		CREDIT OPCD/WEBSTER SQ. FIRE STATION	(220,915.00)
(285,017.00)		CREDIT DCU CENTER REVOLVING	(521,494.00)
(264,919.00)		CREDIT CITY SQUARE CAPITALIZED INTEREST	(516,556.00)
(34,608.00)		CREDIT CITY SQUARE	-
(68,249.00)		CREDIT FROM GOLF	(78,096.00)
$ (11,713,397.00)		TOTAL FUNDING SOURCES	$ (11,888,078.00)
$ 8,266,864.00	**662-94000**	TOTAL RECOMMENDED INTEREST PAYMENT	$ 8,070,197.00
$ 8,266,864.00		TOTAL RECOMMENDED TAX LEVY	$ 8,070,197.00

Short Term Borrowing $42,219,500:

The $42,219,500 of BANS borrowed includes $14,999,500 for tax levy funded projects. $15,000,000 borrowing limit (reduced from $17,000,000) for tax levy supported debt ceiling per the Five Point Plan adopted by the City Council. The balance of $27,220,000 in borrowings consists of $7,716,000 for Sewer Enterprise infrastructure, equipment and rehabilitation improvements; $4,319,000 for Water Enterprise infrastructure, equipment and rehabilitation improvements; $1,395,000 for Off Street Parking projects that include Pearl Elm Garage and Federal Plaza Garage; $225,000 for Major Taylor Garage; $1,950,000 for South Worcester Industrial Park demolition projects; $2,695,000 for City Square projects; $6,350,000 for the Special District Financing rehabilitation projects for the DCU Center; $770,000 for Golf Course infrastructure that includes improvements to the access road.

Funding Sources for Debt Interest Payment:

The gross interest expense for Fiscal 2011 is anticipated to be in the amount of $19,958,275. Funding from non tax levy is estimated in the amount of $11,888,078 to include Water, Sewer Enterprise accounts, Golf Course, Worcester Regional Airport, Off Street Parking revenues, as well as other financial sources listed. The remaining balance of $8,070,197 is recommended to be financed with tax levy funds. This represents a decrease of ($196,667**)** compared to the approved Fiscal 2010 tax levy debt service interest budget of $8,266.864.

Short-Term Financing For Capital Projects:

The City periodically borrows money to fund capital improvements of the City. The vehicle in 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 sufficient monies necessary for these expenses, called debt service.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
DEBT PRINCIPAL	$ 37,144,949.27	$ 40,718,942.00		$ 43,934,101.00
TOTAL PRINCIPAL	**$ 37,144,949.27**	**$ 40,718,942.00**	**94000**	**$ 43,934,101.00**
FUNDING SOURCES				
WATER REVENUES	6,004,000.07	6,772,941.00	94972	7,346,536.00
SEWER REVENUES	2,919,627.50	3,139,197.00	94938	3,329,798.00
CAPITAL CAMPAIGN	6,598,290.00	6,634,778.00	94903	6,683,006.00
NORTH HIGH FUND	31,000.00	291,000.00	94909	291,000.00
MAJOR TAYLOR	315,000.00	330,000.00	94904	347,000.00
AIRPORT REVENUES	402,249.00	455,249.00	94973	510,137.00
OFF STREET PARKING	167,868.94	193,552.00	94944	222,888.00
UNION STATION GARAGE	186,000.00	345,000.00	94980	374,000.00
OPCD/WEBSTER SQ.	265,117.00	265,108.00	94976	271,305.00
DCU CENTER	377,187.00	546,820.00	94975	559,731.00
CITY SQUARE	0.00	17,000.00	94910	18,000.00
GOLF REVENUES	112,440.00	117,440.00	94970	141,513.00
LAND SALES- (AIRPORT)	0.00	0.00		2,000,000.00
GENERAL FUND	19,766,169.76	21,610,857.00		21,839,187.00
TOTAL	**$37,144,949.27**	**$40,718,942.00**		**$43,934,101.00**

FISCAL 2011 BUDGET OVERVIEW

Expenditures:

The amount of principal payments the City of Worcester will make on long-term debt for FY 2011 is $43,934,101. Of this $43,934,101 in anticipated payments, it is recommended that $22,094,914 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, including proceeds associated with the antipated sale of the Airport to Massport. The remaining balance of $21,839,187, is recommended to be financed with tax levy funds in FY2011, compared to the Fiscal 2010 approved amount of $21,610,857, an increase of $228,330.

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

FINANCE - DEBT SERVICE PRINCIPAL- #661

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 40,718,942.00		REDEMPTION ON BONDS	$ 43,934,101.00
$ 40,718,942.00		TOTAL PRINCIPAL	$ 43,934,101.00
		FUNDING SOURCES:	
$ (6,772,941.00)		CREDIT FROM WATER	$ (7,346,536.00)
(3,139,197.00)		CREDIT FROM SEWER	(3,329,798.00)
(6,634,778.00)		STABILIZATION-BUILDING CAMPAIGN	(6,683,006.00)
(291,000.00)		STABILIZATION-NORTH HIGH SCHOOL	(291,000.00)
(330,000.00)		MAJOR TAYLOR BOULEVARD GARAGE	(347,000.00)
(455,249.00)		CREDIT FROM AIRPORT	(510,137.00)
(193,552.00)		CREDIT OFF STREET PARKING	(222,888.00)
(345,000.00)		CREDIT UNION STATION GARAGE	(374,000.00)
(265,108.00)		CREDIT OPCD/WEBSTER SQ. FIRE STATION	(271,305.00)
(546,820.00)		CREDIT DCU CENTER REVOLVING	(559,731.00)
(17,000.00)		CREDIT CITY SQUARE CAPITALIZED PRINCIPAL	(18,000.00)
(117,440.00)		CREDIT GOLF	(141,513.00)
-		CREDIT LAND SALES - (AIRPORT)	(2,000,000.00)
$ (19,108,085.00)		TOTAL FUNDING SOURCES	$ (22,094,914.00)
$ 21,610,857.00	**661-94000**	TOTAL RECOMMENDED PRINCIPAL PAYMENT	$ 21,839,187.00
$ 21,610,857.00		TOTAL RECOMMENDED TAX LEVY	$ 21,839,187.00

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 FY2011 Debt service obligations will be minimized in the future as a result of the $17.0 million borrowing cap for citywide tax levy projects. The city has been able to reduce its obligations within $15,000,000 for Fiscal 2009 and Fiscal 2010.

The following two charts identifies the summary of bonded debt and an illustration of various specific project issued by the City of Worcester from FY2006 through FY2009. The FY2010 amount is the estimated borrowings projected for the various entities.

CITY OF WORCESTER
FISCAL YEAR 2006 - 2010
CASH FLOW ANALYSIS SUMMARY

DESCRIPTION	FY2007	FY2008	FY2009	FY2010	TOTAL
CAPITAL EQUIPMENT	$ 3,350,000	$ 3,382,000	$ 3,120,000	$ 1,553,500	$ 15,505,500
BUILDING REHABILITATION	$ 3,300,000	$ 5,460,000	$ 4,910,000	$ 3,144,000	$ 22,294,000
BLACKSTONE VALLEY GATEWAY		$ 500,000	$ 420,000	$ 120,000	$ 1,040,000
INFRASTRUCTURE IMP. /PARKS	$ 8,120,000	$ 7,655,000	$ 6,550,000	$ 8,025,000	$ 38,220,000
PARK IMPROVEMENTS/POOLS	$ -	$ -	$ -	$ 2,157,000	$ 2,157,000
TOTAL TAX LEVY	**$ 14,770,000**	**$ 16,997,000**	**$ 15,000,000**	**$ 14,999,500**	**$ 79,216,500**
SCHOOL CONSTRUCTION	$ 6,750,000	$ 5,180,000		$ 1,800,000	$ 23,355,000
ECONOMIC DEVELOPMENT			$ 400,000	$ 1,950,000	$ 3,350,000
AUDITORIUM		$ 450,000			$ 450,000
CITY SQUARE	$ 7,500,000		$ 500,000	$ 2,695,000	$ 11,195,000
DCU CENTER	$ 625,000	$ 1,195,000	$ 395,000	$ 6,350,000	$ 8,815,000
OFFSTREET PARKING	$ 2,800,000	$ 3,300,000	$ 1,975,000	$ 1,620,000	$ 9,895,000
AIRPORT	$ 165,000	$ 300,000			$ 530,000
GOLF ENTERPRISE	$ 430,000	$ 100,000	$ 700,000	$ 770,000	$ 2,160,000
SEWER ENTERPRISE	$ 6,252,000	$ 5,728,000	$ 5,850,000	$ 7,716,000	$ 37,041,000
WATER ENTERPRISE	$ 9,305,000	$ 8,040,000	$ 5,815,000	$ 4,319,000	$ 33,504,000
GRAND TOTAL	**$ 48,597,000**	**$ 41,290,000**	**$ 30,635,000**	**$ 42,219,500**	**$ 209,511,500**
BONDED DEBT					
CITY SQUARE DIF	$ (7,500,000)			$ (2,695,000)	$ (10,195,000)
FOLEY STADIUM	$ (2,000,000)				$ (2,000,000)
TOTAL BONDED DEBT	**$ 39,097,000**	**$ 41,290,000**	**$ 30,635,000**	**$ 39,524,500**	**$ 197,316,500**

CITY OF WORCESTER - FISCAL 2010 - CASHFLOW ANALYSIS

DESCRIPTION	Q1	Q2	Q3	Q4	TOTAL
STREET CONSTRUCTION-PRIVATE STREET	$ 800,000			$ 400,000	$ 1,200,000
STREET CONSTRUCTION FEDERAL PLAZA	$ 100,000				$ 100,000
EAGLE ROAD IMPROVEMENTS	$ 100,000				$ 100,000
STREET CONSTRUCTION VARIOUS	$ 950,000	$ 100,000		$ 200,000	$ 1,250,000
STREET CONSTRUCTION-EXTENDED PAVEMENT	$ 1,050,000				$ 1,050,000
STREET CONSTRUCTION-SIDEWALKS	$ 1,150,000			$ 100,000	$ 1,250,000
STREET CONSTRUCTION-LINCOLN/GATEWAY				$ 170,000	$ 170,000
STREET CONSTRUCTION-GRAFTON ST	$ 100,000				$ 100,000
STREET CONSTRUCTION - RESURFACING	$ 1,950,000			$ 150,000	$ 2,100,000
STREET CONSTRUCTION - GUARDRAILS	$ 25,000				$ 25,000
BRIDGE REHABILITATION	$ 10,000				$ 10,000
ACQUISITION OF STREET LIGHTS		$ 550,000			$ 550,000
TRAFFIC SIGNAL UPGRADES	$ 50,000	$ 30,000		$ 40,000	$ 120,000
TOTAL STREETS - INFRASTRUCTURE IMPROVEMENTS	**$ 6,285,000**	**$ 680,000**	**$ -**	**$ 1,060,000**	**$ 8,025,000**
BUILDING REHABILITATION		$ 190,000		$ 47,500	$ 237,500
BUILDING REHABILITATION PROVIDENCE STREET FIRE	$ 170,000	$ 18,000			$ 188,000
BUILDING REHABILITATION PUBLIC SCHOOLS	$ 1,358,000	$ 1,067,000			$ 2,425,000
BUILDING REHABILITATION/POLICE/FIRE		$ 75,000		$ 35,000	$ 110,000
BUILDING REHAB ENERGY IMPROVEMENT				$ 112,000	$ 112,000
BUILDING REHAB CITY HALL				$ 24,000	$ 24,000
ALDERMAN CHAMBER				$ 27,500	$ 27,500
AUDITORIUM	$ 20,000				$ 20,000
TOTAL BUILDING REHABILITATION	**$ 1,548,000**	**$ 1,350,000**	**$ -**	**$ 246,000**	**$ 3,144,000**
BLACKSTONE VISITORS CENTER	$ 120,000				$ 120,000
PARKS - BAILEY	$ 15,000			$ 5,000	$ 20,000
PARKS - LANDFILL				$ 50,000	$ 50,000
PARKS - EAST PARK		$ 20,000			$ 20,000
PARKS - INSTITUTE PARK	$ 50,000	$ 90,000			$ 140,000
PARKS - INDIAN HILL	$ 20,000				$ 20,000
PARKS - ROCKWOOD FIELD	$ 332,900				$ 332,900
PARKS - VERNON HILL	$ 45,000	$ 150,000		$ 100,000	$ 295,000
PARKS - BEAVER BROOK	$ 38,000				$ 38,000
PARKS - LOGAN FIELD	$ 73,000				$ 73,000
PARKS - BURNCOAT	$ 500				$ 500
PARKS - KC OF FENTON	$ 240,000	$ 20,000			$ 260,000
PARKS - GREENHILL PARK	$ 37,000	$ 50,000			$ 87,000
PARKS - FARBER FIELD	$ 55,600				$ 55,600
PARKS- POOL REHABILITATION				$ 765,000	$ 765,000
TOTAL PARK IMPROVEMENTS	**$ 907,000**	**$ 330,000**	**$ -**	**$ 915,000**	**$ 2,157,000**
CAPITAL EQUIPMENT	$ 640,000	$ 760,000		$ 153,500	$ 1,553,500
TOTAL CAPITAL EQUIPMENT	**$ 640,000**	**$ 760,000**	**$ -**	**$ 153,500**	**$ 1,553,500**
TOTAL TAX LEVY	**$ 9,500,000**	**$ 3,120,000**	**$ -**	**$ 2,374,500**	**$ 14,999,500**
TOTAL SCHOOL CONSTRUCTION - NORTH HIGH	**$ 1,800,000**	**$ -**	**$ -**	**$ -**	**$ 1,800,000**
CITY SQUARE		$ 1,295,000		$ 1,400,000	$ 2,695,000
SOUTH INDUSTRIAL PARK	$ 1,950,000				$ 1,950,000
GOLF ACCESS ROAD		$ 470,000		$ 300,000	$ 770,000
TOTAL GOLF ENTERPRISE	**$ -**	**$ 470,000**	**$ -**	**$ 300,000**	**$ 770,000**
DCU SPECIAL DISTRICT FINANCING	$ 6,350,000				$ 6,350,000
TOTAL DCU CENTER	**$ 6,350,000**	**$ -**	**$ -**	**$ -**	**$ 6,350,000**
OFF-STREET PARKING-MAJOR TAYLOR	$ 100,000			$ 125,000	$ 225,000
OFF-STREET PARKING-LOTS	$ 20,000	$ 30,000		$ 20,000	$ 70,000
OFF-STREET PARKING-PEARL ELM	$ 325,000	$ 750,000			$ 1,075,000
OFF-STREET PARKING-FEDERAL PLAZA	$ 150,000	$ 100,000			$ 250,000
TOTAL OFF-STREET PARKING	**$ 595,000**	**$ 880,000**	**$ -**	**$ 145,000**	**$ 1,620,000**
HOLDEN STREET FORCE MAIN	$ 100,000				$ 100,000
AIRPORT DRAINAGE	$ 50,000			$ 50,000	$ 100,000
INTERCEPTOR INSPECTION		$ 200,000			$ 200,000
SEWER CONSTRUCTION - BEAVER BROOK	$ 1,000,000				$ 1,000,000
INFILTRATION & INFLOW	$ 900,000			$ 106,000	$ 1,006,000
SEWER COMPLIANCE STUDY				$ 100,000	$ 100,000
SEWER RECONSTRUCTION/CONSTRUCTION	$ 1,220,000	$ 605,000		$ 515,000	$ 2,340,000
SURFACE DRAINS	$ 150,000	$ 370,000		$ 100,000	$ 620,000
SEWER PUMPING STATION	$ 200,000				$ 200,000
ROTE 20 SEWER ENGINEERING	$ 600,000			$ 210,000	$ 810,000
SEWER OVERFLOW CONTROL				$ 25,000	$ 25,000
SEWER BUILDING REHABILITATION				$ 50,000	$ 50,000
NEW SEWER CONSTRUCTION - LATERAL	$ 300,000				$ 300,000
PROVIDENCE STREET LOT	$ 300,000				$ 300,000
SEWER CAPITAL EQUIPMENT	$ 205,000	$ 185,000		$ 175,000	$ 565,000
TOTAL SEWER ENTERPRISE	**$ 5,025,000**	**$ 1,360,000**	**$ -**	**$ 1,331,000**	**$ 7,716,000**
WATER FILTRATION PLANT MODIFICATION	$ 100,000				$ 100,000
WATER MAINS	$ 2,000,000			$ 549,000	$ 2,549,000
WATER HYDRANTS	$ 150,000				$ 150,000
WATER PUMP STATIONS	$ 200,000				$ 200,000
WATER METERS	$ 200,000				$ 200,000
LEAK DETECTION/ACCOUNTABILITY ANALYSIS				$ 100,000	$ 100,000
CROSS CONNECTION SURVEY		$ 150,000			$ 150,000
WATER TANK PAINTING		$ 50,000			$ 50,000
RESERVOIR REHABILITATION				$ 100,000	$ 100,000
WATER LAND ACQUISITION				$ 125,000	$ 125,000
WATER SYSTEMS SECURITY		$ 100,000			$ 100,000
WATER BUILDING REHABILITATION		$ 50,000			$ 50,000
WATER CAPITAL EQUIPMENT	$ 80,000	$ 215,000		$ 150,000	$ 445,000
TOTAL WATER ENTERPRISE	**$ 2,730,000**	**$ 565,000**	**$ -**	**$ 1,024,000**	**$ 4,319,000**
GRAND TOTAL	**$ 27,950,000**	**$ 7,690,000**	**$ -**	**$ 6,574,500**	**$ 42,219,500**

PENSION OBLIGATION BONDS

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

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

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 Fiscal 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
FRINGE BENEFITS	$ 12,250,074.84	$ 10,765,285.00	96000	$ 10,409,475.00
TOTAL	**$ 12,250,074.84**	**$ 10,765,285.00**		**$ 10,409,475.00**

FISCAL 2011 BUDGET OVERVIEW

Expenditures:
The total tax levy Pension Obligation budget for Fiscal 2011 is $10,409,475 which is a decrease of $355,810 from the Fiscal 2010 amount of $10,765,285. The City's assessment is based upon the prior years employment base which was dramatically reduced through layoffs and attrition.

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

DEPARTMENT OF ADMINISTRATION & FINANCE

DIVISION OF PENSION OBLIGATION BONDS- DIVISION #665

APPROVED FY10 AMOUNT		TITLE	RECOMMENDED FY11 AMOUNT
$ 12,222,645.00	**665-94100**	PENSION OBLIGATION DEBT SERVICE	$ 11,986,621.00
$ 12,222,645.00			$ 11,986,621.00
		FUNDING SOURCES:	
(79,295.00)		CREDIT FROM AIRPORT	(89,088.00)
(24,631.00)		CREDIT FROM GOLF	(21,089.00)
(564,982.00)		CREDIT FROM SEWER	(616,858.00)
(788,452.00)		CREDIT FROM WATER	(850,111.00)
(1,457,360.00)		TOTAL FUNDING SOURCES	(1,577,146.00)
$ 10,765,285.00	**665-94000**	TOTAL RECOMMENDED PAYMENT	$ 10,409,475.00
$ 10,765,285.00		TOTAL RECOMMENDED TAX LEVY	$ 10,409,475.00

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 2009	Approved Budget for Fiscal 2010	Account Number	Recommended Appropriation Fiscal 2011
EXPENDITURES				
Capital Campaign Stabilization	$ 8,344,263	$ 9,344,263	04D802	$ 10,547,487
City Square DIF Reserve Fund	62,433	375,000	04D803	375,000
MSBA Stabilization Fund	2,800,000	115,000	04D804	-
Bond Rating Reserve Fund	-	344,463	359-21	950,000
Emergency Stabilization Reserve	-	1,000,000	04D807	-
North High Construction Fund	349,028	851,537	04D806	3,047,000
Total Expenditures	**$ 11,555,724**	**$ 12,030,263**		**$ 14,919,487**
FUNDING SOURCES				
General Fund Revenue	$ 8,344,263	$ 11,915,263	04D802	$ 14,919,487
MSBA Audit Refunds	3,149,028	115,000	04D804	-
Total Funding Source	**$ 11,493,291**	**$ 12,030,263**		**$ 14,919,487**

FY 2011 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 $10.5M and is now fully funded through tax levy appropriations. This has increased $1M per year over the last four years consistent with the Five Point Plan. These projects are now entirely supported by the annual tax levy contribution to this fund.

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 poised to maintain or improve its bond rating. The Fiscal Year 2011 recommendation provides funding for these accounts to allow for the stabilization of services.

FY2010 Emergency Stabilization Reserve

In Fiscal 2010, the city will appropriate an additional $1,000,000 into an Emergency Stabilization Reserve account. This reserve is being established to address a number of changing factors in the Fiscal Year 2010 budget including the possibility of continued extreme state aid or other revenue reductions associated with the declining economy. There is not allocation for a 9C Emergency Reserve in the Fiscal Year 2011 budget.

MICHAEL V. O'BRIEN, CITY MANAGER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

CITY MANAGER'S "FIVE POINT PLAN" STABILIZATION ACCOUNTS

RECOMMENDED FY10 AMOUNT	TITLE		RECOMMENDED FY11 AMOUNT
$ 9,344,263.00	CAPITAL CAMPAIGN STABILIZATION (1)	04D802	$ 10,547,487.00
375,000.00	CITYSQUARE DIF RESERVE FUND	04D803	375,000.00
115,000.00	CAP CAMPAIGN MITIGATION (MSBA)	04D804	-
344,463.00	BOND RATING STABILIZATION FUND	359-21	950,000.00
1,000,000.00	EMERGENCY STABILIZATION RESERVE	04D807	-
851,537.00	NORTH HIGH SCHOOL CONSTRUCTION FUND	04D806	3,047,000.00
$ 12,030,263.00	TOTAL STABILIZATION		$ 14,919,487.00

$ 12,030,263.00	TOTAL STABILIZATION	$ 14,919,487.00

CITY OF WORCESTER
FISCAL 2011
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	98,869.84	5,205.00						104,074.84
CITY MANAGER	040	651,763.92	1,204,280.00						1,856,043.92
PROMOTION OF TOURISM	041	0.00	0.00						0.00
ECONOMIC DEVELOPMENT	043	358,148.28	38,000.00						396,148.28
NEIGHBORHOOD SERVICES	044	0.00	500.00						500.00
PLANNING	045	248,766.72	50,478.00						299,244.72
CITY CLERK	100	570,880.04	36,024.00					1,000.00	607,904.04
CITY MESSENGER	110	38,001.60	414,132.00					7,072.00	459,205.60
LAW	120	765,885.09	122,842.00						888,727.09
COURT JUDGMENTS	121		377,750.00						377,750.00
PROPERTY & CASUALTY	122		119,948.00						119,948.00
ELECTIONS	150	283,572.96	84,885.00						368,457.96
CONTRIBUTORY PENSIONS	161						14,538,981.00		14,538,981.00
NON CONTRIBUTORY PENSIONS	162						163,947.00		163,947.00
HUMAN RESOURCES	170	747,256.53	219,701.00					3,000.00	969,957.53
WORKERS COMPENSATION	171		104,700.00				1,061,444.00		1,166,144.00
UNEMPLOYMENT COMPENSATION	172						620,000.00		620,000.00
PUBLIC SAFETY IOD	174						513,680.00		513,680.00
LICENSE COMMISSION	190		1,200.00						1,200.00
POLICE	250	34,296,076.36	1,853,766.00					2,752,190.00	38,902,032.36
FIRE	260	30,584,879.45	994,541.00	25,000.00				532,378.00	32,136,798.45
COMMUNICATIONS	270	1,546,841.44	308,180.00					143,820.00	1,998,841.44
INSPECTIONAL SERVICES	280	2,510,148.56	246,266.00					75,733.00	2,832,147.56
PUBLIC HEALTH	330	140,096.80	12,500.00						152,596.80
ELDER AFFAIRS	340	261,460.16	293,153.00					4,124.00	558,737.16
DPW ADMINISTRATION	4101	415,316.16	107,090.00					31,110.00	553,516.16
DPW ENGINEERING	4102	1,316,565.88	427,342.00					81,793.00	1,825,700.88
DPW STREETS	4103	1,635,159.28	264,039.00					350,108.00	2,249,306.28
DPW SANITATION	4104	1,129,141.04	4,092,073.00					121,414.00	5,342,628.04
DPW CENTRAL GARAGE	4105	592,430.64	1,145,912.00					30,613.00	1,768,955.64
SNOW REMOVAL	411		2,377,277.00					356,252.00	2,733,529.00
STREET LIGHTS	412		1,887,828.00						1,887,828.00
UNION STATION	480		408,098.00						408,098.00
WORCESTER PUBLIC SCHOOLS (1)	500	164,306,048.00	38,953,446.00	338,788.00			55,339,935.00	1,471,046.00	260,409,263.00
PUBLIC LIBRARY	550	2,891,825.32	1,336,098.00					65,232.00	4,293,155.32
REGIONAL LIBRARY	560								0.00
ADMINISTRATION/FINANCE	600/610/660	1,514,603.40	726,935.00					30,000.00	2,271,538.40
AUDITING	650	525,038.57	82,559.00					2,193.00	609,790.57
DEBT PRINCIPAL	661				21,839,187.00				21,839,187.00
DEBT INTEREST	662				8,070,197.00				8,070,197.00

Cont...

CITY OF WORCESTER
FISCAL 2011
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						25,841,628.00		25,841,628.00
PENSION OBLIGATION BONDS	665				10,409,475.00				10,409,475.00
ASSESSING	670	529,878.00	46,413.00					1,000.00	577,291.00
TECHNICAL SERVICES	680	1,513,192.88	903,495.00					35,700.00	2,452,387.88
PARKS	720	2,424,258.80	666,256.00					287,677.00	3,378,191.80
AUDITORIUM	740		121,506.00						121,506.00
DCU	750		24,754.00		338,848.00				363,602.00
CONTINGENCY	900		300,000.00						300,000.00
TOTAL TAX LEVY		**252,220,105.72**	**60,386,039.00**	**363,788.00**	**40,657,707.00**	**0.00**	**98,079,615.00**	**6,383,455.00**	**458,090,709.72**
SEWER	440	2,963,004.24	17,784,438.00	24,500.00	5,661,898.00	3,219,399.00	3,143,639.00	196,000.00	32,992,878.24
WATER	450	5,887,602.12	3,439,023.00	25,000.00	10,675,270.00	2,091,784.00	4,396,590.00	600,000.00	27,115,269.12
AIRPORT	470	1,285,403.44	1,408,562.00	0.00	575,731.00	0.00	491,454.00	95,000.00	3,856,150.44
GOLF COURSE	710	212,967.77	685,093.00		231,844.00	31,187.28	93,368.00	0.00	1,254,460.05
TOTAL ENTERPRISES		**10,348,977.57**	**23,317,116.00**	**49,500.00**	**17,144,743.00**	**5,342,370.28**	**8,125,051.00**	**891,000.00**	**65,218,757.85**

(1) Public Schools allocation does not include $3,674,638.00 in ARRA Stimulus Funds that are not subject to appropriation but are included in the budget summary documents