

City of Worcester

Fiscal Year 2018

Operating Budget

Edward M. Augustus, Jr., City Manager

Worcester, Massachusetts

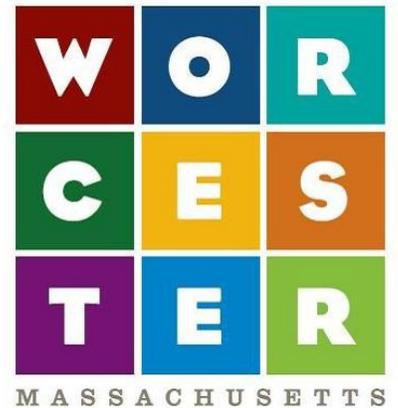
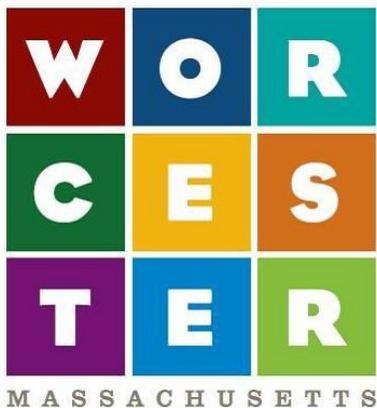


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Edward M. Augustus, Jr.
City Manager

CITY OF WORCESTER

cm2017may05111732

Attachment for Item #

9.36 A

May 9, 2017

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

Attached please find my Fiscal Year 2018 budget document, recommending a tax levy appropriation in the amount of \$632,201,552.00 for the purposes and to the accounts identified in the Line Item Budget contained therein.

The FY18 budget creates the opportunity to make strategic investments in our priorities – education, infrastructure, and neighborhood improvements – all while staying true to our updated long-term financial plan. Over the past three years, we have expanded economic development and increased vitality in our great and growing City, and we have to continue that momentum. This budget invests in the future of our youth by starting to fund the construction of two brand new high schools, adds innovative public safety programs, focuses on cleaning up our neighborhoods and parks, and identifies solutions to important issues identified by the City Council and the residents of Worcester to improve the livability of our neighborhoods.

Building on Education

Education is a core responsibility that provides a key value to our city. Improving education is an investment in our community and its economic development. This budget builds on our commitments to invest in education funding:

- **Exceeds Minimum Contribution:** The City exceeds the minimum required contribution of \$227K for the fourth straight year – allocating a total of \$1.73M in additional operational support to the Worcester Public Schools.



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



- **MSBA Approved Building Projects:** We have a unique opportunity to build TWO new High Schools virtually simultaneously. This budget includes a deposit of \$2.75M to initiate the new school building fund to prepare for this financial commitment, while acknowledging that this is the first of annual installments which may require adjustments in the future.

New Public Safety Programs, Equipment and Personnel

Crime is down in the City due to significant efforts and strong funding of public safety personnel and programs. In FY18, we raise the bar even higher:

- **Recruit Classes:** The budget supports recruit classes in both, the Police and Fire Departments, providing stability, increased visibility and responsiveness in our neighborhoods.
- **New Fire Protection Engineer Position:** This budget adds a civilian Fire Prevention Engineer, which will increase efficiencies in the plan review process, decreasing the amount of wait time for review by weeks, and enhancing customer service as new development and building rehabilitation are on the rise in the city.
- **WPD Forensic Lab:** Adds a new civilian crime/forensic WPD Lab Director, which fills the position of a retired lieutenant and allows the relocation of a lieutenant to the line of duty.
- **Shotspotter:** This budget maintains funding for the City's ShotSpotter gunshot detection program, which allows our police department to quickly respond and investigate, keeping our neighborhoods safe. This is the first year the City is responsible for full funding of the program.
- **Safety Equipment:** Supporting the second year of the equipment replacement program to provide firefighters with two complete sets of turnout gear over four years, making a priority of providing protective equipment to the men and women of the Fire Department.
- **NRT and Summer Impact:** The FY18 budget maintains the Neighborhood Response Team and Summer Impact programs, which allow for additional officers to be deployed to targeted areas, and during key periods.

Improving Neighborhoods, Parks and Infrastructure

My proposed budget builds upon our commitment to provide excellence in the delivery of core services, improves valued city resources, and creates new opportunities to address some persistent issues of concern. We have acknowledged the concerns of your honorable body and those of our residents who attend our Neighborhood Watch meetings and have implemented several new initiatives to address improve the livability of our neighborhoods:

- **New Snow Removal Program:** We have successfully implemented the new snow program, and I am recommending an increase of \$1.8M to the annual snow budget to address the costs related to these changes.
- **Stump Removal Initiative:** Based on the feedback of residents, we have included a one-time \$400K fund to remove more than 600 stumps from our public parks and streets and reset the pavement once the stumps are removed. This will eliminate a backlog of stumps across the city, including in our parks. In the future, we will plan to remove stumps as trees are removed.
- **Median Strip/Traffic Island Cleanup:** In this budget, we will implement a Median Strip/Traffic Island Beautification Program staffed by 20 city youth who will be employed through our Youth Violence Prevention Initiative this summer to address the on-going challenges of overgrowth in our city street's islands and median strips. This group of teens will be hired to work for 8 weeks with members of our parks department to weed, trim and maintain the median strips and traffic islands throughout the City.
- **Improve Crosswalks and Centerlines:** Following last year's aggressive efforts of restriping and repainting crosswalks and fog-lines to enhance pedestrian safety and increase the walkability in our city, an allocation has been made to continue to, once again, restripe crosswalks/centerlines, school crossing zones, and fog-lines. Additional funds have been allocated for a number of new flashing lights to be installed in each district.
- **Outside Consultant for Shared Services:** Many of you have inquired about reviewing the potential savings obtained by merging City/WPS Facility Management and Administrative Functions. This independent outside review will

determine the feasibility and efficiencies of streamlining finance, administrative and human resource functions, in addition to overall facility management citywide.

- **Economic Development City-wide Master Plan** – Much has changed in Worcester in the 30 years since the plan was done – the city’s built environment, population mix, housing market, and diversity of businesses, to name a few. The density of the development that is occurring in the Central Business District makes Worcester a different city today than it was even five years ago. The plan will identify issues, opportunities and recommendations surrounding land use/zoning, walkability, housing, historic/cultural resources, environment sustainability, public health and connecting bike paths.

Strengthen Long Range Financial Planning

As presented to City Council in March, we have incorporated the updates to the City’s Long-Term Financial Plan into this budget, allowing us to address our shared public priorities and continuing our efforts as good stewards of the City’s finances:

- **OPEB:** Consistent with our financial plan, the recommended budget provides a 10% increase into the City’s OPEB reserve fund totaling \$550,000, demonstrating to bond rating agencies that we continue to address this liability in our ongoing financial planning.
- **Controlling Non Operational Cost Drivers:** Health insurance reforms are continuing to yield benefits, as the City’s health insurance costs are growing at a slower rate lower than state and national averages, with rates up less than 5.6 % compared to 9.25% national averages and 10-12% state averages. This is another way we are tackling the City’s OPEB liability, as slower health insurance costs keep our liability from growing at a faster rate.
- **Preparing for Known Expenses:** This budget includes funds for known liabilities for the coming fiscal year including a model wage and benefit package for a 2% FY18 wage increase and updated health insurance plan designs, as well as funds for legal suits and judgements.

Financial Overview: The following summarizes the major financial changes from the FY17 budget. Details for each department are included in the complete budget document attached to this communication.

	Fiscal Year 2017 Budget (Tax Recap)	Proposed Fiscal Year 2018 Budget	Fiscal Year 2017/2018 Change	Percentage Change
Revenues				
Property Tax	278,951,369	290,154,831 (1)	11,203,462	4.02%
Local Receipts	42,200,027	44,474,536	2,274,509	5.39%
State Aid Education	237,217,701	247,105,031	9,887,330	4.17%
State Aid General	53,800,865	49,767,224 (2)	(4,033,641)	-7.50%
Other Available Funds	697,519	699,930	2,411	0.35%
Free Cash	5,488,721		(5,488,721)	-100.00%
Total Revenues	618,356,202	632,201,552	13,845,350	2.24%
Expenditures				
Education (WPS - including assessments)	350,462,429	361,828,709 (3)	11,366,280	3.24%
Fixed	115,397,072	115,170,669	(226,403)	-.20%
Public Safety	87,739,549	89,488,660	1,749,111	1.99%
- In FY17: FY14-16 Wage Reserve	2,440,254 (4)		(2,440,254)	-100.00%
Public Works	21,013,948	21,246,653	232,705	1.11%
- Snow Program	4,200,000	6,000,000	1,800,000	42.86%
Other Operational	36,602,950	37,216,861	613,911	1.68%
Contingency	500,000	1,250,000 (5)	750,000	150.00%
Total Expenditures	618,356,202	632,201,552	13,845,350	2.24%

Overall, the City's budget increases \$13.8M, or 2.24%. More than \$11M of that increase is being allocated to the Worcester Public Schools, based on state funding that increased by \$9.9M combined with City funding that exceeds the required minimum by \$1.75M.

Fixed Costs including debt service, pensions, worker's compensation, injured on duty payments, and health insurance will decrease by \$226,403, thanks to a lower cost of borrowing due to the City's improved bond rating, and an ongoing commitment to reforms on the part of our City Administration and the cooperation of our partners in the City's bargaining units.

\$550,000 will be used to fund the OPEB Trust - the City's second contribution from the recommended operating budget into the OPEB Trust. This is a 10% increase over FY17 per the Long Term Financial Plan. The City will still plan to meet its obligation under the Five Point Plan to deposit 30% of Free Cash into the OPEB Trust when that amount is certified next fall.

Public Safety spending increases by \$1.75M based on our commitment to maintain staffing levels in both departments with recruit classes. (This does not include FY17's artificially inflated number, due to a \$2.44M retroactive wage payment to the fire department). In addition, the budget allocates funding for the programs and initiatives mentioned above.

The Department of Public Works and Parks shows an increase from FY17 to FY18. This increase is driven largely by the updated snow program. The budget also includes investments in the Parks division for stump removal, island maintenance, turf management, and dog parks. The Public Works and Parks budget includes increases in the days of operation for the Park Steward program and adds funding to maintain the City's pool and beach services, while increasing the wages for summer and temporary staff.

Other operational departments show an increase of \$613,911. This includes continuing the need to fund increasing the Veteran's Benefits line item to match recent spending levels (spending on Veteran's benefits is reimbursed by the Commonwealth at 75%). The Contingency line item will increase \$750,000 to fund a portion of the FY18 wage increase. The wage and benefit package will include a 2% salary increase concurrently with the implementation and savings from the most recent health insurance changes consistent with the recently settled WPS collective bargaining units. All remaining departments increase \$1M, or 3%, inclusive of all budgetary adjustments, contractual salary amounts, and program costs. Legal settlements remain level funded.

The attached budget document provides detailed information on each department as well the line item budget containing the legal appropriation recommended amounts for the FY18 Operating Budget. This comprehensive recommendation achieves not only a balance of our revenues and expenditures, but an opportunity to build on our successes, improve on the delivery of municipal services, while incorporating the sound

principles of our updated long-term financial plan. With this budget, we will commit to a better future for our schools and our city.

I respectfully recommend adoption of the attached Fiscal Year 2018 budget submission as identified in the line item budget.

Respectfully submitted,

A handwritten signature in cursive script that reads "Edward M. Augustus, Jr." The signature is written in black ink and is positioned above the printed name.

Edward M. Augustus, Jr.
City Manager



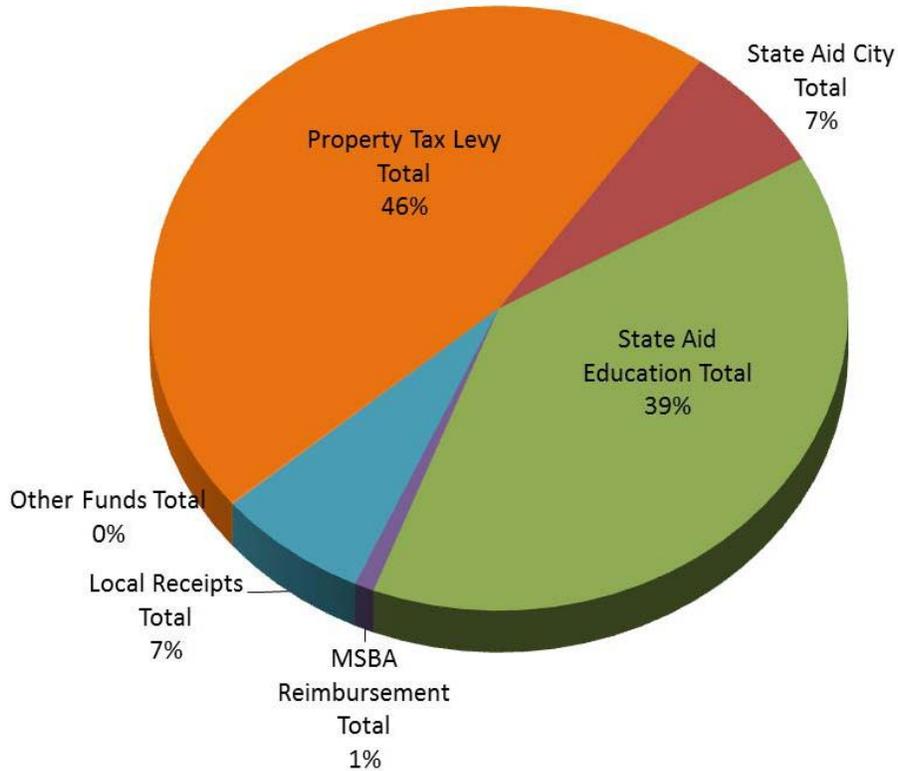
Fiscal Year 2018 Budget Financial Plan Revenue and Expenditure Overview

The Fiscal Year 2018 recommended budget is balanced and submitted in accordance with the City Charter and Chapter 44 of the Massachusetts General Laws. All of the revenues or other funding sources for the appropriation recommendation in this budget are detailed below. Expenditure appropriation recommendations are summarized in this overview and detailed in each of the departmental sections that follow. The official appropriation order is summarized in the Line Item Budget at the end of the budget document.

Revenue Overview

The Fiscal Year 2018 budget is funded through \$632.2M in revenues. This is comprised of \$290.2M in property taxes, \$44.4M in State Aid for City operations, \$245.2M in State Aid for Education, \$1.9M in Charter School reimbursements. Other revenues include \$5.7M in MSBA reimbursements for school construction, \$44.5M in local receipts, and \$700K in other available funds.

FY18 Revenue Estimates

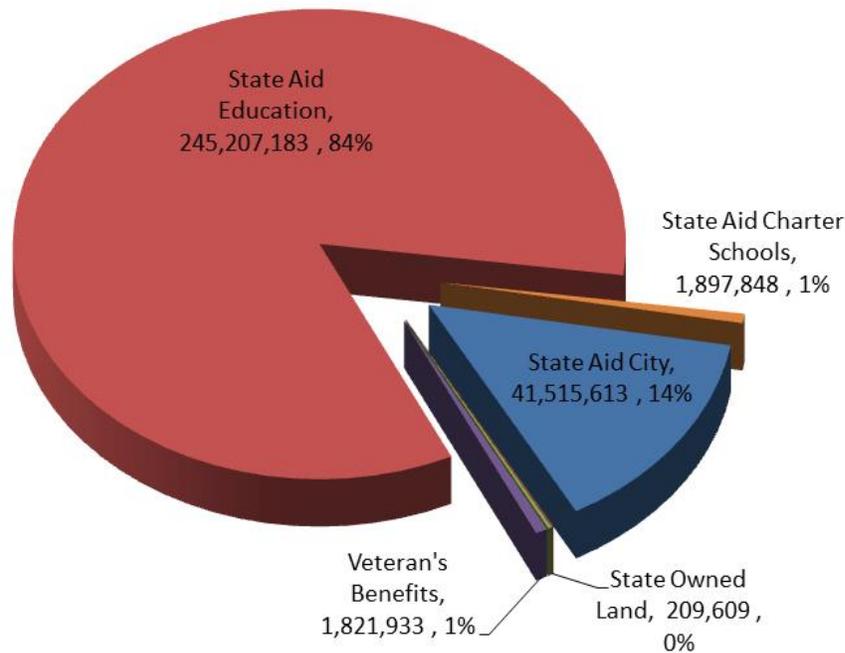


State Aid (Cherry Sheet)

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

Revenue and Expenditure Summary

FY18 State Aid Totals



State Aid Overview and Trends

The chart above indicates the breakdown of state funding among the aid categories for Fiscal Year 2018. Of the State Aid anticipated to be received, 85% is in the form of Educational Aid while 15% is Municipal Aid. The table below shows the trend in support from the Commonwealth for Education and Municipal Aid between FY17 and FY18.

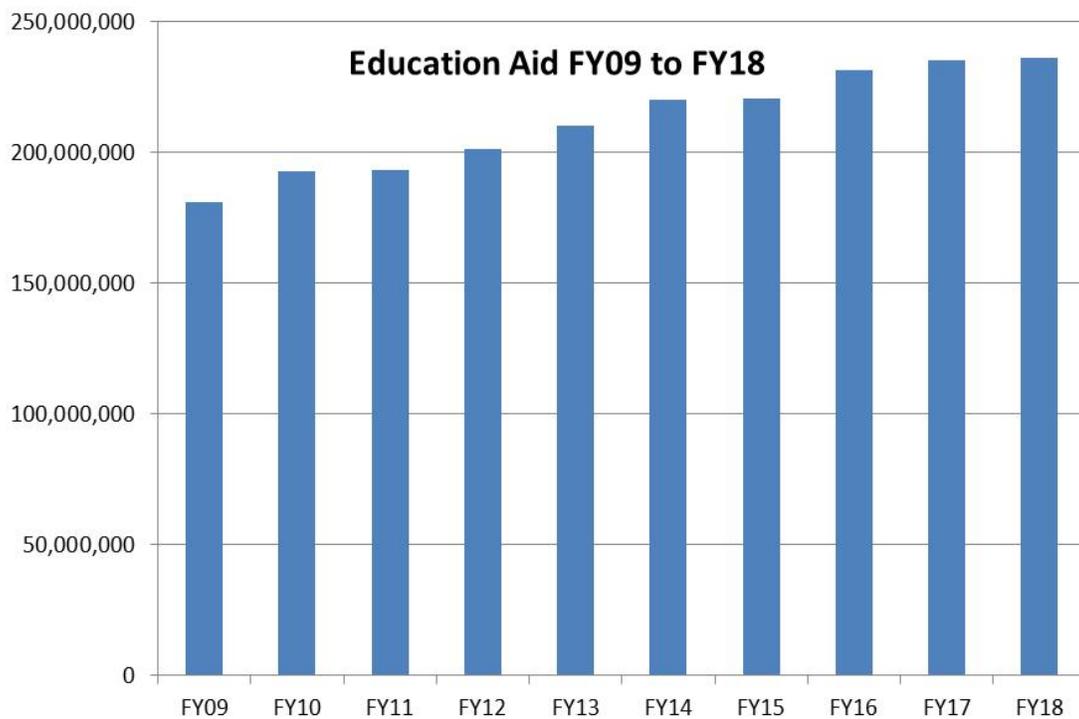
State Aid Education	FY17 Budget	FY18 Budget	FY17/18 Change	%Change
Education - Chapter 70	235,402,232	245,207,183	9,804,951	4.17%
Education - Charter	1,815,469	1,897,848.0	82,379	4.54%
Total State Aid Educational	237,217,701	247,105,031	9,887,330	4.17%
State Aid Municipal (1)	FY17 Budget	FY18 Budget	FY17/18 Change	%Change
Unrestricted General Government Aid	39,957,279	41,515,613	1,558,334	3.90%
Veteran's Benefits	1,498,407	1,821,933	323,526	21.59%
Elderly/Veterans Exemptions	560,303	557,801	(2,502)	-0.45%
State Owned Land	209,809	209,609	(200)	-0.10%
Total State Aid Municipal	42,225,798	44,104,956	1,879,158	4.45%

Revenue and Expenditure Summary

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 2018.

Education Aid – Chapter 70

Massachusetts General Laws Chapter 70 Education Aid provides financial assistance to cities and towns in order to promote the equalization of the burden of school costs across the state. Chapter 70 School Aid is based on a formula that generates a “foundation budget” representing the per pupil funding required to provide education per state law. The state then uses a separate formula to determine a locality’s required contribution for education from local revenues using the Department of Revenue’s Municipal Revenue Growth Factor (MRGF). The result of this formula is the City’s required contribution for education. The difference between the calculated “foundation budget” and the City’s “required contribution” is then funded with Chapter 70 Aid. Chapter 70 Aid for the Worcester Public Schools is projected to be \$245,207,183 for Fiscal Year 2018. The table below depicts the history of this aid category back to Fiscal Year 2009.

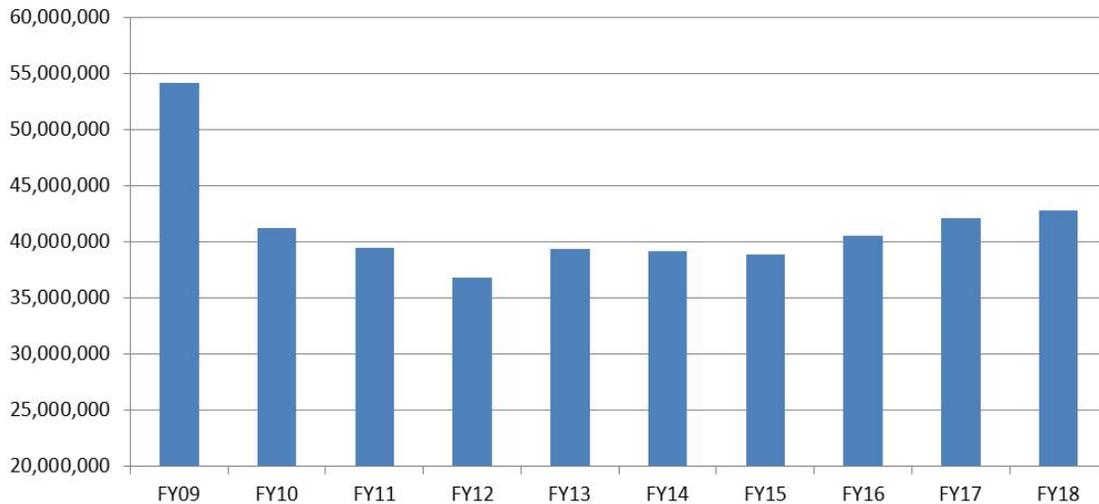


Unrestricted General Government Aid

This State Aid Category represents the bulk of the non- educational aid received by cities and towns. The City of Worcester, by formula, receives approximately 4.0% of the total State appropriation of this state aid category. For Fiscal Year 2018, the City anticipates receiving \$41,515,613 in Unrestricted General Government Aid. This represents a \$1.6 M increase over the Fiscal Year 2017 estimate. The table below depicts the history of this aid category back to Fiscal Year 2009.

Revenue and Expenditure Summary

State Aid for City Services FY09 to FY18



Charter School Reimbursement

The Commonwealth provides a declining reimbursement amount to cities and towns for each student that chooses to attend a Charter School. In Fiscal Year 2018, the Charter Tuition Reimbursement is estimated in the amount of \$1.9M. This amount is subject to change as final enrollments in the City's charter schools are tabulated. In recent years, the Commonwealth has not fully funded this aid category.

Veterans Benefits

The Commonwealth of Massachusetts reimburses the City of Worcester 75% of the cost of veterans' benefits. As a result of the timing for reimbursements from the State, this revenue source represents 75% of the City's spending on Veteran's benefits for the past 12 months, not an estimate of the coming 12 months. Benefits are paid consistent with Massachusetts General Laws Chapter 115 and have been escalating in recent years. The Fiscal Year 2017 reimbursement estimate is \$1.82M.

State Owned Land

The Commonwealth provides a reimbursement to cities and towns for tax revenues lost due to state owned land. The reimbursement is based on state calculated values and is based solely on the value of the land itself, not the structures on the property. This receipt is estimated at \$210,597 for Fiscal Year 2018.

Public Libraries

Under Chapter 78, Section 19A, of the Massachusetts General Laws, each municipality which is certified by the Board of Library Commissioners, and meets certain requirements and standards for free public library service, receives aid from the Commonwealth. 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.

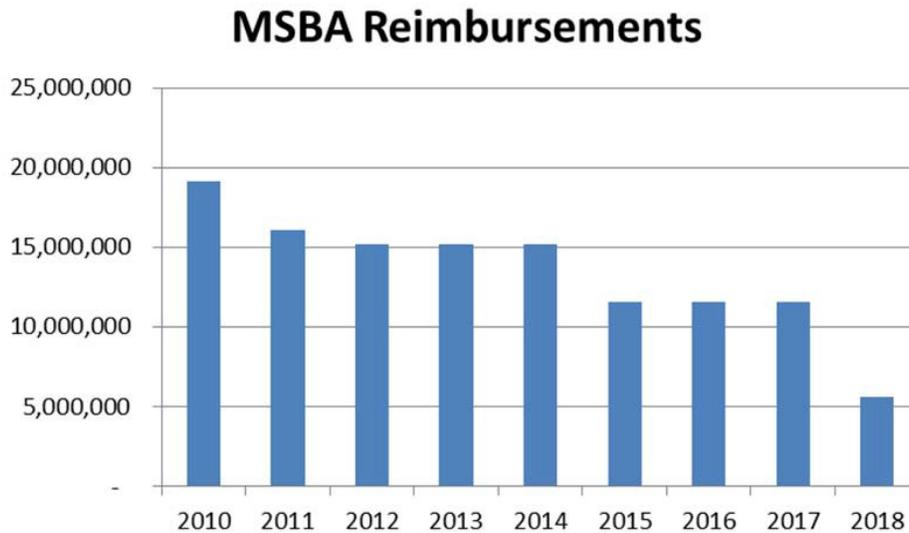
Revenue and Expenditure Summary

Veterans, Elderly and Disabled Tax Exemption

Aid Under Chapter 59, Section 5, clause 41C of Massachusetts General Laws, as amended by Section 5 of Chapter 653 of the Acts of 1982, persons who meet statutory criteria including age, status, and income thresholds will receive a state-funded flat tax exemption of \$500-\$1,000. The Fiscal Year 2017 budget includes a Cherry Sheet allocation of \$560,303 for these exemptions.

School Construction MSBA Reimbursements

Massachusetts School Building Authority (MSBA) reimbursements are based on city expenditures associated with school construction costs and interest payments. The MSBA now uses a different model for the funding of school construction projects that includes progress payments during construction rather than reimbursements at the conclusion of a project. As a result, this funding source will be reduced and eventually eliminated. The following chart shows the recent history and future of school building reimbursements. In Fiscal Year 2015, this reimbursement fell from \$15.2M to \$11.5M as reimbursements were completed for Gates Lane and Quinsigamond school projects. This aid category will remain at this level until Fiscal Year 2018, when additional reimbursements are complete and the reimbursement will drop to \$5.6M.



Property Taxes

The Fiscal Year 2018 budget includes property tax revenue increases consistent with the provisions of Proposition 2 ½, recognizing a 2.5% increase in the property tax levy as well as the value of new construction growth projected to be certified by the Commonwealth. The budget assumes a Proposition 2 ½ increase in the amount of \$7.34M and new growth of \$4.75M. The gross tax levy of \$294.4M is reduced by an amount reserved for exemptions and abatements (Overlay Reserve - \$4.25M) to derive a net tax levy which is subject to appropriation. For Fiscal Year 2018 the net tax levy is in the amount of \$290.15M.

Revenue and Expenditure Summary

Overlay Reserve for Abatements and Exemptions

The overlay reserve is raised by the City Assessor in excess of appropriations and other charges for the purpose of creating a fund to cover abatements and exemptions. Abatements are granted in circumstances where real or personal property has been overvalued or disproportionately valued and appropriate adjustments are made to the original assessed value. The overlay for Fiscal Year 2018 is set at \$4.25M.

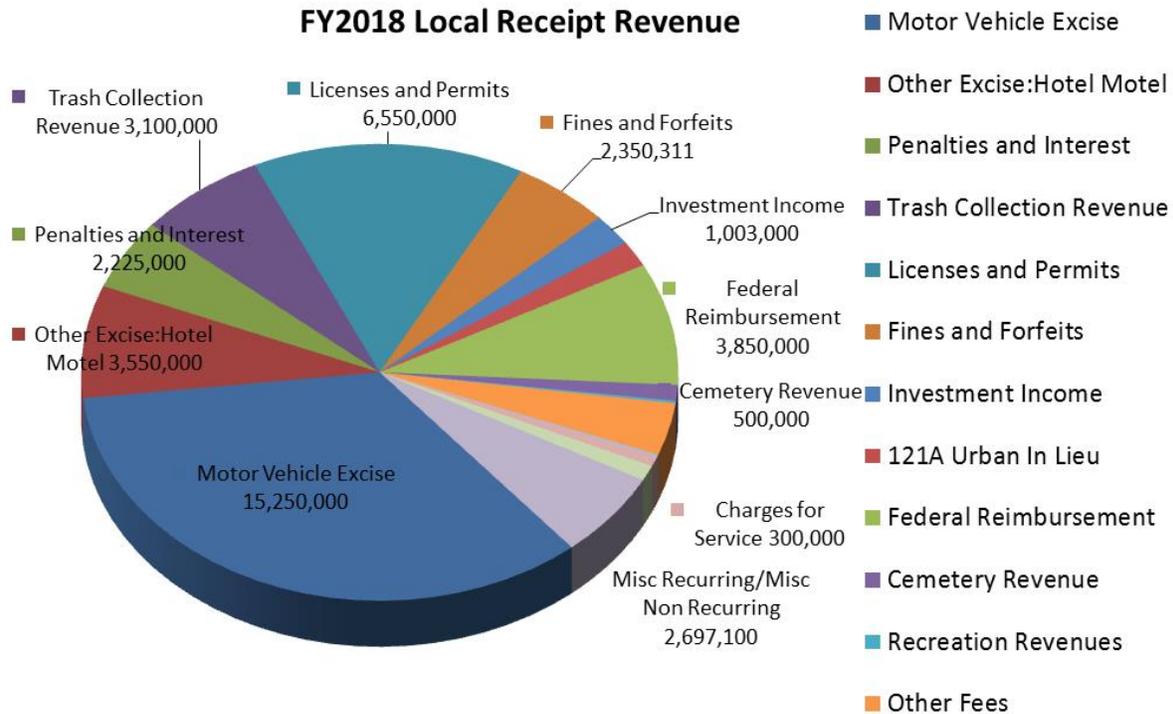
Property Tax Revenues		
	2017	2018
Prior Year Levy	274,867,833	282,319,616
Levy Limit	293,408,601	293,408,601
2.5% Increase	1,988,264	7,335,215
New Growth	5,463,519	4,750,000
New Limit	293,408,601	305,493,816
Remaining Unused Capacity	11,088,985	11,088,985
New Total Levy	282,319,616	294,404,831
Less Overlay	(3,368,247)	(4,250,000)
Available Tax Levy	278,951,369	290,154,831

Of note, with the Fiscal Year 2018 budget, the City has maintained Unused Levy Capacity in the amount of \$11.1M.

Local Receipts

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

Revenue and Expenditure Summary



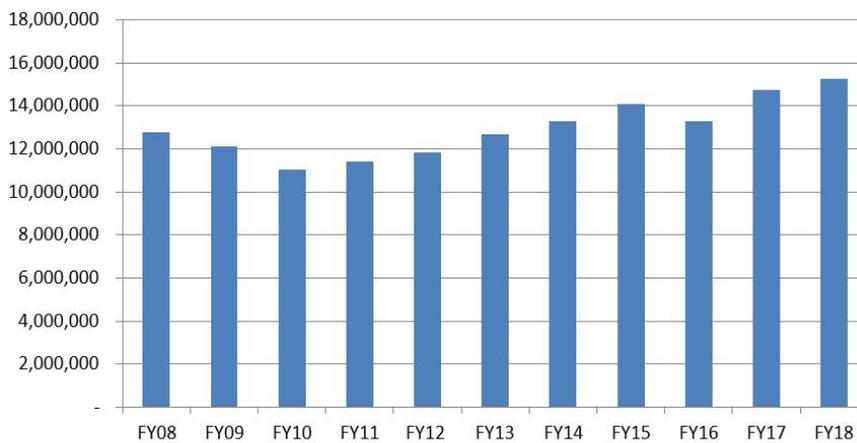
City of Worcester Fiscal Year 2018 Budget Summary - Revenues				
Revenue Summary	FY17 Budget	FY18 Budget	FY17/18 Change	%Change
Motor Vehicle Excise	14,750,000	15,250,000	500,000	3.39%
Other Excise:Hotel Motel	3,310,000	3,550,000	240,000	7.25%
Penalties and Interest	2,112,300	2,225,000	112,700	5.34%
Trash Collection Revenue	3,100,000	3,100,000	-	0.00%
Licenses and Permits	6,322,832	6,550,000	227,168	3.59%
Fines and Forfeits	2,857,000	2,350,311	(506,689)	-17.74%
Investment Income	1,831,495	1,003,000	(828,495)	-45.24%
121A Urban In Lieu	815,000	810,000	(5,000)	-0.61%
Federal Reimbursement	3,350,000	3,850,000	500,000	14.93%
Cemetery Revenue	304,000	500,000	196,000	64.47%
Recreation Revenues	60,600	78,000	17,400	28.71%
Other Fees	1,826,800	1,650,000	(176,800)	-9.68%
Other Revenues	80,000	80,000	-	0.00%
Charges for Service	175,000	300,000	125,000	71.43%
Special Assessments	600,000	481,125	(118,875)	-19.81%
Misc Recurring/Misc Non Recurring	705,000	2,697,100	1,992,100	282.57%
Local Receipts Total	42,200,027	44,474,536	2,274,509	5.39%

Revenue and Expenditure Summary

Motor Vehicle Excise Taxes

The Motor Vehicle Excise Tax is assessed annually through the Assessor's Office with bills and payments processed through the Treasurer's Office. The city or town in which a vehicle is garaged at the time of registration assesses the associated excise tax. Chapter 6A, Section 1, of the Massachusetts General Laws sets the rate of this tax at \$25 per \$1,000 valuation. The City issues bills based on data provided by the Massachusetts Registry of Motor Vehicles. The Registry determines valuation using a statutory formula based on the manufacturer's list price and year of manufacture. The Fiscal Year 2018 revenue estimate for Motor Vehicle Excise is \$15.25M. This estimate is a projection based upon historical trends factored for current motor vehicle sales tax information from the Department of Revenue.

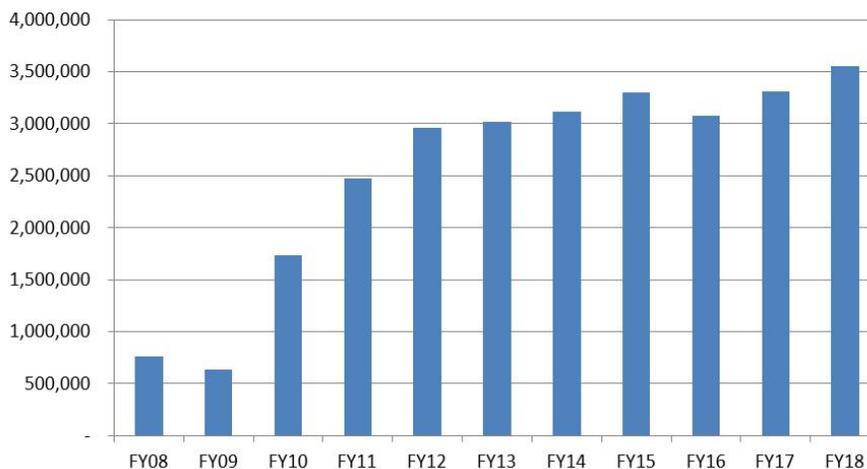
Motor Vehicle Excise Revenue



Other Excise: Hotel and Meals Taxes

Hotel taxes of 6% are collected by the Commonwealth and disbursed to the City of Worcester quarterly. Meals taxes of 0.75% are also collected by the Commonwealth and distributed to the City quarterly. The hotel and meals tax is estimated to be \$3.3M in Fiscal Year 2018. This estimate is a projection based upon Fiscal Year 2017 trends factored by the opening of two hotels in the immediate future.

Meals and Hotel Revenue



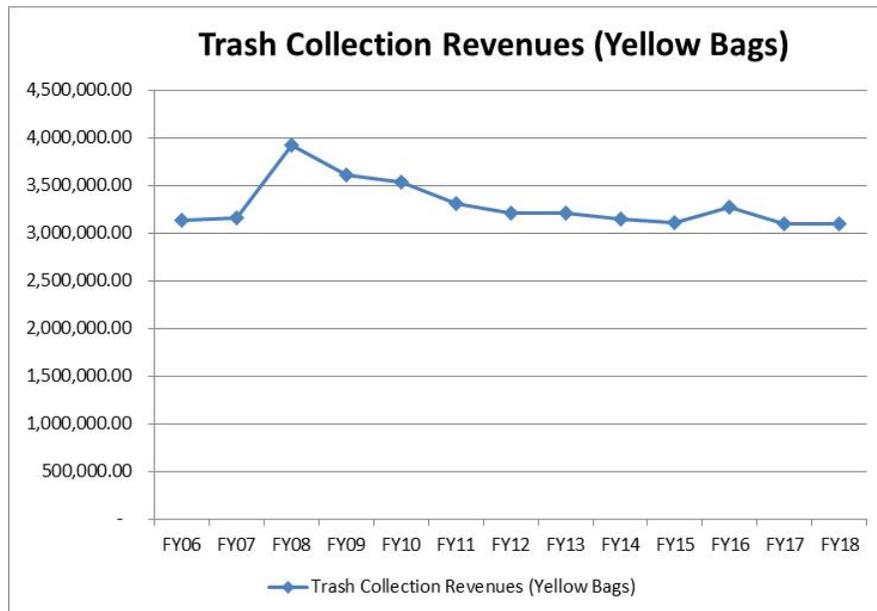
Revenue and Expenditure Summary

Penalties and Interest

State law dictates the interest rate on delinquent taxes, while City Ordinance sets the rate for water and sewer late charges. Penalties and fees are incurred for delinquency of tax payment, serving notice and issuance of warrants, recording instruments of taking and other miscellaneous fees. \$2.2M is estimated from this revenue source in Fiscal Year 2018.

Trash Fees

In 1993 the City instituted a "Pay As You Throw" trash collection program. The City's 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 five large or 10 small bags. The revenues offset some of the cost of trash collection and the City's recycling operation. The revenue estimate has been maintained at \$3.1M for Fiscal Year 2018.



Licenses and Permits

Revenues are collected associated with licenses and permits issued by the City. These include building permits, electrical and plumbing permits. This category also includes charges for weights and measures, liquor licenses, and other City licenses. This category is budgeted at \$6.6M based on estimated license and permit activity in Fiscal Year 2018.

Revenue and Expenditure Summary



Fines and Forfeits

This revenue category includes parking tickets, boot removal fees, court fines assessed through motor vehicle violations, and health violation fines. This category is budgeted at \$2.35M for Fiscal Year 2018, based upon trends observed in Fiscal Year 2017.

Investment Income (Interest)

The City regularly invests temporarily idle cash and receives interest on these funds. Interest rates, and hence interest earnings, are subject to market conditions. In addition to the interest income, bond premiums have been recognized in this account. The estimated revenue for Fiscal Year 2018 is in the amount of \$1M in recognition of the changes from the Municipal Modernization Act as it relates to bond premiums.

121A – In Lieu of

The City of Worcester collects payments in lieu of taxes from certain tax exempt properties within the city. In addition, the City generates revenues from the Urban Development Excise Tax (121A). Chapter 121A, section 10 of the Massachusetts General Laws, states that each city or town is entitled to receive proceeds of the urban redevelopment excise tax paid on its local projects. This excise tax is only valid for the first 40 years of the corporation's existence in the municipality, and is composed of the following: an amount equal to five percent of its gross income in the preceding year and an amount equal to \$10 per \$1,000 of valuation. This revenue source is estimated at \$810,000 for Fiscal Year 2018. This estimate is based upon trends observed in Fiscal Year 2018.

Federal Reimbursements

Medicaid reimbursements for school based health services is the source for this revenue estimate. The City, through the public school system, is eligible to file for federal reimbursement for health related services provided to special education students with Medicaid benefits. With the approval of the Massachusetts Division of Medical Assistance, the Worcester Public Schools is now a "Medicaid Eligible Provider", and is enrolled in the Medicaid program. The Medicaid reimbursement program allows for the submission of claims, on a per diem rate per day, for various categories of special education students. Administrative costs incurred by the school system to provide these health-based services are also captured and incorporated into claims and submitted for reimbursement. Additionally, the administrative indirect charges on federal and federal pass through grants are recognized in this category. For Fiscal Year 2018, the revenue estimate is \$3.85M.

Revenue and Expenditure Summary

Cemetery Fees

Hope Cemetery generates most of its revenue from burial fees and services provided. Other revenues include fees charged for foundations, repair orders, canopy tents, liner boxes and other miscellaneous receipts. The general fund budget is built on an estimate of \$500,000 from this revenue source in Fiscal Year 2018.

Recreation Fees

The City charges various organizations and individuals for the use of City parks through the Division of Parks and Recreation. Other revenue is generated from tennis permits, concession receipts from various parks throughout the City, picnicking, woodcutting, wedding permits, and miscellaneous receipts that are estimated to total \$78,000 in Fiscal Year 2018.

Other Fees:

Other fees include charges for birth and death records, fire inspection fees, police detail administrative fees, planning board fees, and other departmental fees for services provided. The estimate for this revenue source is \$1.65M in Fiscal Year 2018. This estimate is based upon trends observed in Fiscal Year 2017.

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 City's towing contract. Revenues are estimated to total \$300,000 in Fiscal Year 2018.

Charges for Services

This category represents the annual rental amount collected for tenants leasing space on properties owned by the City of Worcester. Based on current leases for space, this revenue category is estimated to generate \$80,000 in Fiscal Year 2018.

Special Assessments

Special assessments are collected from property owners to provide funds to implement capital improvement projects such street betterments. The special assessment rates are set by the City Council, and are paid in full or financed over a period of years. This revenue category is estimated at \$481,125 for Fiscal Year 2018. This estimate is based upon trends observed in Fiscal Year 2017.

Miscellaneous Recurring and Non-Recurring Revenues— Prior Year Receipts/Reversions

Miscellaneous recurring and non-recurring revenues are derived primarily from prior year receipts and reversions of prior year's purchase orders. The estimate for Fiscal Year 2018 includes these historical revenue as well as a new revenue stream, Solar Renewable Energy Credits (SRECs), derived from the activation of the Greenwood St Landfill solar farm. The Revenue estimate for this revenue stream is \$2.7M for Fiscal Year 2018, inclusive of \$1.5M for SRECs.

Other Revenue/ Funding Sources

Free Cash

Free cash represents the City's amount of available "fund balance," as certified by the Department of Revenue, including the result of the current fiscal year's revenues, less expenditures net of all transfers in and out of the General Fund. The amount is certified by the Commonwealth of Massachusetts Department of Revenue and then available for appropriation. The City of Worcester follows the City's Five Point Financial Plan policy regarding the appropriation of Free Cash: 50% is to be appropriated to reserves, 30% is to be appropriated into the City's OPEB reserve, and 20% is available for appropriation in the City's budget. No free cash is assumed in the Fiscal Year 2018 Budget. Should free cash be certified at year end, it will be recommended for appropriation according to the above breakdown.

Revenue and Expenditure Summary

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 2018 Year budget. These sources total \$699,930 for Fiscal Year 2018, an increase of \$2,411.

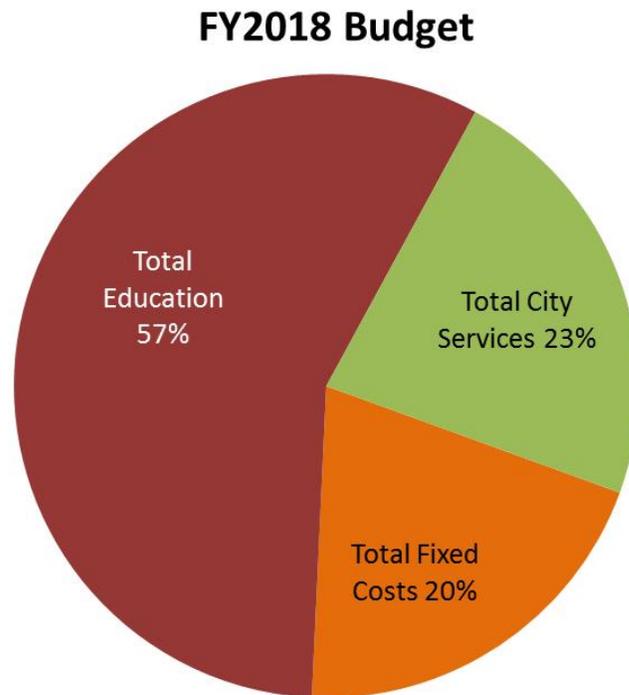
Other Available Funds (Non Local Receipt)		FROM	FY17	FY18
DPW Engineering	Chapter 90 Funds		73,000	74,411
DPW Engineering	Conservation Commission	330-15	-	0
DPW Engineering	Construction Inspection Fee	330-12	-	0
DPW Engineering	Sewer Connection	330-10	117,930	118,930
DPW Engineering	Off Street Parking	330-03	-	0
DPW Engineering	Parking Meters	330-04	-	-
DPW Streets	Chapter 90 Funds		445,000	447,000
Subtotal DPW Engineering Funding			635,930	640,341
		FROM		
Treasury Parking Ticket Processing		330-04	-	0.00
Treasury Parking Ticket Processing		330-03	-	0.00
Treasury Parking Ticket Processing		330-01		
Hope Cemtery Debt Princ. Service			49,714	48,714
Hope Cemtery Debt Interest Service			11,875	10,875
Subtotal Other Funds			61,589	59,589
FEMA Reimbursements Prior Year				
Total Other Available Funds (Non Local Receipts)			697,519	699,930

Revenue and Expenditure Summary

Fiscal Year 2018 Expenditure Overview

The Fiscal Year 2018 budget appropriates \$632.2M in revenues to fund the following services. The City's expenditure budget is broken into three large categories—Education (Including Worcester Public Schools and Charter and Choice School Tuition), City Operations (operating departments), and City Fixed Costs (debt, pensions, health Insurance, required reserve deposits, street lighting and snow removal). The following chart shows the breakdown by percentage of these expenditures in those three categories.

Education costs account for 57% of all City expenditures. Fixed costs, including debt service, pensions, health benefits, and snow removal, account for 20% of the overall budget. The remaining 23% is available to fund City departmental operations, including the salary and ordinary maintenance costs of all non-school departments.



Education Funding

Education Costs are driven by the state's calculation of the foundation budget for the Worcester Public Schools. The Commonwealth determines a local contribution level and funds the balance with State Aid. The Fiscal Year 2018 budget for the Worcester Public Schools is \$334.3M, which represents an increase of \$4.6M from Fiscal Year 2017. The City's budget includes \$27.6M for the funding of Charter and Choice schools, for a total education budget of \$361.8M.

Revenue and Expenditure Summary

Foundation Budget:

Chapter 70 of the Massachusetts General Laws—known once as “Ed Reform”—defines the terms of education funding in Massachusetts, as implemented by the Department of Elementary and Secondary Education (DESE). Under Chapter 70, each year the state calculates a “Foundation Budget” for each school district that is supposed to represent adequate funding for that district. The amount of the Foundation Budget is based on enrollment. A dollar amount is associated with each kind of student, elementary, middle, and high school. Additional amounts per pupil are provided for low income students, English language learners, and special education students. The formula is designed to provide more funding to those areas with additional challenges. The Worcester Public Schools is a net beneficiary of this formula at the state level, as our school system has a disproportionately high percentage of students who are low income, English language learners and special education students.

Local Required Contribution

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

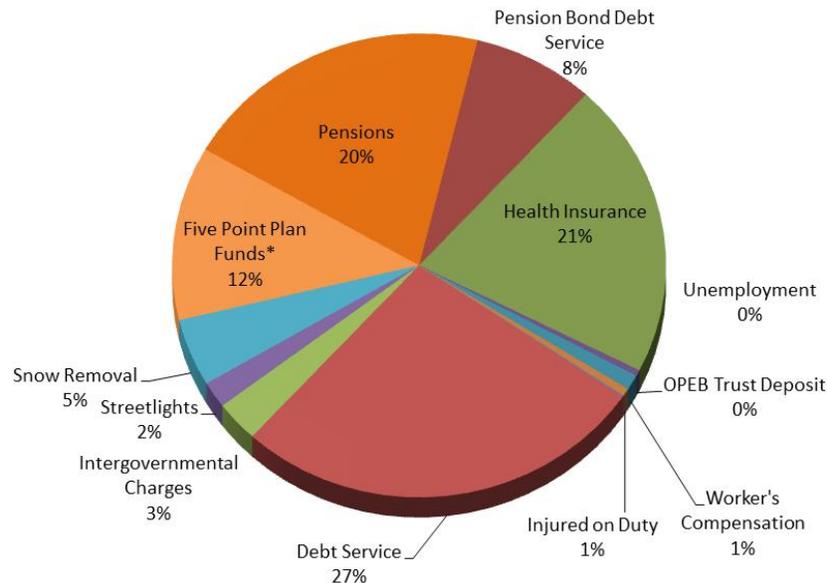
The Municipal Revenue Growth Factor is designed to capture the net increase in municipal revenues from year to year. The formula includes property tax growth due to Proposition 2.5, new growth, local receipts and state aid. In this way, the percentage increase of the required contribution is consistent with revenue increases in the City and it is a way for schools to share in the revenue growth in any given fiscal year.

City Fixed Costs

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

Revenue and Expenditure Summary

Total City Fixed Costs



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

The biggest component of the city's fixed costs is health insurance. This cost is split between the City and Worcester Public Schools budgets. City side health insurance costs are budgeted at \$30M, of which \$26.4M is funded through the tax levy budget, with the balance funded by grants, projects, and enterprise funds. For bargaining units that have not yet adopted the most recent health reforms, the health insurance budget includes an allocation for the associated increased cost of health insurance. These funds will be transferred, as needed, to meet the possible costs of contract settlements that include health insurance reform in Fiscal Year 2018.

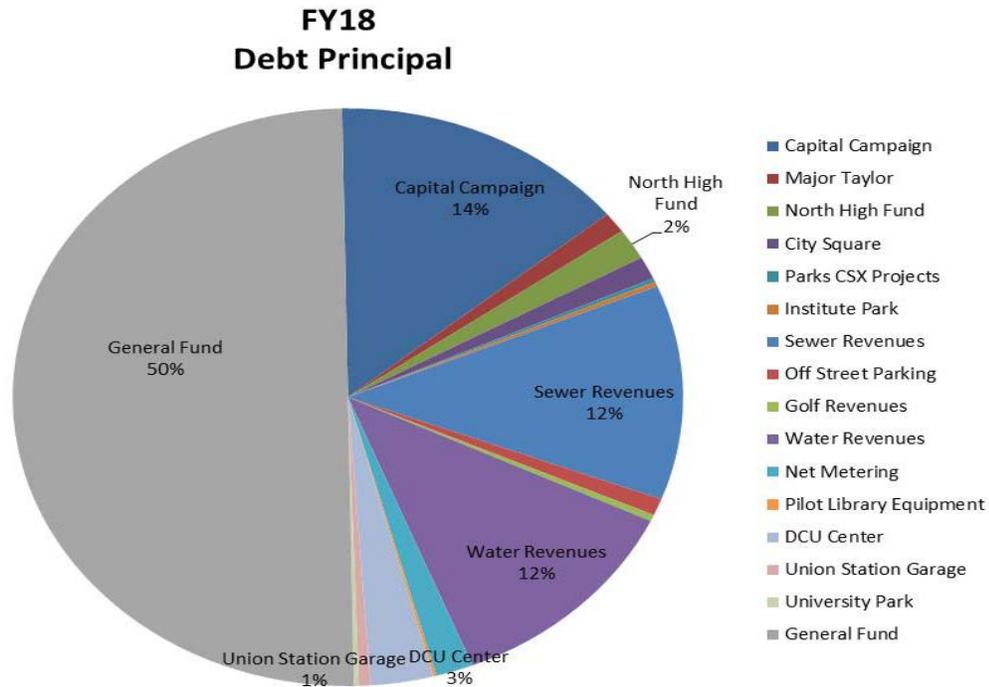
Pensions

The combined pension contribution required for the City of Worcester is \$26.2M. In addition, the City must make a debt service payment of \$10.2M on the Pension Obligation Bonds issued to fund the City's unfunded pension liability in 1998. Some of these obligations are funded through the City's enterprise funds and the Worcester Public Schools. The Debt Service on the Pension Obligation Bond will cease after Fiscal 2028.

Debt Service

The City's borrowing for equipment, infrastructure improvements, including streets and sidewalks, public buildings, including the construction and rehabilitation of public schools are funded through municipal bond issues. Annual Debt Service payments meeting all City and enterprise fund obligations for these borrowing totals \$71.7M. In Fiscal Year 2018, \$34.8M in principal and interest payments are to be paid by the City's tax levy budget, and the remainder is funded through enterprise funds and grant programs. The following chart illustrates the breakdown of Fiscal Year 2018 debt principal cost by funding source.

Revenue and Expenditure Summary



Snow Removal/Snow Carryover

Per the Fiscal Year 2017 review of the City's snow protocol and the City Manager's proposed long term financial plan, the Snow Removal budget for Fiscal Year 2018 is set at \$6.0M. This amount is adequate to fund the City's average annual snowfall and represents a new base line level for future City budgets.

Unemployment

The City must fund unemployment benefits for workers who have lost their jobs. The Fiscal Year 2018 budget for unemployment is estimated at \$110,000, an increase to make the budget consistent with actual expenditures in the last fiscal year.

Street lighting

The City has acquired ownership and maintenance control of the City's street lighting network. The costs of the electricity and maintenance contracts for the street lighting network are a fixed cost and known at the beginning of the fiscal year. The Fiscal Year 2018 is level funded in the amount of \$2.4M.

Intergovernmental Charges

The Commonwealth of Massachusetts mandates certain intergovernmental charges, including charges for the Regional Transit Authority, and Registry of Motor Vehicle fees. This also includes the City's funding for the Central Mass Regional Planning Commission. These are projected to be \$3.64M in Fiscal Year 2018.

Revenue and Expenditure Summary

Five Point Plan Funds

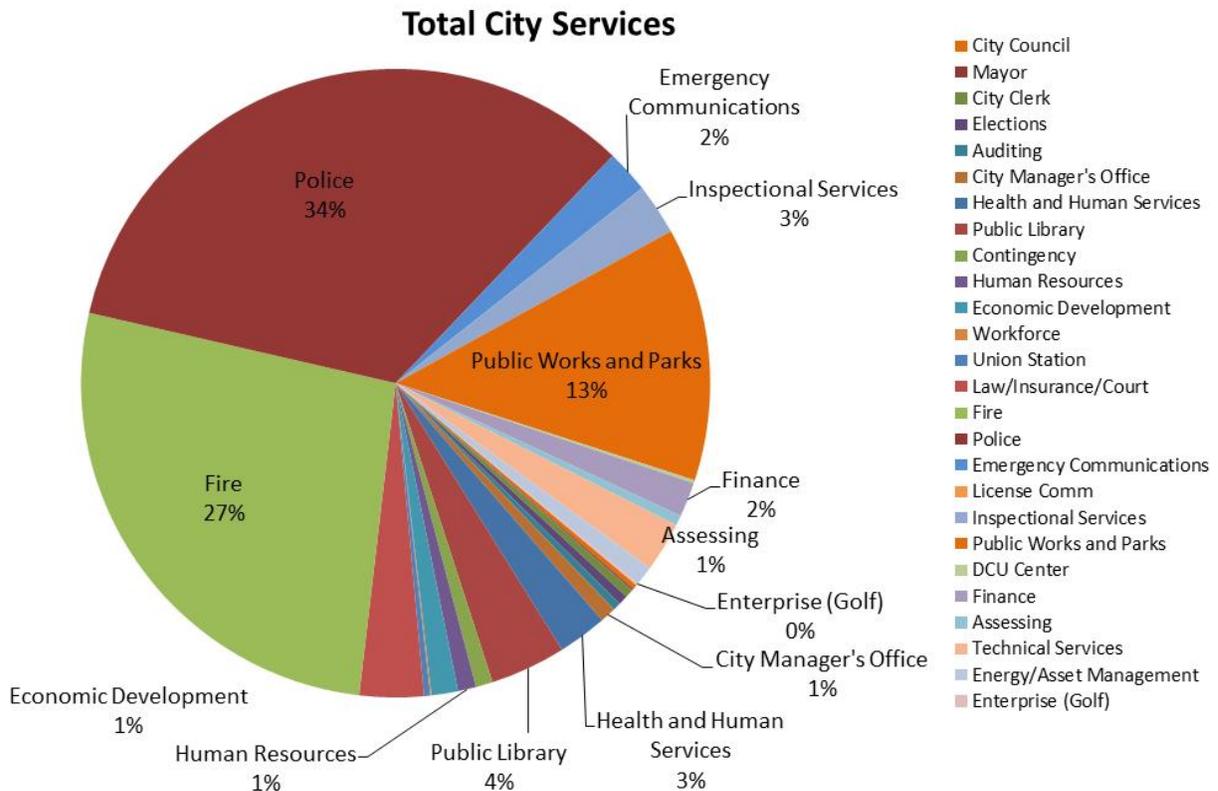
The City continues to make deposits to designate reserve funds, per the terms of the City's Five Point Financial Plan. This includes a deposit of \$8.8M to the Capital Campaign fund which is used to fund ongoing debt service payments associated with the Worcester Technical High School, Library renovations and other completed school projects. It also includes \$2.7M deposited into the DIF fund reserve, for payments for the public investments in CitySquare, as well as \$470k in deposits into the North High Construction Fund. Additionally, in the Fiscal Year 2018 budget, the initial contribution to the newly establish New High School Construction Fund is being made in the amount of \$2.75M.

OPEB Reserve Fund

The Fiscal Year 2018 operational budget continues with the City's attempt to address the Other Post-Employment Benefits liability. Included in the operational budget is an allocation of \$550,000 to the OPEB Reserve fund to prefund the City's OPEB liability consistent with the City Manager's proposal. In addition to this deposit and per the City's Five Point Financial Plan, 30% of Free Cash will be appropriated into this account when Free Cash is certified in the fall.

Operational Budgets

The City's budget for operational departments is based on the funds remaining after all education costs and other fixed costs have been funded. In Fiscal Year 2018, the amount available for operational budgets is \$143.2M. Details of each of the operational budgets are included in the subsequent budget sections of the budget document.



Revenue and Expenditure Summary

Gross Revenue and Expenditure Overview Fiscal Year 2017 to FY18

			FY17/18	FY17/18
Revenue	FY17 Budget	FY18 Budget	Change	% Change
Property Tax	279.0	290.2	11.2	4.0%
Local Receipts	42.2	44.5	2.3	5.5%
State Aid Education	237.2	247.1	9.9	4.2%
State Aid General	53.8	49.8	(4.0)	-7.4%
Other Available Funds	0.7	0.7	-	0.0%
Free Cash	5.5	-	(5.5)	-100.0%
Total	618.4	632.3	13.9	2.2%
Expenditure	FY17 Budget	FY18 Budget	FY17/18	FY17/18
Education	350.5	361.9	11.4	3.3%
Fixed	115.4	115.2	(0.2)	-0.2%
Public Safety	90.2	89.5	(0.7)	-0.8%
Other operational	36.6	37.2	0.6	1.6%
DPWP	25.2	27.2	2.0	7.9%
Contingency	0.5	1.3	0.8	160.0%
Total	618.4	632.3	13.9	2.3%

Chart in Millions

Highlights of the City Manager's Fiscal Year 2018 Budget include:

Revenue:

- City revenues are estimated to increase by \$13.9M, a 2.3% increase from Fiscal Year 2017 levels from the tax recap.
- Property Tax revenues are estimated to increase \$11.2M (net of overlay)
- State Aid for Educational purposes are estimated to increase by \$9.9M
- State Aid for Municipal Purposes are estimated to decrease by (\$4M)
- State Aid for Municipal Purposes are estimated to increase by \$1.8M. This increase is offset by the expiration of reimbursements from the Mass. School Buildings Authority in the amount of (\$5.8M).
- Local Receipts are estimated to increase by \$2.3M
- Free cash is not assumed in the formulation of the City Manger's Fiscal Year 2018 Budget

Expenditures:

- Citywide Budget increases by 13.9M, a 2.3% increase from Fiscal Year 2017 levels from the tax recap.

Revenue and Expenditure Summary

- Education spending anticipated at \$11.4M, bolstered by a City contribution in excess of the required minimum contribution by \$1.5M
- Public Safety departmental budgets increase by \$1.7M. Increase reduced by \$2.4M budgetary anomaly whereby the Fiscal Year 2017 Fire Department Budget contained three years of contractual retroactive pay totaling \$2.4M.
- Recruit classes budgeted for both the Police and Fire Departments
- Spotshotter costs totally assumed within the Police Department Budget
- Second year of purchase of turnout gear assumed within the Fire Department Budget.
- Department of Public Works budget increased by \$2M
- Snow budget increased by \$1.8M
- One-time stump grinding program initiated
- City's contingency fund, primarily used for funding of collective bargaining agreements, funded in the amount of \$1.25M

Revenue and Expenditure Summary

Enterprise Fund Overview

FY18 Enterprise Revenue and Expenditure Summary			
	Water	Sewer	Golf
Total Estimated Revenue	\$ 26,281,938	\$ 43,819,731	\$ 1,295,736
Tax Levy	\$ -	\$ -	\$ 150,000
Total Funding Sources	\$ 26,281,938	\$ 43,819,731	\$ 1,445,736
Expenditure	Water	Sewer	Golf
Salary	\$ 6,739,690	\$ 3,324,509	\$ 241,383
Overtime	\$ 643,000	\$ 250,000	\$ -
OM	\$ 3,595,150	\$ 23,283,909	\$ 848,000
Capital	\$ 25,000	\$ 24,500	\$ -
Debt	\$ 8,094,593	\$ 9,721,051	\$ 226,096
Benefits	\$ 4,870,514	\$ 3,579,006	\$ 99,303
Transfer of Services	\$ 2,313,991	\$ 3,636,756	\$ 30,954
Total	\$ 26,281,938	\$ 43,819,731	\$ 1,445,736

Water

Water revenues are projected to increase consistent with the current rate required to meet anticipated expenditures for Fiscal 2018. These revenue sources are expected to cover operational costs for Fiscal 2018, requiring no tax levy subsidy for this enterprise division. The total appropriation for the Water Division is \$26.3M for all operations, inclusive of debt service and other fixed costs.

Sewer

Sewer revenues associated with fees for use of the system (billed at 80% of water usage) are estimated to increase to \$43.8M in Fiscal 2018. These revenues are expected to cover 100% of operational costs in Fiscal 2018, requiring no tax levy subsidy for this enterprise division. The total appropriation for the Sewer Division is \$43.8M for all operations, inclusive of debt service and other fixed costs.

Golf

Revenues associated with the Worcester Municipal Golf Course at Green Hill are projected to be \$1.3M inclusive of concessions and merchandise. The Fiscal 2018 budget for the golf course includes an anticipated transfer in from the general fund of \$150,000 to fund a total appropriation of \$1.45M for the operations of the Golf Course.

Revenue and Expenditure Summary

City of Worcester Fiscal Year 2018 Budget Summary - Revenues				
Revenue Summary	FY17 Budget	FY18 Budget	FY17/18 Change	% Change
Property Tax Levy Total	278,951,369	290,154,831	11,203,462	4.0%
State Aid City	39,957,279	41,515,613	1,558,334	3.9%
State Owned Land	209,809	209,609	(200)	-0.1%
Urban Renewal	-	-	-	0.0%
State Exemptions	560,303	557,801	(2,502)	-0.4%
Veteran's Benefits	1,498,407	1,821,933	323,526	21.6%
State Aid City Total	42,225,798	44,104,956	1,879,158	4.5%
MSBA Reimbursement Total	11,575,057	5,662,268	(5,912,789)	-51.1%
State Aid Education	235,402,232	245,207,183	9,804,951	4.2%
State Aid Charter Schools	1,815,469	1,897,848	82,379	4.5%
State Aid Education Total	237,217,701	247,105,031	9,887,330	4.2%
Motor Vehicle Excise	14,750,000	15,250,000	500,000	3.4%
Other Excise:Hotel Motel	3,310,000	3,550,000	240,000	7.3%
Penalties and Interest	2,112,300	2,225,000	112,700	5.3%
Trash Collection Revenue	3,100,000	3,100,000	-	0.0%
Licenses and Permits	6,322,841	6,550,000	227,159	3.6%
Fines and Forefeits	2,857,000	2,350,311	(506,689)	-17.7%
Investment Income	1,831,495	1,003,000	(828,495)	-45.2%
121A Urban In Lieu	815,000	810,000	(5,000)	-0.6%
Federal Reimbursement	3,350,000	3,850,000	500,000	14.9%
Cemetery Revenue	304,000	500,000	196,000	64.5%
Recreation Revenues	60,600	78,000	17,400	28.7%
Other Fees	1,826,800	1,650,000	(176,800)	-9.7%
Other Revenues	80,000	80,000	-	0.0%
Charges for Service	175,000	300,000	125,000	71.4%
Special Assessments	600,000	481,125	(118,875)	-19.8%
Misc Recurring/Misc Non Recurring	705,000	2,697,100	1,992,100	282.6%
Local Receipts Total	42,200,036	44,474,536	2,274,500	5.4%
Other Funds Total	697,519	699,930	2,411	0.3%
Free Cash	5,488,721	-	(5,488,721)	-100.0%
Total Revenues	618,356,201	632,201,552	13,845,351	2.24%

Revenue and Expenditure Summary

City of Worcester Fiscal Year 2018 Budget Summary - Expenses				
Expenditure Summary	FY17 Budget	FY18 Budget	FY17/18 Change	% Change
Pensions	24,810,650	26,156,144	1,345,494	5.4%
Pension Bond Debt Service	10,135,316	10,209,733	74,417	0.7%
Health Insurance	25,239,735	26,383,698	1,143,963	4.5%
OPEB Trust Deposit	2,885,376	550,000	(2,335,376)	-80.9%
Worker's Compensation	1,369,289	1,358,973	(10,316)	-0.8%
Injured on Duty	510,133	658,235	148,102	29.0%
Unemployment	100,000	110,000	10,000	10.0%
Debt Service	34,206,933	34,796,476	589,543	1.7%
Intergovernmental Charges	3,594,233	3,640,660	46,427	1.3%
Streetlights	2,352,828	2,352,828	-	0.0%
Snow Removal	4,200,000	6,000,000	1,800,000	42.9%
Five Point Plan Funds*	16,139,640	14,947,410	(1,192,230)	-7.4%
Total Fixed Costs	125,544,133	127,164,157	1,620,024	1.3%
Worcester Public Schools	322,965,803	334,270,495	11,304,692	3.5%
Charter Schools	27,496,626	27,558,214	61,588	0.2%
Total Education	350,462,429	361,828,709	11,366,280	3.2%
City Council	365,958	363,391	(2,567)	-0.7%
Mayor	127,604	134,197	6,593	5.2%
City Clerk	605,747	612,128	6,381	1.1%
Elections	686,856	705,311	18,455	2.7%
Auditing	621,981	585,843	(36,138)	-5.8%
City Manager's Office	1,086,789	1,162,369	75,580	7.0%
Health and Human Services	3,512,653	3,614,843	102,190	2.9%
Public Library	5,562,273	5,570,930	8,657	0.2%
Contingency	500,000	1,250,000	750,000	150.0%
Human Resources	1,309,532	1,327,863	18,331	1.4%
Economic Development	1,818,213	1,954,449	136,236	7.5%
Workforce	100,000	100,000	-	
Union Station	649,702	444,276	(205,426)	-31.6%
Law/Insurance/Court	4,642,985	4,718,324	75,339	1.6%
Fire	39,454,618	38,298,830	(1,155,788)	-2.9%
Police	47,531,550	48,017,376	485,826	1.0%
Emergency Communications	3,192,435	3,171,254	(21,181)	-0.7%
License Comm	1,200	1,200	-	0.0%
Inspectional Services	3,719,666	3,756,999	37,333	1.0%
Public Works and Parks	18,190,626	18,671,713	481,087	2.6%
DCU Center	470,494	222,112	(248,382)	-52.8%
Finance	2,546,381	2,551,983	5,602	0.2%
Assessing	758,981	752,695	(6,286)	-0.8%
Technical Services	3,502,774	3,660,130	157,356	4.5%
Energy/Asset Management	1,240,621	1,410,470	169,849	13.7%
Enterprise (Golf)	150,000	150,000	-	0.0%
Total City Services	142,349,639	143,208,686	859,047	0.6%
Total Expenditures	618,356,201	632,201,552	13,845,351	2.24%

Fiscal 2018 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 2018 was initiated in August 2016, and at that time, the budget staff met with the City Manager to establish the general budgetary guidelines and expectations for the coming fiscal year.

Following this session, the Administration and Finance Department Budget Division updated the City's Five Year Fiscal forecast after budget meetings with City Departments and Divisions. In conjunction with the City's budget staff, each department then prepared a Fiscal 2018 operating budget. The operating budgets, including expenditure and revenue estimates, were submitted to the City Manager in March and April 2017.

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

The City of Worcester budget recommendation is developed in a manner consistent with the City's adopted Five Point Financial Plan as well as the City Manager's updated long term financial plan currently before the Worcester City Council. The Budget is also developed in a manner that seeks to achieve excellence in the following areas recommended by the Government Finance Officers Association:

- 1) Policy Document: The City's annual budget includes key financial policies.
- 2) Financial Plan: The City's budget indicates all revenue sources to be employed to sustain the identified appropriations.
- 3) Operations Guide: The budget document shows the organization and operational divisions of each City department including tables of organization and divisional breakdowns.
- 4) Communications Device: The budget document includes clear and comprehensible revenue and expenditure overviews which describe the overall budget including historical information 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.

Fiscal 2018 Budget Procedure

By statute, the budget must be submitted to the City Council within 170 days after the council organizes in early January. The submission of the Fiscal 2018 Annual Budget to the City Council was on May 9, 2016.

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 2018 Annual Budget becomes effective on July 1, 2017.

Following the adoption of the City budget, the City must reconcile the budget with any changes in revenues and known expenditures prior to the setting of the tax rate in December. The Commonwealth Department of Revenue evaluates the City budget in order to certify tax rates for the fiscal year. The City's property tax levy is determined by taking the total citywide appropriations and subtracting all known revenue sources other than property taxes. The balance required to balance the budget is the property tax levy for the City, assuming it is less than the City's property tax levy limit or levy ceiling as established by Proposition 2 ½.

The following Calendar summarizes the Budget Process for development and adoption of the Fiscal Year 2018 budget:

July - August 2016: Current year budget status meetings are held with departments to address current fiscal year issues and identify implications for future fiscal years.

November 2016: Department meetings begin formal budget process, assessing needs and budgetary issues citywide.

January 2017 – March 2017: Formal budget materials are distributed and collected for review. Follow up meetings with departments are held to finalize budget requests. City Manager reviews requests and makes recommendations for inclusion in the final budget recommendation.

March 2017 - May 2017: City Manager completes budget recommendations. Budget Office finalizes budget document for submission to City Council.

Fiscal 2018 Finance Policies

City Charter Article Five—Financial Policies (Operating Budget)

Section 5-1. SUBMISSION OF BUDGET

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

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

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

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

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

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

Section 5-2. ACTION ON THE BUDGET

(a) Public hearing:

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

(b) Adoption:

The city council may, by majority vote, make appropriations for the purposes recommended and may reduce or reject any amount recommended in the annual budget, but except on recommendation of the city manager, shall not increase any amount in or the total of the annual budget, nor add thereto any amount for a purpose not included therein, except as provided in section thirty-three of chapter forty-four of the General Laws. Except as otherwise permitted by law or by this charter, all amounts appropriated by the city council, as provided in this section,

Fiscal 2018 Finance Policies

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

Failure to submit budget recommendations:

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

Section 5-3. SUPPLEMENTARY APPROPRIATIONS

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

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

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

Fiscal 2018 Finance Policies

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

Five Point Financial Plan:

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

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

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

Established an annual borrowing cap.

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

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

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

Creates a new High School Construction stabilization account for the construction of two (2) high school replacement projects, South and Doherty High

Increases the General Fund reserve level target from 5% to 10% of General Fund Revenues

Updates the City's annual tax levy supported debt from a fixed amount (adjusted for inflation) to subsequent debt issues being tied to debt service coverage (8-10% of the operating budget)

Establishment of an OPEB Trust Fund and Commission consistent with the Government Accounting Standards Board's (GASB) promulgation, GASB 45

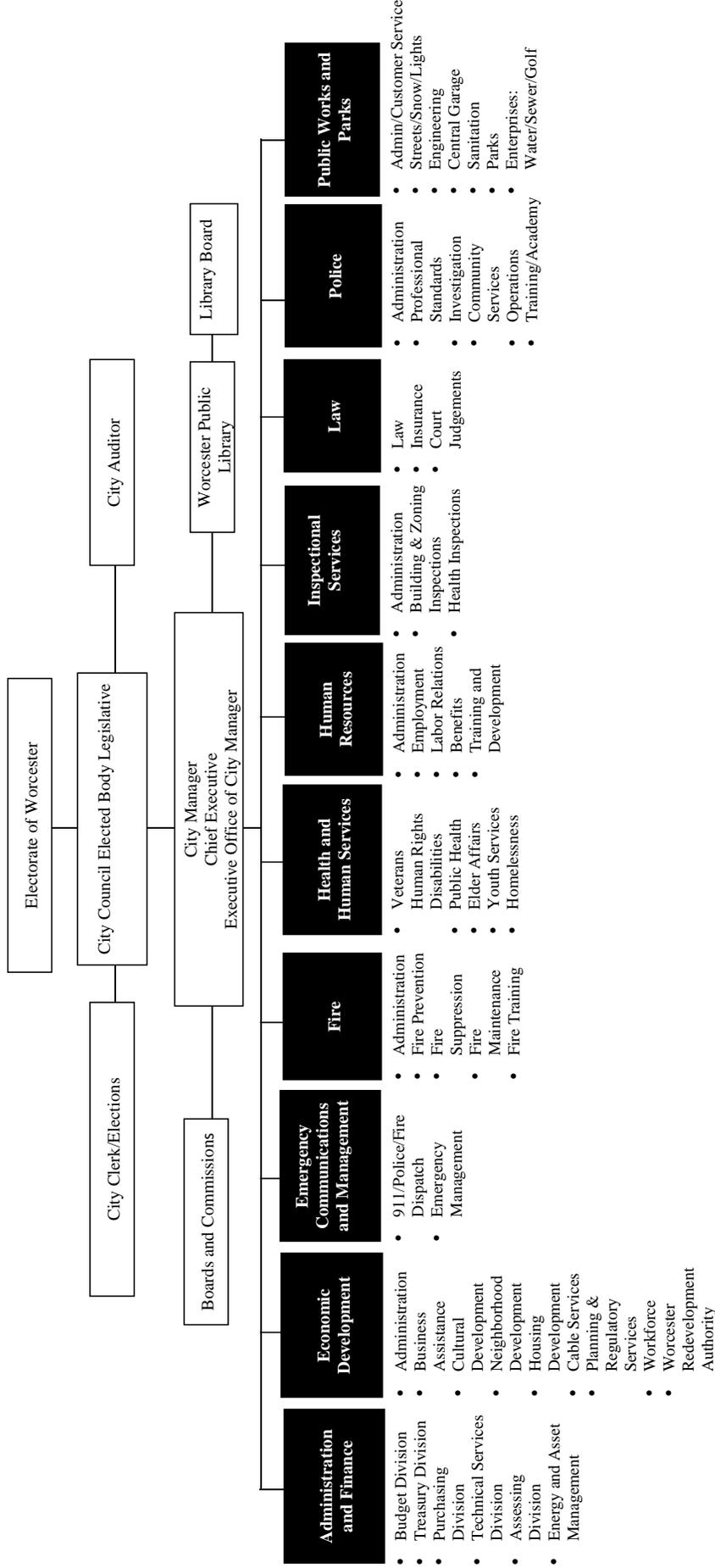
Memorialized the budgetary assumptions and methodology

Recommended a practice where excess Proposition 2 ½ new growth shall be added to the unused levy capacity

Fiscal 2018 Finance Policies

Enhance financial reporting and transparency

City of Worcester Organizational Chart: FY18



Worcester City Council FY18 Budget Recommendation

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

Mayor Joseph M. Petty
Councilor Anthony J. Economou *District 1*
Councilor Candice Mero-Carlson *District 2*
Councilor George J. Russell *District 3*
Councilor Sarai Rivera *District 4*
Councilor Gary Rosen *District 5*

Councilor-At-Large Morris A. Bergman
Councilor-At-Large Michael T. Gaffney
Councilor-At-Large Khrystian E. King
Councilor-At-Large Konstantina B. Lukes
Councilor-At-Large Kathleen M. Toomey

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 331,543.44	\$ 339,091.00	91000	\$ 339,091.00
Ordinary Maintenance	16,260.71	26,867.00	92000	24,300.00
Total	\$ 347,804.15	\$ 365,958.00		\$ 363,391.00
Total Positions	11	11		11

Expenditures:

The Fiscal 2018 budget for the Office of the City Council is recommended to be \$363,391 which is a decrease of \$2,567 from the budget for Fiscal 2017 of \$365,958.

The Personal Services budget for Fiscal 2018 is recommended to be level funded at \$339,091.

The Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$24,300, which is a decrease of \$2,567 from the Fiscal Year 2017 budget of \$26,867. This decrease is due to:

- Decrease in overall budget based on spending history: (\$2,567)

Operational 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

Worcester City Council FY18 Budget Recommendation

head of the City for ceremonial purposes. This individual serves as the Chair of the City Council and Chair of the School Committee.

The City Council meets every Tuesday evening, except during the months of July and August when it meets only at the request of the Mayor, the Vice Chairman, or at least 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.

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
CITY COUNCIL- DEPARTMENT #010

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 36,866.00	FL	MAYOR	1	\$ 36,866.00
10	302,225.00	FL	COUNCILOR	10	302,225.00
<u>11</u>	<u>\$ 339,091.00</u>	010-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>11</u>	<u>\$ 339,091.00</u>
	22,767.00		OTHER PERSONAL SERVICES		8,000.00
	1,000.00		TELEPHONE		6,800.00
	-		NEWSPAPER ADVERTISING		5,000.00
	2,600.00		OFFICE SUPPLIES		2,000.00
	-		PRINTING		1,500.00
	-		MAINTENANCE & REPAIR- EQUIPMENT		500.00
	-		OTHER SUPPLIES		500.00
	500.00		OTHER CHARGES & EXPENDITURES		-
	<u>\$ 26,867.00</u>	010-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 24,300.00</u>
	<u>\$ 365,958.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 363,391.00</u>



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Office of the Mayor FY18 Budget Recommendation

Joseph M. Petty, Mayor

City Hall - Room 305
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1154

FY18 Budget Overview

	Actual	Approved Budget for	Account	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 116,358.40	\$ 119,827.00	91000	\$ 123,497.00
Ordinary Maintenance	7,431.90	7,777.00	92000	10,700.00
Total	\$ 123,790.30	\$ 127,604.00		\$ 134,197.00
Total Positions	2	2		2

Expenditures:

The total Fiscal 2018 budget for the Office of the Mayor is recommended to be \$134,197 which is an increase of \$6,593 from the Fiscal 2017 budget amount of \$127,604.

The Personal Services budget for Fiscal 2018 is recommended to be \$123,497 which is an increase of \$3,670 from the Fiscal 2017 amount of \$119,827. This increase is a net result of:

- Step increases per the salary ordinance, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$3,670

The Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$10,700 which is an increase of \$2,923 from the Fiscal 2017 amount of \$7,777. This increase is a result of:

- Decrease in overall budget based on spending history: (\$77)
- Copier lease: \$3,000

Operational 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. 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.

JOSEPH M. PETTY, MAYOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
DEPARTMENT OF MAYOR- DEPARTMENT #030**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 61,578.00	39	SECRETARY TO MAYOR	1	\$ 65,215.00
1	58,249.00	35	ASSISTANT SECRETARY TO MAYOR	1	58,282.00
<u>2</u>	<u>\$ 119,827.00</u>	030-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>2</u>	<u>\$ 123,497.00</u>
<hr/>					
	\$ 750.00		LEASES & RENTALS		\$ 3,000.00
	800.00		OTHER PERSONAL SERVICES		200.00
	-		PRINTING		3,200.00
	5,227.00		OFFICE SUPPLIES		3,000.00
	500.00		OTHER SUPPLIES		550.00
	-		SUBSCRIPTIONS		450.00
	500.00		OTHER CHARGES & EXPENDITURES		300.00
	<u>\$ 7,777.00</u>	030-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 10,700.00</u>
<hr/>					
	<u>\$ 127,604.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 134,197.00</u>

City Clerk FY18 Budget Recommendation

Susan M. Ledoux

City Clerk

City Hall - Room 206

455 Main Street

Worcester, Massachusetts 01608

(508) 799 - 1121

Departmental Mission Statement:

The mission of the Office of the City Clerk is to facilitate the operations of the City of Worcester as a municipal corporation and act as the official keeper and archivist of City records.

FY8 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 614,777.20	\$ 568,723.00	91000	\$ 575,103.00
Overtime	5,455.58	1,000.00	97000	1,000.00
Ordinary Maintenance	35,180.41	36,024.00	92000	36,025.00
Total	\$ 655,413.19	\$ 605,747.00		\$ 612,128.00
Total Positions	10	10		10

Expenditures:

The City Clerk's tax levy budget for Fiscal 2018 is recommended to be \$612,128 which is an increase of \$6,381 from the budget for Fiscal 2017 of \$605,747.

The Personal Services budget for Fiscal 2018 is recommended to be \$575,103 which is an increase of \$6,380 from the Fiscal 2017 budget amount of \$568,723. This increase is a net result of:

- Step increases per the salary ordinance & FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$3,711
- EM incentive pay: \$2,669

The Overtime budget for Fiscal 2018 is recommended to be level funded at \$1,000.

The Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$36,025.

Operational Overview:

The City Clerk is elected by the City Council and is the keeper of the City records entrusted to his/her care. The Clerk, when requested, attests to the validity of City records. The City Clerk has assistants who exercise the Clerk's authority when delegated by the City Clerk or in

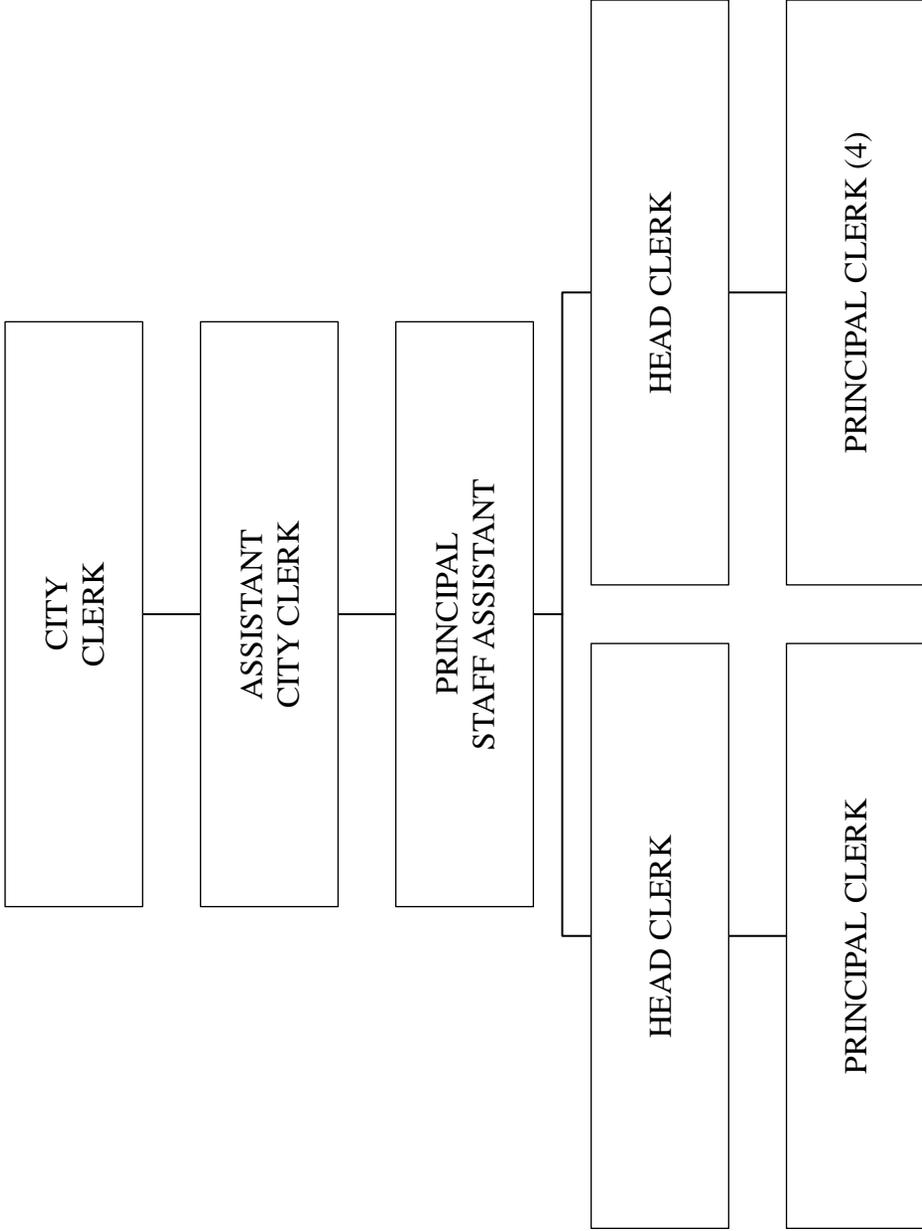
City Clerk FY18 Budget Recommendation

her 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, such as orders, ordinances, and appropriations.

CITY OF WORCESTER

DEPARTMENT OF CITY CLERK

CITY CLERK DIVISION



SUSAN M. LEDOUX, CITY CLERK**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF THE CITY CLERK****DIVISION OF THE CITY CLERK - DIVISION #100**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 132,655.00	56EM	CITY CLERK	1	\$ 132,164.00
1	69,552.00	45M	ASSISTANT CITY CLERK	1	71,823.00
1	56,126.00	40M	PRINCIPAL STAFF ASSISTANT	1	58,282.00
2	98,430.00	30	HEAD CLERK	2	93,135.00
5	210,542.00	27	PRINCIPAL CLERK & TYPIST	5	215,612.00
<u>10</u>	<u>\$ 567,305.00</u>		TOTAL SALARIES	<u>10</u>	<u>\$ 571,016.00</u>
	2,668.00		EM INCENTIVE PAY		5,337.00
	4,000.00		STIPENDS - CITY CLERK, CLERK OF THE CITY COUNCIL		4,000.00
	(5,250.00)		VACANCY FACTOR		(5,250.00)
<u>10</u>	<u>\$ 568,723.00</u>	100-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 575,103.00</u>
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	<u>\$ 1,000.00</u>	100-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 1,000.00</u>
	\$ 18,000.00		LEASES & RENTALS		\$ 20,000.00
	-		PRINTING		8,000.00
	1,105.00		MAINTENANCE/REPAIR EQUIPMENT		400.00
	5,278.00		OFFICE SUPPLIES		6,000.00
	1,500.00		OTHER SUPPLIES		-
	-		TELEPHONE		625.00
	-		MEMBERSHIP DUES		200.00
	9,291.00		OTHER PERSONAL SERVICES		-
	500.00		TRAVELING		500.00
	350.00		OTHER CHARGES & EXPENDITURES		300.00
	<u>\$ 36,024.00</u>	100-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 36,025.00</u>
	<u>\$ 605,747.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 612,128.00</u>

Board of Election Commissioners FY18 Budget Recommendation

Susan M. Ledoux

City Clerk

455 Main Street, Room 208
 Worcester, Massachusetts 01608
 (508) 799-1134

Divisional Mission Statement:

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

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

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 632,034.68	\$ 554,071.00	91000	\$ 549,486.00
Overtime	3,860.64	16,500.00	97000	16,500.00
Ordinary Maintenance	142,182.95	116,285.00	92000	139,325.00
Total	\$ 778,078.27	\$ 686,856.00		\$ 705,311.00
Total Positions	9	9		9

Expenditures:

The departmental tax levy budget for Fiscal 2018 is recommended to be \$705,311 which is an increase of \$18,455 from the Fiscal 2017 amount of \$686,856.

The recommended personal services tax levy budget for Fiscal 2018 is \$549,486 which is a decrease of \$4,585 from the Fiscal 2017 amount of \$554,071. This decrease is a net result of:

- Step increases per the salary ordinance & FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$5,123
- Miscellaneous salaries due to no early voting costs: (\$63,392)
- No State funding this fiscal year due to Municipal Election: \$53,684

The Fiscal 2018 tax levy Ordinary Maintenance budget is recommended to be \$139,325 which is an increase of \$23,040 from the Fiscal 2017 budget of \$116,285. This increase is a result of:

- Decrease in overall budget based on spending history: (\$2,560)
- Additional funds needed for printing of Municipal Election ballots: \$10,000
- Early Voting poll pads annual license fee: \$2,500

Board of Election Commissioners FY18 Budget Recommendation

- Early Voting poll pads software annual fee: \$2,500
- Maintenance of tabulators: \$10,600

The Overtime budget for Fiscal 2018 is recommended to be level funded at \$16,500.

Operational Overview

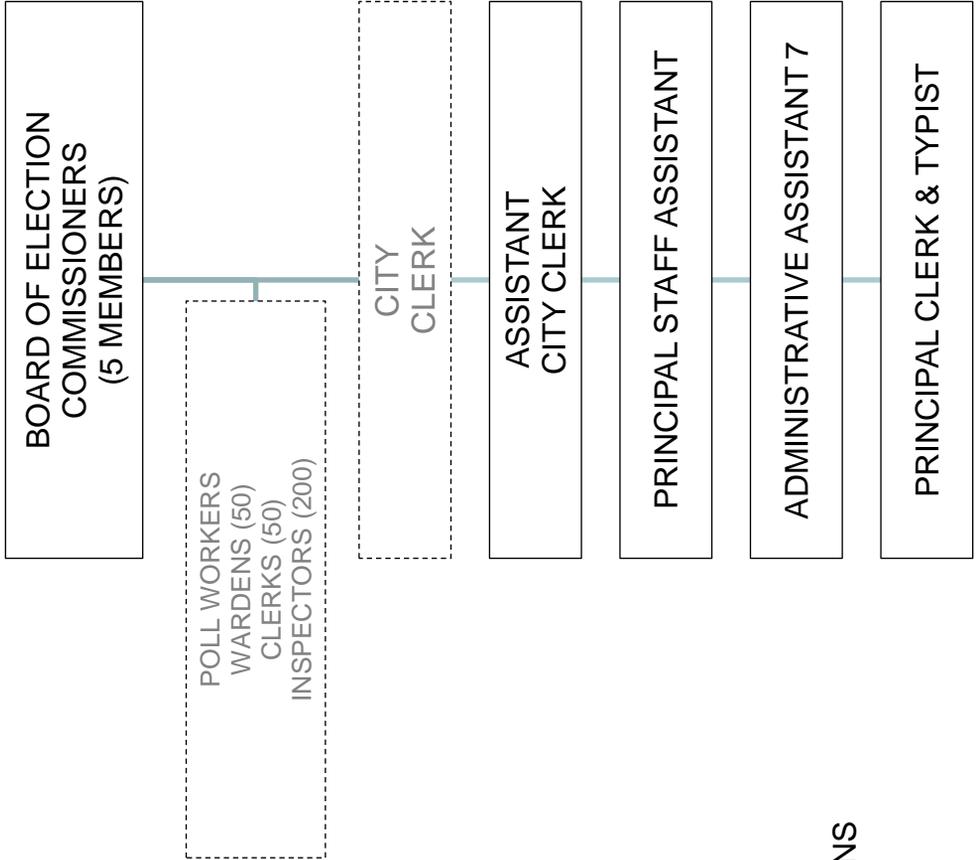
The Elections Division prepares, oversees, and conducts elections, beginning in January with the preparation of nomination papers, and continuing through the certification of signatures, filing, ballot design and bid, servicing of voting equipment and setting up, staffing, and operating the City's fifty voting precincts. Over 300 citizens are recruited and trained as poll workers in advance of each election. 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 records utilizing the annual street listing as well as vital records maintained by the City Clerk and the Secretary of the Commonwealth. Other documents filed and/or processed in the Elections Office include ballot initiative petition papers, non-depository campaign finance records, election results, absentee requests, and residency verification certificates.

CITY OF WORCESTER

DEPARTMENT OF CITY CLERK

ELECTION COMMISSION DIVISION



9 FUNDED POSITIONS

SUSAN M. LEDOUX, CITY CLERK**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF THE CITY CLERK****DIVISION OF ELECTION COMMISSION - DIVISION #150**

FY17 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
5	\$ 4,500.00	FL	ELECTION COMMISSIONER	5	\$ 4,500.00
1	72,331.00	45M	ASSISTANT CITY CLERK	1	74,772.00
1	57,495.00	40M	PRINCIPAL STAFF ASSISTANT	1	59,391.00
1	56,483.00	35	ADMINISTRATIVE ASSISTANT 7	1	58,185.00
1	38,754.00	27	PRINCIPAL CLERK & TYPIST	1	37,838.00
9	\$ 229,563.00		REGULAR SALARIES	9	\$ 234,686.00
	379,192.00		MISCELLANEOUS SALARIES		315,800.00
	(1,000.00)		VACANCY FACTOR		(1,000.00)
9	\$ 607,755.00		TOTAL RECOMMENDED SALARIES	9	\$ 549,486.00
	(53,684.00)		FUNDING SOURCES:		-
	(53,684.00)		STATE REIMBURSEMENTS FOR STATEWIDE ELECTION		-
			TOTAL FUNDING SOURCES		-
9	\$ 554,071.00	150-91000	TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 549,486.00
	\$ 16,500.00		OVERTIME		\$ 16,500.00
	\$ 16,500.00	150-97000	TOTAL RECOMMENDED OVERTIME		\$ 16,500.00
	\$ 14,650.00		LEASES & RENTALS		\$ 15,000.00
	2,500.00		MAINTENANCE & REPAIR		-
	5,000.00		TELEPHONE		5,000.00
	28,000.00		POSTAGE		29,500.00
	11,500.00		OTHER PERSONAL SERVICES		-
	33,935.00		PRINTING		59,000.00
	-		MAINTENANCE SYSTEM SOFTWARE		21,400.00
	1,200.00		OFFICE SUPPLIES		4,300.00
	19,500.00		OTHER SUPPLIES		-
	-		PRINTING SUPPLIES		1,800.00
	-		OTHER CHARGES & EXPENDITURES		3,325.00
	\$ 116,285.00	150-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 139,325.00
	\$ 686,856.00		TOTAL RECOMMENDED TAX LEVY		\$ 705,311.00

Auditing FY18 Budget Recommendation

Robert V. Stearns

City Auditor

City Hall - Room 102
 455 Main Street
 Worcester, Massachusetts 01608
 (508) 799-1053

Departmental Mission Statement:

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

- Audits the books and accounts of the City departments.
- Produces timely and accurate financial reports.
- Enforces the budget as approved by the City Council.

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 519,027.61	\$ 527,509.00	91000	\$ 491,813.00
Overtime	2,141.77	2,000.00	97000	2,000.00
Ordinary Maintenance	90,336.99	92,472.00	92000	92,030.00
Total	\$ 611,506.37	\$ 621,981.00		\$ 585,843.00
Total Positions	8	8		8

Expenditures:

The Auditing Department's tax levy budget for Fiscal 2018 is recommended to be \$585,843 which is a decrease of \$36,138 from the Fiscal 2017 amount of \$621,981.

The recommended Personal Services tax levy budget for Fiscal 2018 is \$491,813 which is a decrease of \$35,696 from the Fiscal 2017 budget of \$527,509. This net decrease is a result of:

- Step decreases after change in personnel net of step increases per the salary ordinance & FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: (\$37,972)
- EM incentive pay: (\$220)
- Funding Source Decreases (Water, Sewer, Golf Credits): \$2,487
- Decrease in funding for Temporary Position: (\$2,500)
- Decrease in Vacancy Factor: \$2,509

Auditing FY18 Budget Recommendation

The recommended tax levy Overtime budget for Fiscal 2018 is recommended to be level funded at \$2,000.

The tax levy Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$92,030, which is a decrease of \$442 from the Fiscal Year 2017 budget of \$92,472. This decrease is due to:

- Decrease in overall budget based on spending history: (\$450)
- Funding Source Decreases (Water, Sewer, Golf Credits): \$8

Operational Overview:

The Auditing Department acts as the fiscal "watchdog" for the City Council, reviewing and approving all payrolls and other accounts payable prior to payment. The City Auditor is the "ex-officio" member of the Worcester Retirement Board. The Auditing Department has three primary function areas: Accounting, Accounts Payable, and Payroll.

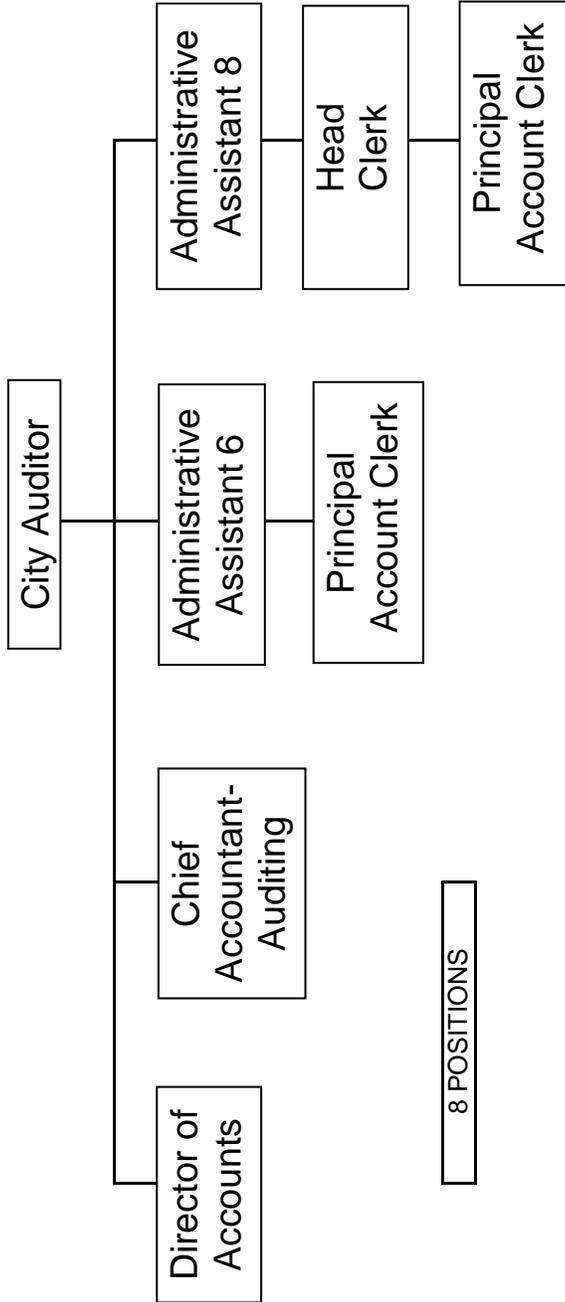
The Accounting Section maintains and analyzes the City's financial records and prepares the City's Comprehensive Annual Financial Report and State required Schedule A. The office coordinates the City's annual participation in the Federal "Single Audit" performed by an independent public accounting firm.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

The responsibilities of the Accounts Payable section are to pre-audit every invoice paid by the City for accuracy and propriety as well as to ensure that funds are available for payment. It also verifies that funds are available before the City enters into various contracts and monitors payments against those contracts. 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 by document imaging, and enforcement of the budget for payroll statutory accounts.

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

AUDITING DEPARTMENT ORGANIZATIONAL CHART



ROBERT V. STEARNS, CITY AUDITOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****AUDITING DEPARTMENT - DEPARTMENT #650**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 129,937.00	56EM	CITY AUDITOR	1	\$ 129,439.00
1	85,084.00	44M	DIRECTOR OF ACCOUNTS	1	84,758.00
1	78,929.00	42P	CHIEF ACCOUNTANT- AUDITING	1	65,042.00
1	68,494.00	38M	ADMINISTRATIVE ASSISTANT 8	1	47,560.00
1	52,095.00	33	ADMINISTRATIVE ASSISTANT 6	1	53,760.00
1	49,215.00	30	HEAD CLERK	1	39,493.00
2	85,372.00	28	PRINCIPAL ACCOUNT CLERK	2	91,108.00
8	\$ 549,126.00		REGULAR SALARIES	8	\$ 511,160.00
	768.00		CONTRACTUAL STIPENDS AND EXTRAS		762.00
	4,947.00		EM INCENTIVE PAY		4,727.00
	10,000.00		AUDITING TEMPORARY STAFF		7,500.00
	(2,809.00)		VACANCY FACTOR		(300.00)
8	\$ 562,032.00		TOTAL SALARIES	8	\$ 523,849.00
			FUNDING SOURCES:		
	(1,395.00)		GOLF COURSE REVENUES		(1,295.00)
	(13,750.00)		SEWER REVENUES		(12,759.00)
	(19,378.00)		WATER REVENUES		(17,982.00)
	<u>(34,523.00)</u>		TOTAL FUNDING SOURCES		<u>(32,036.00)</u>
8	\$ 527,509.00	650-91000	TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 491,813.00
	2,000.00		OVERTIME		2,000.00
	<u>2,000.00</u>	650-97000	TOTAL RECOMMENDED OVERTIME		<u>2,000.00</u>
	-		LEASES & RENTALS		3,500.00
	5,450.00		OTHER PERSONAL SERVICES		-
	1,000.00		MAINTENANCE & REPAIR		-
	79,750.00		CONSULTANT- AUDIT		81,000.00
	-		HARDWARE NETWORK SUPPORT		800.00
	5,000.00		OFFICE SUPPLIES		5,000.00
	500.00		OTHER SUPPLIES		600.00
	-		COPY PAPER		600.00
	2,000.00		OTHER CHARGES & EXPENDITURES		1,500.00
	350.00		ALL OTHER		600.00
	<u>\$ 94,050.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 93,600.00</u>
			FUNDING SOURCES:		
	(39.00)		CREDIT FROM GOLF COURSE		(39.00)
	(573.00)		CREDIT FROM SEWER		(570.00)
	(966.00)		CREDIT FROM WATER		(961.00)
	<u>(1,578.00)</u>		TOTAL FUNDING SOURCES		<u>(1,570.00)</u>
	<u>\$ 92,472.00</u>	650-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 92,030.00</u>
	<u>\$ 621,981.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 585,843.00</u>

Contributory Pensions FY18 Budget Recommendation

Elizabeth A. Early
Executive Secretary

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

FY18 Budget Overview

	Actual	Approved		Recommended
	Budget for	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Fringe Benefits	\$ 24,207,190.97	\$ 24,707,126.00	96000	\$ 26,122,901.00
Total	\$ 24,207,190.97	\$ 24,707,126.00		\$ 26,122,901.00

Expenditures:

The City of Worcester's tax levy pension assessment for Contributory retirement cost for Fiscal 2018 is recommended to be \$26,122,901 which is an increase of \$1,415,775 from the Fiscal 2017 budget of \$24,707,126.

Operational 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 \$30.07 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 2018. This amount is exclusive of any payments to be made by the Worcester Public Schools system and the Worcester Housing Authority.

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2018
CONTRIBUTORY PENSIONS- DEPARTMENT #161**

APPROVED FY17 AMOUNT	TITLE	RECOMMENDED FY18 AMOUNT
<u>\$ 27,201,823.00</u>	CONTRIBUTORY PENSIONS	<u>\$ 28,618,561.00</u>
<u>\$ 27,201,823.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 28,618,561.00</u>
	FUNDING SOURCES:	
\$ (46,562.00)	CREDIT FROM GOLF	\$ (48,785.00)
(1,291,771.00)	CREDIT FROM SEWER	(1,387,666.00)
(1,836,456.00)	CREDIT FROM WATER	(1,811,842.00)
(13,608.00)	CREDIT FROM FINANCE GRANTS	(13,583.00)
(71,661.00)	CREDIT FROM ECONOMIC DEVELOPMENT GRANTS	(11,889.00)
(20,677.00)	CREDIT FROM CABLE SERVICES	(21,123.00)
(74,239.00)	CREDIT FROM HEALTH DEPARTMENT GRANTS	(76,924.00)
(3,269.00)	CREDIT FROM HEALTH & HUMAN SERVICES GRANTS	-
(12,150.00)	CREDIT FROM INSPECTIONAL SERVICES GRANTS	(5,040.00)
(13,006.00)	CREDIT FROM ELDER AFFAIRS GRANTS	(13,586.00)
(30,598.00)	CREDIT FROM WORKFORCE INVESTMENT BOARD	(26,131.00)
(105,771.00)	CREDIT FROM WORKFORCE CAREER CENTER	(91,608.00)
<u>\$ (3,519,768.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (3,508,177.00)</u>
<u>\$ 23,682,055.00</u>	161-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 25,110,384.00</u>
<u>\$ 23,682,055.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 25,110,384.00</u>

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2018
 CONTRIBUTORY PENSIONS- DEPARTMENT #161
 EARLY RETIREMENT COSTS**

APPROVED FY17 AMOUNT	TITLE	RECOMMENDED FY18 AMOUNT
\$ 1,038,772.00	EARLY RETIREMENT CONTRIBUTIONS- FY03	\$ 1,037,588.00
444,631.00	EARLY RETIREMENT CONTRIBUTIONS- FY11	443,415.00
<u>\$ 1,483,403.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 1,481,003.00</u>
	FUNDING SOURCES:	
\$ (20,688.00)	CREDIT FROM AIRPORT	\$ (20,631.00)
(527.00)	CREDIT FROM GOLF	(468.00)
(178,286.00)	CREDIT FROM SEWER	(187,818.00)
(258,831.00)	CREDIT FROM WATER	(259,569.00)
<u>\$ (458,332.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (468,486.00)</u>
<u>\$ 1,025,071.00</u>	161-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 1,012,517.00</u>
<u>\$ 1,025,071.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,012,517.00</u>

Non-Contributory Pensions FY18 Budget Recommendation

Elizabeth A. Early
Executive Secretary

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

FY18 Budget Overview

	Actual	Approved		Recommended
	Budget for	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Fringe Benefits	\$ 100,786.20	\$ 103,524.00	96000	\$ 33,243.00
Total	\$ 100,786.20	\$ 103,524.00		\$ 33,243.00

Expenditures:

The total tax levy budget in Fiscal 2018 for Non-Contributory pensions is projected to be \$33,243 which is a decrease of \$70,281 from the Fiscal 2017 budget of \$103,524. This decrease is a result of:

- fewer retired City employees and retiree's spouses receiving pension benefits which is offset by a projected 3% increase for retirees on the first \$13,000 salary.

Operational Overview:

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

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2018
NON-CONTRIBUTORY PENSIONS- DEPARTMENT #162**

APPROVED FY17 AMOUNT	TITLE	RECOMMENDED FY18 AMOUNT
\$ 116,255.00	NON-CONTRIBUTORY PENSIONS	\$ 46,356.00
<u>\$ 116,255.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 46,356.00</u>
	FUNDING SOURCES:	
\$ (12,731.00)	CREDIT FROM SEWER	\$ (13,113.00)
<u>\$ (12,731.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (13,113.00)</u>
<u>\$ 103,524.00</u>	162-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 33,243.00</u>
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<u>\$ 103,524.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 33,243.00</u>



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Office of the City Manager FY18 Budget Recommendation

Edward M. Augustus, Jr.

City Manager

City Hall Room 309

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

Department Mission Statement:

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

- Provide exemplary customer service at every level.
- Maintain a financially sound City government.
- Exercise an open and transparent government.
- Build a safe, clean, thriving, 18-hour downtown.
- Maintain strong, vital neighborhoods.
- Take special care to support the youngest and oldest, the disabled and our veterans.
- Protect and promote the health, safety and welfare of all citizens and visitors.
- Encourage economic development strategies that will broaden the tax base and expand employment opportunities.

FY18 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2016	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 834,152.66	\$ 921,306.00	91000	\$ 1,003,519.00
Ordinary Maintenance	156,717.50	165,483.00	92000	158,850.00
Total	\$ 990,870.16	\$ 1,086,789.00		\$ 1,162,369.00
Total Positions	9	9		10

Expenditures:

The tax levy budget for the Office of the City Manager for Fiscal 2018 is recommended to be \$1,162,369, which is an increase of \$75,580 compared to the Fiscal 2017 amount of \$1,086,789.

The Personal Service tax levy budget for Fiscal 2018 is recommended to be \$1,003,519, which is an increase of \$82,213 compared to Fiscal 2017 budget of \$921,306. This increase is a net result of:

- Step increases per the salary ordinance & FY18 has 52.0 weeks whereas FY17 had 52.2 weeks, City Manager contractual stipends, step increases, EM incentive pay, added position: \$82,213

Office of the City Manager FY18 Budget Recommendation

- Add Principal Staff Assistant to properly reflect the actual job duties in the City Manager's department. This position will perform multiple departmental administrative duties including preparing reports for City Council, previously done by employees from other departments.

The tax levy Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$158,850, which is a decrease of \$6,633 from the Fiscal 2017 amount of \$165,483. This decrease is a result of:

- Decrease in overall budget based on spending history: (\$6,633)

Operational 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 budgets as required by general law and the City Charter to the City Council.

The City Manager's Office supervises the activities of all city departments, administers the daily activities of the office, and manages all internal and external communication to City Council, citizens, businesses, visitors, and media. The department works strategically and proactively to coordinate actions at the State and Federal level to ensure Worcester's interests are properly represented and monitored. Activities also include overseeing key intergovernmental, interdepartmental, and regional efforts, and leading special projects and initiatives, such as the Quality of Life Task Force and Youth Initiatives.

As part of the City Manager's commitment to residents and members of the administration, the City Manager and staff join members of the recently formed WPD Neighborhood Response Team at monthly Neighborhood Association and Crime Watch Meetings, held across the City in an effort to obtain a clear understanding of the status of our neighborhoods and learn firsthand of the quality of life issues residents share.

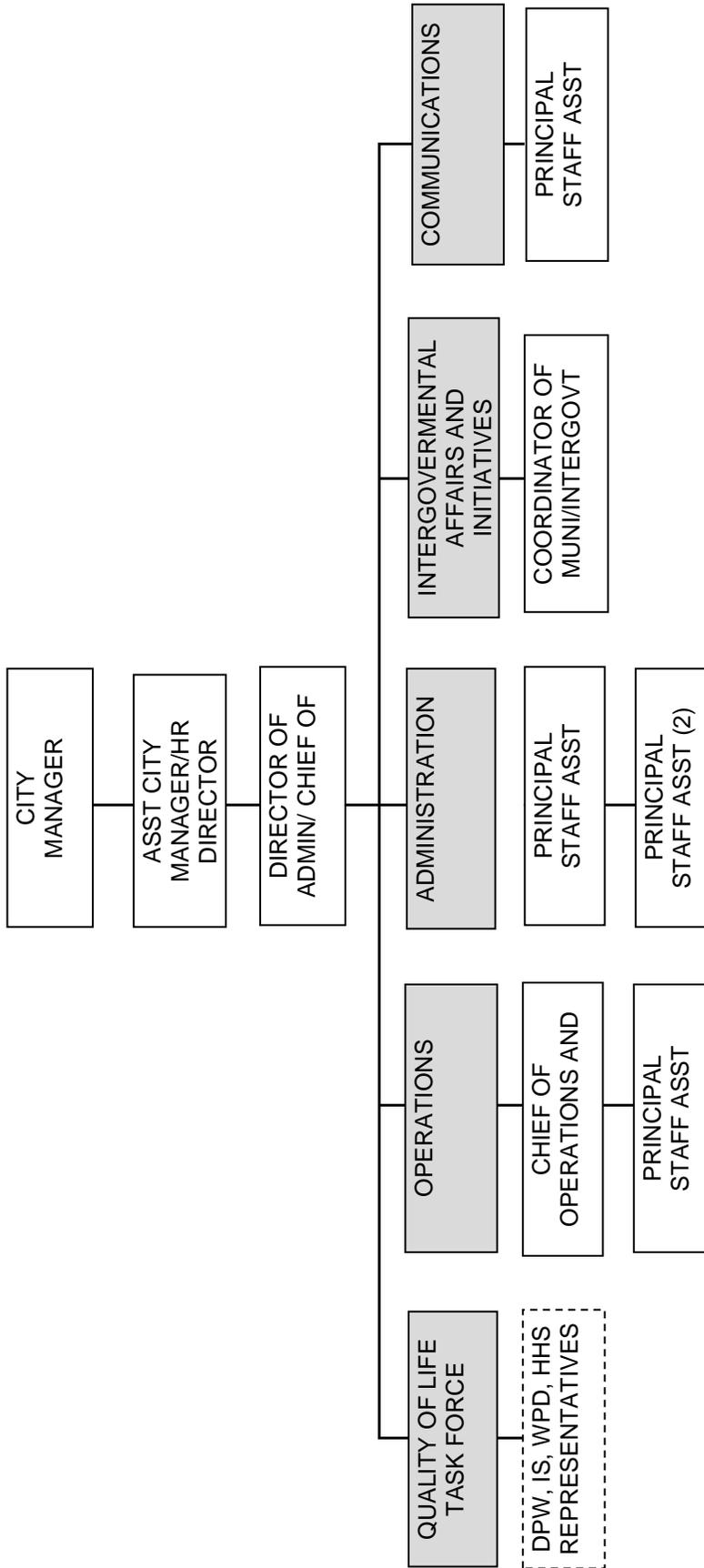
In 2015, the City Manager assembled an inter-departmental team of six specialists as members of a Quality of Life Task Force under the direction of the Chief of Staff. This team is led by an Inspector from DIS and is comprised of a Nuisance Control Officer, Worcester Police Officer, Coordinator of Substance Abuse, Coordinator of Homeless Outreach and Customer Service Representative. The team is also supported by two Case Managers from Aids Project Worcester,

Office of the City Manager FY18 Budget Recommendation

who provide substance abuse outreach on the Worcester Common and community parks. The team addresses neighborhoods with a high number of complaints and properties with repeat violations as well as attending to issues that threaten the Quality of Life of our neighborhoods, including illegal dumping, code violations/problem properties, homeless encampments, unregistered vehicles and substance abuse in public.

The City Manager's Office oversees the implementation and coordination of all youth initiatives and strategies that impact the growth and development of youth in the City, including the Youth Violence Prevention Initiative, youth employment programs, managing stakeholders and corporate relationships, and working with educational and cultural institutions to enrich the lives of all the youth in the Worcester community through coordination of programs and funding.

CITY MANAGER'S OFFICE



10 POSITIONS

EDWARD M. AUGUSTUS JR., CITY MANAGER**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER****DIVISION OF ADMINISTRATION- DIVISION #040**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
EXECUTIVE OFFICE OF CITY MANAGER					
1	\$ 201,794.00	FL	CITY MANAGER	1	\$ 205,032.00
1	161,607.00	58CM	ASSISTANT CITY MANAGER	1	160,992.00
1	93,667.00	47EM	COORD. OF MUNICIPAL & INTERGOVERNMENTAL INITIATIVE	1	93,309.00
1	98,544.00	48M	DIRECTOR OF ADMINISTRATION	1	98,176.00
1	73,461.00	45M	CHIEF STAFF ASSISTANT	1	75,778.00
4	250,413.00	40M	PRINCIPAL STAFF ASSISTANT	5	328,417.00
9	\$ 879,486.00		TOTAL REGULAR SALARIES	10	\$ 961,704.00
	(10,000.00)		VACANCY FACTOR		(10,000.00)
	\$ 18,000.00		RETIREMENT FUND		\$ 18,000.00
	6,000.00		DISABILITY AND LIFE INSURANCE EXPENSES		6,000.00
	13,200.00		AUTOMOBILE REIMBURSEMENT		13,200.00
	\$ 37,200.00		TOTAL CITY MANAGER CONTRACTUAL STIPENDS		\$ 37,200.00
	\$ 14,620.00		EM INCENTIVE PAY		\$ 14,615.00
9	\$ 921,306.00	0401-91000	TOTAL RECOMMENDED PERSONAL SERVICES	10	\$ 1,003,519.00
	\$ 14,000.00		LEASES AND RENTALS		\$ 7,500.00
	400.00		MAINTENANCE AND REPAIR		-
	1,000.00		TELEPHONE		12,500.00
	200.00		POSTAGE		100.00
	600.00		NETWORK, HARDWARE, SOFTWARE		1,000.00
	4,000.00		BOOKS		500.00
	11,000.00		OFFICE SUPPLIES		5,000.00
	8,000.00		OTHER SUPPLIES		5,000.00
	18,902.00		OTHER PERSONAL SERVICES		18,250.00
	13,236.00		OTHER CHARGES AND EXPENDITURES		5,500.00
	-		NEWSPAPER ADVERTISEMENT		3,500.00
	29,145.00		REGISTRATION FEES		35,000.00
	50,000.00		SPECIAL EVENTS & SEASONAL PROGRAMMING		50,000.00
	10,000.00		QUALITY OF LIFE TASKFORCE		10,000.00
	5,000.00		NEIGHBORHOOD EVENT SPONSORSHIP		5,000.00
	\$ 165,483.00	0401-92000	TOTAL CITY MANAGER'S ORDINARY MAINTENANCE		\$ 158,850.00
9	\$ 1,086,789.00		TOTAL RECOMMENDED TAX LEVY	10	\$ 1,162,369.00



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City Manager's Contingency FY18 Budget Recommendation

Edward M. Augustus Jr.

City Manager

City Hall Room 309

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

Departmental Overview:

The Fiscal 2018 Budget includes a gross amount of \$1,250,000 for the City Manager's Contingency account. This is an increase of \$750,000 compared to the total appropriation into contingency in Fiscal 2017 of \$500,000. These funds have been identified primarily to provide a funding for all City employee wages, assuming a model contract of 2%, and health insurance reforms, the savings from which will make up the remainder of the funds needed in Fiscal Year 2018.

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Ordinary Maintenance	\$ -	\$ 500,000.00	92000	\$ 1,250,000.00
Total	\$ -	\$ 500,000.00		\$ 1,250,000.00

EDWARD M. AUGUSTUS JR., CITY MANAGER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
CITY MANAGER'S CONTINGENCY - DEPARTMENT #900

RECOMMENDED FY17 AMOUNT	TITLE	RECOMMENDED FY18 AMOUNT
\$ 500,000.00	CONTINGENCY	\$ 1,250,000.00
\$ 500,000.00	900-92000 TOTAL CONTINGENCY SALARIES	\$ 1,250,000.00
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<u>\$ 500,000.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,250,000.00</u>

Worcester Public Library FY18 Budget Recommendation

Geoffrey M. Dickinson

Head Librarian

3 Salem Square

Worcester, Massachusetts 01608

(508) 799-1655

Divisional Mission Statement:

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

FY18 BUDGET OVERVIEW

	Actual	Approved		Recommended
	Budget for	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 3,473,940.88	\$ 3,718,565.00	91000	\$ 3,706,383.00
Overtime	91,042.87	120,534.00	97000	123,795.00
Ordinary Maintenance	1,646,142.00	1,723,174.00	92000	1,740,752.00
Total	\$ 5,211,125.75	\$ 5,562,273.00		\$ 5,570,930.00
Total Positions	100	100		100

Expenditures:

The budget for the Worcester Public Library for Fiscal 2018 is recommended to be \$5,570,930 which is an increase of \$8,657 from the Fiscal 2017 amount of \$5,562,273.

The total Personal Services tax levy budget for Fiscal 2018 is to be \$3,706,383, which is a decrease of \$12,182 from the Fiscal 2017 amount of \$3,718,565. This decrease is a net result of:

- Step increases per the salary ordinance, Vacancy Factor, EM incentive pay, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks, Custodian Building Operation IC, position deletes/adds: (\$25,907)
 - Add Position: Librarian, Grade 2
 - Delete Position: Graduate Librarian, Grade 4
 - Add Position: Graduate Librarian, Grade 2
 - Delete Position: Administrative Assistant, Grade 6
- Funding source increases (Bookmobile Funding, Pilot Funding, and Resource Funding): (\$10,403)
- Page Salaries: \$24,128

The recommended Overtime budget for Fiscal 2018 is \$123,795, which is an increase of \$3,261 from the Fiscal 2017 budget of \$120,534. This increase is to maintain Sunday hours at current wage rates.

Worcester Public Library FY18 Budget Recommendation

The tax levy Ordinary Maintenance for Fiscal 2018 is recommended to be \$1,740,752, which is an increase of \$17,578 from the Fiscal 2017 amount of \$1,723,174. This increase is a net result of:

- Increase in overall budget based on spending history: \$14,395
- Building Operations IC: (\$6,997)
- Bookmobile Funding decrease: \$10,180

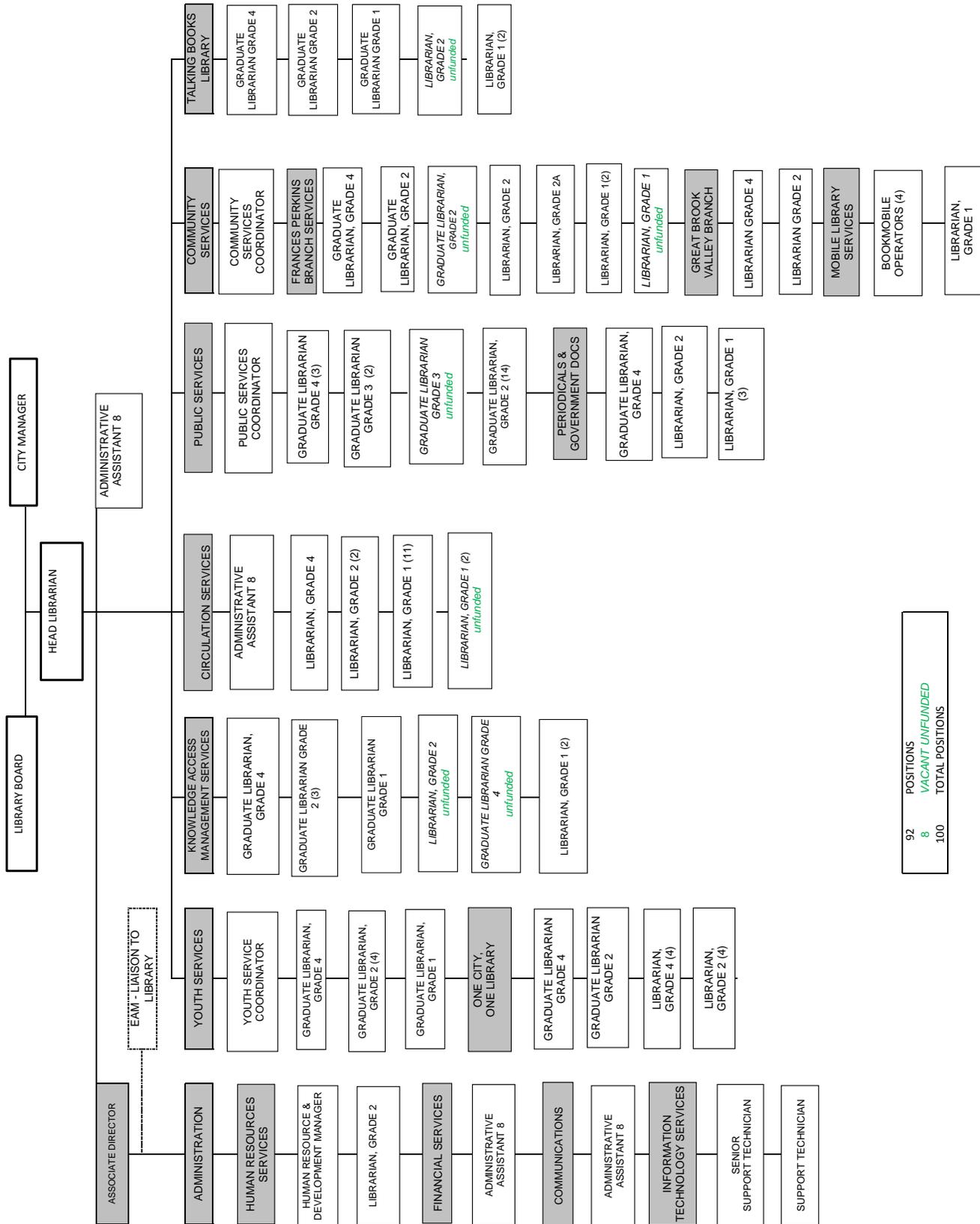
Operational Overview:

The Worcester Public Library (WPL) offers opportunities for the development of a literate and informed citizenry, as well as delivers collections and services that meet the information needs of Worcester's residents and visitors. A major focus area of the library has been a consistent development of literacy programs and bringing reading materials to children and their families. The One City, One Library (OCOL) branches located on the grounds of Worcester elementary schools, combined with community partnerships with "Worcester Reads," provides programs to improve reading levels in the City.

The Library provides these services through management and operation of the Worcester Main Library, the Frances Perkin's Branch Library, four One City One Library locations in Worcester Public schools, and two mobile libraries. The Department is organized into operational groupings to support administration, youth services, knowledge access services, circulation services, public services, community services, and the City's talking books library.

Administration includes management of library finances, personnel, and information technology. All other divisions are involved in direct provision of library services to the public including but not limited to the oversight and management of the library's collections, the support of all library patrons, and the provision of engaging programs to develop literacy or assist in other community needs.

The library provides the City with an active center of information and learning, used and valued by people of all ages, backgrounds and abilities.



92	POSITIONS
8	VACANT UNFUNDED
100	TOTAL POSITIONS

GEOFFREY DICKINSON , HEAD LIBRARIAN

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER

DIVISION OF PUBLIC LIBRARY- DIVISION #550

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 110,450.00	53EM	HEAD LIBRARIAN	1	\$ 110,032.00
1	89,722.00	48M	ASSOCIATE DIRECTOR	1	93,101.00
1	73,863.00	44M	YOUTH SERVICES COORDINATOR	1	75,324.00
1	82,287.00	44M	COMMUNITY SERVICES COORDINATOR	1	84,145.00
1	80,347.00	44M	PUBLIC SERVICE COORDINATOR	1	83,096.00
7	491,732.00	40P	GRADUATE LIBRARIAN, GRADE 4	6	420,056.00
1	70,943.00	39M	HUMAN RESOURCE & DEVELOPMENT MANAGER	1	70,671.00
4	243,805.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	4	250,428.00
2	135,094.00	37P	GRADUATE LIBRARIAN, GRADE 3	2	131,474.00
20	1,017,968.00	36P	GRADUATE LIBRARIAN, GRADE 2	21	1,084,227.00
2	105,376.00	31P	GRADUATE LIBRARIAN, GRADE 1	2	105,207.00
1	69,665.00	40	SENIOR SUPPORT TECHNICIAN	1	69,722.00
1	57,107.00	37	SUPPORT TECHNICIAN	1	60,528.00
1	54,395.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	0	-
2	94,041.00	31	LIBRARIAN, GRADE 4	2	96,687.00
2	74,182.00	27	BOOKMOBILE OPERATOR	2	76,438.00
1	41,468.00	26	LIBRARIAN, GRADE 2A	1	38,431.00
4	161,570.00	25	LIBRARIAN, GRADE 2	5	191,473.00
18	618,030.00	21	LIBRARIAN, GRADE 1	18	608,522.00
71	\$ 3,672,045.00		TOTAL REGULAR SALARIES WITHOUT PAGES	71	\$ 3,649,562.00
1	\$ -	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ -
1	-	37P	GRADUATE LIBRARIAN, GRADE 3	1	-
1	-	36P	GRADUATE LIBRARIAN, GRADE 2	1	-
1	-	25	LIBRARIAN, GRADE 2	1	-
1	-	21	LIBRARIAN, GRADE 1	1	-
5	\$ -		REGULAR SALARIES	5	\$ -
1	\$ 51,553.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 62,751.00
1	45,034.00	31P	GRADUATE LIBRARIAN, GRADE 2 (36P)	1	38,324.00
1	41,029.00	31	LIBRARIAN, GRADE 4	1	43,551.00
3	133,512.00	31	LIBRARIAN, GRADE 4	3	132,256.00
2	80,814.00	27	BOOKMOBILE OPERATOR	2	82,337.00
4	136,465.00	25	LIBRARIAN, GRADE 2	4	136,403.00
1	28,060.00	21	LIBRARIAN, GRADE 1	1	28,992.00
13	\$ 516,467.00		REGULAR SALARIES	13	\$ 524,614.00
89	\$ 4,188,512.00		REGULAR SALARIES	89	\$ 4,174,176.00
	77,688.00		TOTAL PAGES SALARIES		101,816.00
	3,542.00		EM INCENTIVE		-
	334,067.00		BUILDING OPERATION		318,635.00
	(44,595.00)		VACANCY FACTOR		(37,192.00)
89	\$ 4,559,214.00		TOTAL RECOMMENDED SALARIES	89	\$ 4,557,435.00
	(663,232.00)		FUNDING SOURCES: PILOT		(666,451.00)
	(74,182.00)		BOOKMOBILE FUNDING		(76,438.00)
	(103,235.00)		LIBRARY RESOURCE FUNDING-SALARIES		(108,163.00)
	(840,649.00)		TOTAL FUNDING SOURCES		(851,052.00)
89	\$ 3,718,565.00	550-91000	TOTAL RECOMMENDED PERSONAL SERVICES	89	\$ 3,706,383.00

GEOFFREY DICKINSON , HEAD LIBRARIAN**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER****DIVISION OF PUBLIC LIBRARY- DIVISION #550**

FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
	\$ 25,658.00		REGULAR OVERTIME		\$ 25,658.00
	66,137.00		SUNDAY OVERTIME		66,137.00
	<u>\$ 91,795.00</u>		TOTAL OVERTIME		<u>\$ 91,795.00</u>
	\$ 28,739.00		BUILDING OPERATIONS		\$ 32,000.00
	<u>\$ 120,534.00</u>	550-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 123,795.00</u>
	\$ 3,000.00		AUTO FUEL		\$ 3,000.00
	15,300.00		DIESEL FUEL		-
	2,000.00		LEASES & RENTALS		5,500.00
	20,365.00		MAINTENANCE & REPAIR		4,000.00
	28,000.00		TELEPHONE		32,000.00
	15,000.00		POSTAGE		14,000.00
	293,469.00		OTHER PERSONAL SERVICES		56,000.00
	500.00		AUTOMOTIVE SUPPLIES		-
	-		NETWORK, HARDWARE, SOFTWARE		232,534.00
	-		NEWSPAPER ADVERTISEMENT		5,500.00
	-		PRINTING		14,000.00
	-		PRINTING SUPPLIES		40,500.00
	-		SECURITY SERVICES		63,500.00
	-		OTHER CHARGES & EXPENDITURES		6,100.00
	16,297.00		OFFICE SUPPLIES		17,500.00
	229,188.00		OTHER SUPPLIES		143,200.00
	770,000.00		LIBRARY MATERIALS		770,180.00
	<u>\$ 1,393,119.00</u>		ORDINARY MAINTENANCE		<u>\$ 1,407,514.00</u>
	343,797.00		BUILDING OPERATIONS		336,800.00
	<u>\$ 1,736,916.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 1,744,314.00</u>
	(13,742.00)		FUNDING BOOKMOBILE FUNDING		(3,562.00)
	<u>\$ 1,723,174.00</u>	550-92000	RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,740,752.00</u>
	\$ 12,187.00		FRINGE BENEFITS: HEALTH INSURANCE		\$ 22,310.00
	7,650.00		RETIREMENT		7,993.00
	<u>\$ 19,837.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 30,303.00</u>
	\$ (19,837.00)		FUNDING SOURCES: LIBRARY RESOURCE FUNDING-FRINGE BENEFITS		\$ (30,303.00)
	<u>\$ -</u>	550-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 5,562,273.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 5,570,930.00</u>

GEOFFREY DICKINSON , HEAD LIBRARIAN

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF PUBLIC LIBRARY- DIVISION #550**

1	\$	61,496.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$	63,469.00	
1		48,903.00	36P	GRADUATE LIBRARIAN, GRADE 2	1		54,413.00	
1		41,468.00	25	LIBRARIAN, GRADE 2	1		41,309.00	
3	\$	151,867.00		REGULAR SALARIES	3	\$	159,191.00	
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3	\$	151,867.00		TOTAL REGULAR SALARIES	3	\$	159,191.00	
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2	\$	-	21	LIBRARIAN, GRADE 1	2	\$	-	
2	\$	-		REGULAR SALARIES	2	\$	-	
<hr/>					<hr/>			
5	\$	151,867.00		TOTAL RECOMMENDED PERSONAL SERVICES	5	\$	159,191.00	
<hr/>					<hr/>			
		15,595.50		FRINGE BENEFITS			23,655.62	
	\$	167,462.50		TOTAL EXPENSES- LIBRARY RESOURCES		\$	182,846.62	
<hr/>					<hr/>			
		(151,867.00)		FUNDING SOURCES-STATE REVENUES:				
		(15,595.50)		SALARIES			(159,191.00)	
		(167,462.50)		FRINGE BENEFITS			(23,655.62)	
				TOTAL CREDITS- LIBRARY RESOURCES			(182,846.62)	
	\$	-		TOTAL RECOMMENDED TAX LEVY		\$	-	

FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT			
1	\$	75,189.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$	74,901.00	
1		65,292.00	36P	GRADUATE LIBRARIAN, GRADE 2	1		51,199.00	
1		54,623.00	31P	GRADUATE LIBRARIAN, GRADE 1	1		54,413.00	
2		72,830.00	21	LIBRARIAN, GRADE 1	2		72,552.00	
5	\$	267,934.00		REGULAR SALARIES	5	\$	253,065.00	
<hr/>					<hr/>			
1	\$	-	25	LIBRARIAN, GRADE 2	1	\$	-	
1	\$	-		REGULAR SALARIES	1	\$	-	
<hr/>					<hr/>			
6	\$	267,934.00		TOTAL REGULAR SALARIES	6	\$	253,065.00	
<hr/>					<hr/>			
6	\$	267,934.00		TOTAL RECOMMENDED PERSONAL SERVICES	6	\$	253,065.00	
<hr/>					<hr/>			
		3,000.00		TOTAL OVERTIME			3,000.00	
		119,204.00		ORDINARY MAINTENANCE			141,410.00	
		56,232.00		FRINGE BENEFITS			48,657.00	
	\$	446,370.00		TOTAL EXPENSES- TALKING BOOKS		\$	446,132.00	
<hr/>					<hr/>			
		(267,934.00)		FUNDING SOURCES-STATE REVENUES:				
		(3,000.00)		SALARIES			(253,065.00)	
		(119,204.00)		OVERTIME			(3,000.00)	
		(56,232.00)		ORDINARY MAINTENANCE			(141,410.00)	
		(446,370.00)		FRINGE BENEFITS			(48,657.00)	
	\$	-		TOTAL CREDITS- TALKING BOOKS		\$	(446,132.00)	
	\$	-		TOTAL RECOMMENDED TAX LEVY		\$	-	

Health and Human Services FY18 Budget Recommendation

Matilde Castiel

Commissioner of Health and Human Services

City Hall Room 101

455 Main Street

Worcester, Massachusetts 01608

Division Mission Statement:

The mission of the Division of the Health and Human Services is to:

- Provide coordination and management of the City’s critical services in the areas of Public Health, Veteran’s Services, Human Rights and Disabilities, Elder Affairs, and Youth Services.
- Maximize access to City programs and services by providing information and referral, advocacy, outreach and educational programs for all Worcester residents regardless of age, race, ability, or health condition.
- Ensure that all City residents are treated fairly and equally by reducing bias, bigotry and prejudices.
- Promote ways to increase respect in our community and safeguard equal access and opportunity for all through outreach, educational programs, events and advocacy.
- Ensure that all Worcester residents and visitors with disabilities have access to City programs and services by providing information and referral, advocacy, outreach and educational programs.
- Provide eligible veterans and their families with immediate financial aid, medical assistance and referral services such as housing, employment opportunities, health and education
- Advance the well-being of the City’s youth particularly in the areas of educational and employment opportunities.
- Oversee community coordination to address a wide array of homeless issues including triage/assessment/rapid re-housing, discharge planning, and street outreach.

FY18 Budget Overview

	Actual	Approved		Recommended
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Budget for</u>	<u>Account</u>	<u>Appropriation</u>
		<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 325,586.67	\$ 457,694.00	91000	\$ 521,264.00
Ordinary Maintenance	1,962,641.25	2,235,100.00	92000	2,146,250.00
Total	\$ 2,288,227.92	\$ 2,692,794.00		\$ 2,667,514.00
Total Positions	10	12		13

Health and Human Services FY18 Budget Recommendation

Expenditures:

The tax levy budget for the Health and Human Services Division for Fiscal 2018 is recommended to be \$2,667,514 which is a decrease of \$25,280 compared to the Fiscal 2017 amount of \$2,692,794.

The Personal Service tax levy budget for Fiscal 2018 is recommended to be \$521,264 which is an increase of \$63,570 compared to the Fiscal 2017 budget of \$457,694. This increase is a net result of:

- Step increases per the salary ordinance & FY18 has 52.0 weeks whereas FY17 had 52.2 weeks, EM incentive, Add/Upgrades: \$61,987
 - Upgrade Youth Office Coordinator to Youth Director
 - Added Staff Assistant 1 position to the Chart of Organization in June of FY17 (funded by the Consumer Aid Program)
- Funding source decrease (Emergency Shelter, Worcester Fair Housing Project, and UMASS): \$67,286
- Funding source increase (Consumer Aid Program & Youth After School Program): (\$65,703)

The tax levy Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$2,146,250 which is a decrease of \$88,850 from the Fiscal 2017 amount of \$2,235,100. The decrease is a net result of:

- Decrease in overall budget based on spending history: (\$28,850)
- Delete the funding for ADA transition plan and incorporate in the FY18 Capital budget: (\$60,000)

Operational Overview:

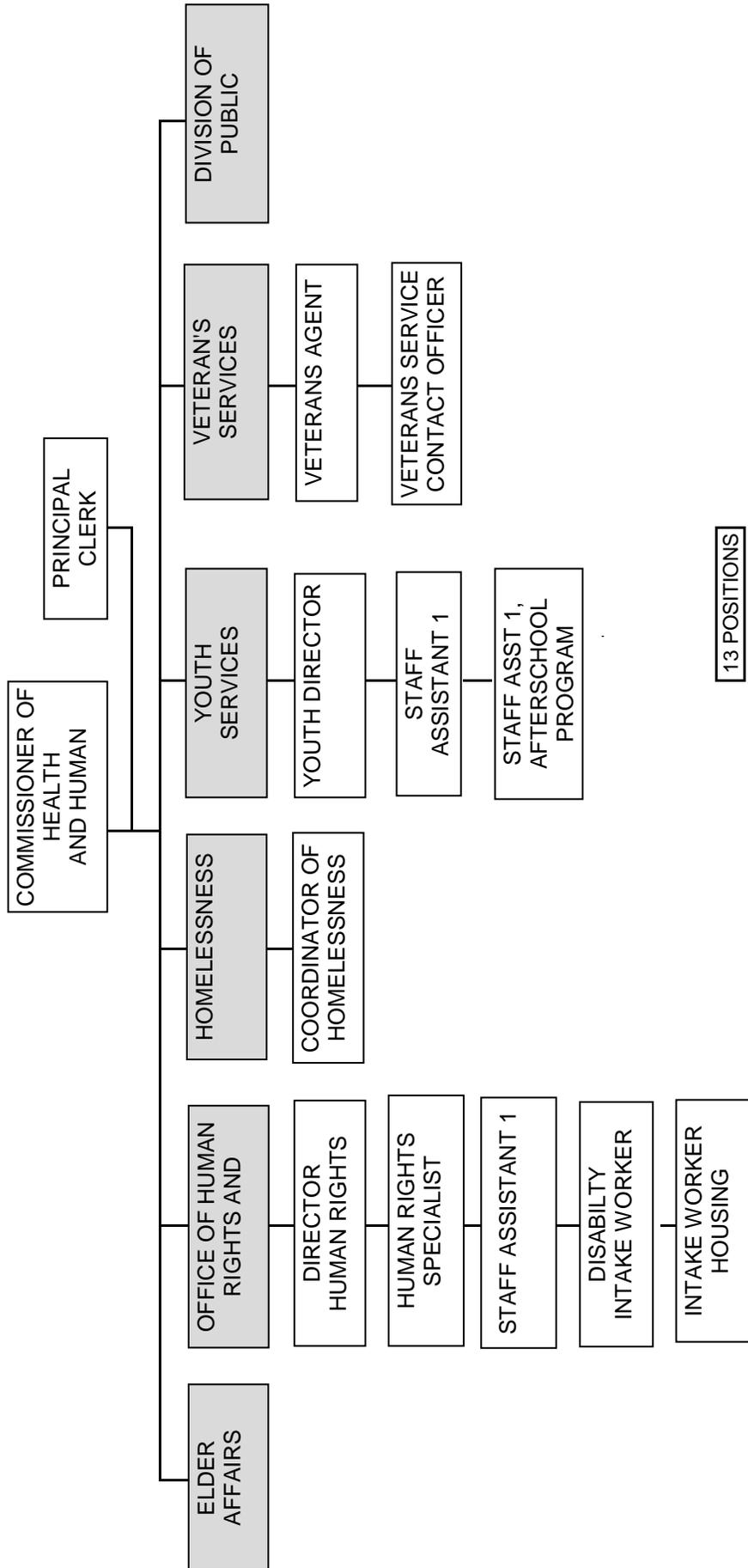
In Fiscal Year 2016, the Department of Health and Human Services (HHS) was restored to include the individual divisions of: Public Health, Human Rights and Disabilities, Veterans Services, Youth Services, and Elder Affairs. By combining these Divisions under the HHS Department, the City is able to better align and coordinate the shared operational, financial and service-related programs, and improve the performance of the comprehensive portfolio of community initiatives, client outreach, service assistance, referral opportunities, and citizen support to those who are least able to help themselves. The Division is led by the Health and Human Services Commissioner, who provides overall management and direction to the human service divisions, setting priorities and coordinating the City's response to meet critical needs.

- The Office of Human Rights and Disabilities works to increase respect in our community and safeguard equal access and opportunity for all members of the Worcester community. Through outreach, educational programs, referral services, and advocacy, this division seeks to make Worcester a welcoming city for all residents and visitors.
- Veteran's Services provides eligible veterans and their families immediate financial assistance, funding for medical assistance and referral services for housing, employment, health, and education.

Health and Human Services FY18 Budget Recommendation

- The Office of Youth Opportunities promotes the development of youth through engaged partnership with multiple stakeholders across the City. From employer specific programs to summer recreational opportunities, the Youth Office works to make Worcester an active, attractive, and safe city for young people. Additionally, the office works very closely with external partners on curriculum development, engaging students through the Youth Leadership Program for civic engagement, coordinating and staffing the Youth Council and Youth Commission, all while aligning the strategies and efforts from the Community Health Improvement Plan and the Youth Violence Prevention Initiative.
- The Homeless Assistance Department oversees community coordination in addressing a wide array of community homeless issues including triage/assessment/rapid re-housing, discharge planning, and street outreach; examine state and federal legislation; study best practice models; and seek associated funding sources to address homelessness in the community. The Coordinator collaborates with regional and local communities, multi-sector stakeholders, serves as a liaison for new initiatives, and offers technical assistance as required to achieve a wide portfolio and cohesive network of homeless services, ensuring effective and efficient resource utilization, and public education with the goal of preventing and addressing homelessness for all populations. Efforts include developing seasonal policies, reviewing housing policies, assisting the Quality of Life Task Force as needed.

DIVISION OF HEALTH AND HUMAN SERVICES



13 POSITIONS

MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2018
DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES
DIVISION OF ADMINISTRATION- DIVISION #331

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
HEALTH AND HUMAN SERVICES					
1	\$ 119,693.00	58CM	COMMISSIONER OF HEALTH AND HUMAN SERVICES	1	\$ 119,226.00
1	38,754.00	27	PRINCIPAL CLERK & TYPIST	1	41,266.00
1	60,406.00	37P	COORDINATOR OF HOMELESSNESS	1	59,991.00
3	218,853.00		TOTAL RECOMMENDED PERSONAL SERVICES	3	220,483.00
FUNDING SOURCES:					
	(40,000.00)		EMERGENCY SHELTER GRANT		(37,000.00)
	(40,000.00)		TOTAL FUNDING SOURCES		(37,000.00)
	971.00		EM INCENTIVE PAY		1,720.00
3	\$ 179,824.00	331-91000	TOTAL HHS PERSONAL SERVICES	3	\$ 185,203.00
	\$ -		LEASE & RENTALS		\$ 2,500.00
	-		NETWORK, HARDWARE, SOFTWARE		3,500.00
	15,000.00		OTHER PERSONAL SERVICES		6,100.00
	5,000.00		OFFICE SUPPLIES		1,500.00
	-		OTHER SUPPLIES		1,500.00
	-		PRINTING SUPPLIES		800.00
	-		REGISTRATION FEES		300.00
	-		TELEPHONE		1,500.00
	10,000.00		OUTREACH HOMELESSNESS & HEALTH		-
	\$ 30,000.00		TOTAL HHS ORDINARY MAINTENANCE		\$ 17,700.00
FUNDING SOURCES:					
	(10,000.00)		EMERGENCY SHELTER GRANT		-
	(10,000.00)		TOTAL FUNDING SOURCES		-
	\$ 20,000.00		TOTAL HHS ORDINARY MAINTENANCE		\$ 17,700.00
OFFICE OF HUMAN RIGHTS AND DISABILITIES					
1	\$ 71,028.00	42EM	DIRECTOR HUMAN RIGHTS COMMISSIONER	1	\$ 70,762.00
1	40,132.00	31	HUMAN RIGHTS SPECIALIST	1	39,978.00
1	15,335.00	FL	DISABILITY INTAKE WORKER	1	15,894.00
1	34,077.00	FL	INTAKE WORKER HOUSING DISCRIMINATION	1	35,319.00
0	-		STAFF ASSISTANT 1	1	47,077.00
4	160,572.00		TOTAL RECOMMENDED PERSONAL SERVICES	5	209,030.00
	(1,750.00)		VACANCY FACTOR		(1,750.00)
	1,072.00		EM INCENTIVE PAY		1,021.00
4	159,894.00		TOTAL SALARIES	5	208,301.00
FUNDING SOURCES:					
	(36,324.00)		WORCESTER FAIR HOUSING PROJECT		(32,720.00)
	-		CONSUMER AID PROGRAM		(60,000.00)
	(36,324.00)		TOTAL FUNDING SOURCES		(92,720.00)
4	\$ 123,570.00	3311-91000	TOTAL RECOMMENDED PERSONAL SERVICES	5	\$ 115,581.00
	\$ 60,000.00		ADA TRANSITION PLAN		\$ -
	1,300.00		OTHER PERSONAL SERVICES		7,700.00
	1,500.00		OFFICE SUPPLIES		1,500.00
	1,000.00		OTHER SUPPLIES		1,300.00
	950.00		OTHER CHARGES AND EXPENDITURES		2,700.00
	700.00		TELEPHONE		-
	\$ 65,450.00	3311-92000	TOTAL HUMAN RIGHTS ORDINARY MAINTENANCE		\$ 13,200.00
OFFICE OF VETERANS SERVICE					
1	\$ 66,274.00	42EM	VETERANS AGENT	1	\$ 60,092.00
1	43,776.00	31	VETERANS SERVICE SPECIALIST	1	49,080.00
2	\$ 110,050.00	3312-91000	TOTAL VETERANS PERSONAL SERVICES	2	\$ 109,172.00
	\$ 150.00		BOOKS		\$ -
	-		LEASE & RENTAL		19,000.00
	3,000.00		MAINTENANCE AND REPAIR		-
	-		MEMBERSHIP DUES		250.00
	1,000.00		OTHER PERSONAL SERVICES		25,250.00
	3,000.00		OFFICE SUPPLIES		1,500.00
	-		PRINTING SUPPLIES		1,000.00
	20,000.00		FLAGS & WREATHS FOR VETERAN'S GRAVES		20,000.00
	2,120,000.00		VETERAN'S BENEFITS		2,045,000.00
	\$ 2,147,150.00	3312-92000	TOTAL VETERAN'S ORDINARY MAINTENANCE		\$ 2,112,000.00

MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2018
DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES
DIVISION OF ADMINISTRATION- DIVISION #331

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
YOUTH SERVICES					
0	\$ -	39M	YOUTH DIRECTOR	1	\$ 64,584.00
1	60,682.00	37P	YOUTH OFFICE COORDINATOR	0	-
2	86,720.00	32	STAFF ASSISTANT 1	2	94,897.00
3	\$ 147,402.00		TOTAL YOUTH SERVICES SALARIES	3	\$ 159,481.00
FUNDING SOURCES:					
	(60,682.00)		UMASS MEMORIAL YOUTH OFFICE		-
	(42,470.00)		YOUTH AFTER SCHOOL RECREATIONAL PROGRAM		(48,173.00)
	(103,152.00)		TOTAL FUNDING SOURCES		(48,173.00)
3	\$ 44,250.00	3314-91000	TOTAL RECOMMENDED PERSONAL SERVICES	3	\$ 111,308.00
	\$ 2,000.00		YOUTH COUNCIL		\$ 2,000.00
	-		PRINTING		350.00
	250,000.00		SUMMER RECREATION WORCESTER PROGRAM		250,000.00
	150,000.00		AFTER SCHOOL RECREATION WORCESTER PROGRAM		150,000.00
	500.00		OFFICE SUPPLIES		1,000.00
	\$ 402,500.00		TOTAL YOUTH SERVICES ORDINARY MAINTENANCE		\$ 403,350.00
FUNDING SOURCES:					
	\$ (250,000.00)		SUMMER RECREATION WORCESTER PROGRAM		\$ (250,000.00)
	(150,000.00)		AFTER SCHOOL RECREATION WORCESTER PROGRAM		(150,000.00)
	(400,000.00)		TOTAL FUNDING SOURCES		\$ (400,000.00)
	\$ 2,500.00	3314-92000	TOTAL YOUTH SERVICES ORDINARY MAINTENANCE		\$ 3,350.00
FRINGE BENEFITS:					
	\$ 14,052.00		HEALTH INSURANCE		\$ 6,293.00
	6,341.00		RETIREMENT		6,394.00
	\$ 20,393.00		TOTAL FRINGE BENEFITS		\$ 12,687.00
FUNDING SOURCES:					
	\$ (20,393.00)		FEDERAL GRANTS		\$ (12,687.00)
	(20,393.00)		TOTAL FUNDING SOURCES		\$ (12,687.00)
	\$ -	3314-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
12	\$ 2,692,794.00		TOTAL RECOMMENDED TAX LEVY	13	\$ 2,667,514.00

Public Health FY18 Budget Recommendation

Karyn E. Clark

Director

25 Meade Street

Worcester, Massachusetts 01610

(508) 799-8531

Division Mission Statement:

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

FY18 Budget Overview

	Actual	Approved		Recommended
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Budget for</u>	<u>Account</u>	<u>Appropriation</u>
		<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 292,588.20	\$ 256,871.00	91000	\$ 375,145.00
Overtime	-	500.00	97000	500.00
Ordinary Maintenance	40,955.60	64,500.00	92000	69,500.00
Total	\$ 333,543.80	\$ 321,871.00		\$ 445,145.00
Total Positions	24	25		26

Expenditures:

The total recommended Fiscal 2018 tax levy budget for the Division of Public Health is \$445,145, which represents an increase of \$123,274 from the Fiscal 2017 amount of \$321,871.

The Division's recommended tax levy budget for Personnel Services in Fiscal 2018 is \$375,145, an increase of \$118,274 from the Fiscal 2017 amount of \$256,871. This increase is a net result of:

- Step increases per the salary ordinance & FY18 has 52.0 weeks whereas FY17 had 52.2 weeks, step increases, EM incentive, add position: \$95,410
 - Add Position: Regional Public Health Nurse
- Funding source increases (Grants & Regional Funds): (\$8,141)
- Vacancy Factor: \$31,005

The Overtime budget for Fiscal 2018 is recommended to be level funded at \$500.

The tax levy Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$69,500 which is an increase of \$5,000 from the Fiscal 2017 amount of \$64,500. The increase is a net result of:

- Decrease in overall budget based on spending history: (\$29,820)
- Decrease to grant funding due to direct charges to grant accounts: \$34,820

Public Health FY18 Budget Recommendation

Operational Overview:

The Worcester Division of Public Health (WDPH) is the lead agency for the Central Massachusetts Regional Public Health Alliance (CMRPHA), a public health district that includes the City of Worcester and the Towns of Shrewsbury, Leicester, Holden, Grafton, Millbury and West Boylston. This shared service delivery model allows for the leveraging of limited public health resources and expertise while increasing capacity to do more by having a greater reach. Services provided to CMRPHA communities include community health, environmental health, emergency preparedness and nursing/ epidemiology. FY17 marked the release of a new Greater Worcester Community Health Improvement Plan (CHIP), a revised three-year WDPH/CMRPHA strategic plan, new performance measures, and additional internal quality improvement projects. The Division builds community capacity by addressing systemic health problems through training, promotional activities and workforce development.

WDPH/CMRPHA received national accreditation in March 2016, for a period of five years, by the Public Health Accreditation Board (PHAB) as the first public health department in the Commonwealth to receive such recognition. Further, WDPH/CMRPHA is one of only 178 accredited health departments out of some 3,000 across the country and the first in the nation to receive accreditation for a cross-jurisdictional department. PHAB has developed standards for local and county health divisions to become nationally accredited, much like their hospital counterparts. Achieving accreditation requires health departments to demonstrate compliance with an extensive set of standards and measures that are designed to quantify the degree to which a department is supplying the 10 Essential Public Health Services.

COMMUNITY HEALTH IMPROVEMENT

The 2016 CHIP builds upon the 2012 CHIP and provides a framework that guides the identified evidenced-based health strategies and policies until 2020. The CHIP outlines a strategic plan for nine priority areas, including: access to care, access to healthy food, cultural competency, economic opportunity, mental health, physical activity, racism and discrimination, safety and substance abuse. The CHIP was based on data obtained from the public health region's 2015 community health assessment. The Community Health Office collaborates with local community members to identify representatives from the City and CMRPHA towns to participate in working groups for each priority area of the CHIP. Staff also work with community partners to make the places people live, work, learn, and play safer and healthier in all respects, and promotes health through environmental and policy change.

During FY17, in line with our goals to reduce fatal opioid overdoses by 80%, the Division provided weekly trainings on the disease of addiction and overdose prevention to all officers in the Worcester Police Department (WPD). Working in close partnership with community stakeholders, WDPH also actively addresses public health priority areas, such as prescription and opiate drug use, healthy food access, obesity prevention and other programs. Division staffs have

Public Health FY18 Budget Recommendation

been recognized by their peers for this important work and present at regional, state and national conferences about these progressive activities.

COMMUNICABLE DISEASE MANAGEMENT

The Public Health Nursing Office is responsible for infectious disease surveillance, enabling the Division to interrupt the transmission of communicable diseases to susceptible persons, thereby preventing outbreaks and reducing morbidity and mortality. As of April 18, 2017, WDPH received notice of 1300 reportable disease cases in Worcester and 346 more in the CMRPHA communities. Additionally, the two public health nurses responded to 20 Tuberculosis (TB) cases in the City, as well as four cases in CMRPHA towns. These 24 TB cases tallied 1072 Directly Observed Therapy home visits for the nurses. In addition to these services, the program offers influenza immunization clinics to those who are uninsured and under-insured. Division nurses, with the support of other staff and Worcester Regional Medical Reserve Corps volunteers, conducted a total of 38 flu vaccination clinics in Worcester and the CMRPHA towns, as well as another 40 clinics in the Worcester Public Schools.

HEALTH AND MEDICAL PREPAREDNESS

With a \$1M Health and Medical Coordinating grant from the Massachusetts Department of Public Health (MDPH), the Emergency Preparedness Office is able to align its public health and medical emergency preparedness efforts. As the Sponsoring Organization, WDPH provides fiscal and administrative oversight of all deliverables. In addition, the Division takes a lead role in the development of regional policies and plans, including those related to medical countermeasure dispensing, medical surveillance and emergency response coordination.

During local, regional, or statewide disasters, staff from the Emergency Preparedness Office liaises between local municipalities, healthcare providers, MDPH and Emergency Management officials. Staff continuously participates in planning and updates to municipal and healthcare facility emergency preparedness plans and mutual aid agreements. WDPH staff also serve as the regional emergency support function for all health and medical organizations in Central MA, and provide 24/7/365 duty officer coverage. This ensures that stakeholders have the ability to reach out for assistance whenever necessary.

The Worcester Regional Medical Reserve Corps (WRMRC), a program managed by WDPH, has over 300 active members ready for deployment at events including flu vaccination clinics, health screenings, community education events and trainings. The WRMRC conducts periodic orientation sessions and trainings including CPR/AED training, sheltering operations, personal protective equipment and the mental health aspects of disasters.

REGIONALIZED PUBLIC HEALTH SERVICES

WDPH works cooperatively with CMRPHA communities to create and sustain a viable, cost-effective and labor-efficient regional public health district that services over a quarter million

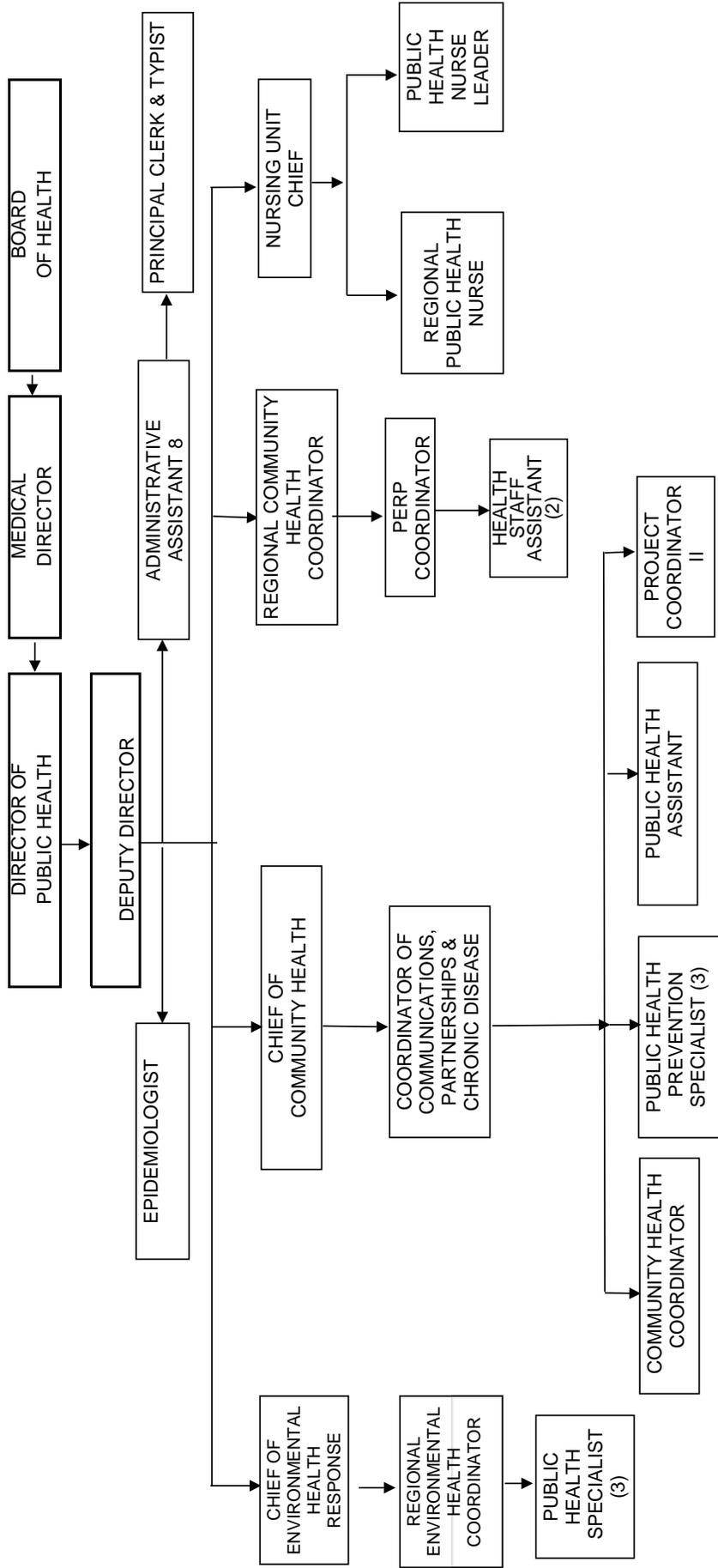
Public Health FY18 Budget Recommendation

people within Central Massachusetts. This regional model allows partner towns to offer a greater number of quality services for their residents while providing a venue for WDPH to be competitive for funding opportunities, thus having a greater impact on residents in all seven municipalities.

Regulatory environmental health services are provided to the region as part of Inter-Municipal Agreements with the towns. These services include, but are not limited to, inspections for housing, pools, beaches, recreational camps, food protection, on-site wastewater disposal, tobacco control, body art, tanning and lead poisoning prevention. As a result, hundreds of inspections and re-inspections must be conducted in order to ensure compliance with Sanitary Codes and Regulations.

The Environmental Health Office is the primary liaison between the City and regional partners. In addition to regulatory enforcement, staff provide ongoing educational training for the regulated community, conduct health plan reviews, draft enforcement order letters, prepare cases for court, and attend necessary public health training conferences and seminars to stay current with evolving science and regulatory requirements of these programs. They also attend six monthly Board of Health meetings each month to report on activities in each of the communities, in addition to inter-departmental meetings, site plan reviews, hearings, and other meetings in the towns as needed.

CITY OF WORCESTER DIVISION OF PUBLIC HEALTH



26 FUNDED POSITIONS
0 VACANT UNFUNDED
26 TOTAL POSITIONS

KARYN E. CLARK, DIRECTOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
DIVISION OF PUBLIC HEALTH -#330**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
<u>PUBLIC HEALTH ADMINISTRATION OFFICE:</u>					
1	\$ 97,756.00	52EM	DIRECTOR OF PUBLIC HEALTH	1	\$ 97,386.00
1	44,705.00	50EM	MEDICAL DIRECTOR	1	43,660.00
1	85,180.00	45M	DEPUTY DIRECTOR	1	87,609.00
1	62,724.00	40M	EPIDEMIOLOGIST (P.G 43M)	1	56,114.00
1	68,494.00	38M	ADMINISTRATIVE ASSISTANT 8	1	68,224.00
1	35,204.00	27	PRINCIPAL CLERK & TYPIST	1	36,162.00
6	\$ 394,063.00		TOTAL PUBLIC HEALTH ADMINISTRATION OFFICE SALARIES	6	\$ 389,155.00
			FUNDING SOURCES:		
	\$ (274,645.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (222,534.00)
	\$ (274,645.00)		TOTAL FUNDING SOURCES		\$ (222,534.00)
	\$ 119,418.00		TOTAL PERSONAL SERVICES PUBLIC HEALTH ADMINISTRATION OFFICE		\$ 166,621.00
<u>COMMUNITY HEALTH OFFICE</u>					
1	\$ 72,638.00	43M	CHIEF OF COMMUNITY HEALTH	1	\$ 72,351.00
1	62,991.00	42M	COORDINATOR OF COMMUNICATIONS, PARTNERSHIPS & CHRONIC D	1	71,354.00
1	62,644.00	41M	PROJECT COORDINATOR(P.G. 33P)	1	47,384.00
1	49,784.00	33P	COMMUNITY HEALTH COORDINATOR (P.G.33P)	1	55,392.00
3	139,917.00	33P	PUBLIC HEALTH PREVENTION SPECIALIST	3	146,392.00
1	44,454.00	34	HEALTH STAFF ASSISTANT - ACADEMIC HEALTH DEPARTMENT	1	50,800.00
8	\$ 432,428.00		TOTAL COMMUNITY HEALTH OFFICE SALARIES	8	\$ 443,673.00
			FUNDING SOURCES:		
	\$ (403,941.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (398,855.00)
	\$ (403,941.00)		TOTAL FUNDING SOURCES		\$ (398,855.00)
	\$ 28,487.00		TOTAL PERSONAL SERVICES COMMUNITY HEALTH OFFICE		\$ 44,818.00
<u>EMERGENCY PREPAREDNESS OFFICE</u>					
1	\$ 68,503.00	40M	REGIONAL COMMUNITY HEALTH COORDINATOR	1	\$ 70,063.00
1	57,361.00	38M	PERP COORDINATOR	1	59,263.00
2	97,584.00	34	HEALTH STAFF ASSISTANT	2	103,996.00
4	\$ 223,448.00		TOTAL EMERGENCY PREPAREDNESS PROTECTION OFFICE SALARIES	4	\$ 233,322.00
			FUNDING SOURCES:		
	\$ (210,733.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (233,322.00)
	\$ (210,733.00)		TOTAL FUNDING SOURCES		\$ (233,322.00)
	\$ 12,715.00		TOTAL PERSONAL SERVICES EMERGENCY PREPAREDNESS OFFICE		\$ -
<u>NURSING OFFICE</u>					
1	\$ 81,954.00	43M	NURSING UNIT CHIEF	1	\$ 81,640.00
0	-	36	REGIONAL PUBLIC HEALTH NURSE	1	47,924.00
1	60,010.00	80B	PUBLIC HEALTH NURSE LEADER	1	59,780.00
2	\$ 141,964.00		TOTAL NURSING UNIT OFFICE SALARIES	3	\$ 189,344.00
			FUNDING SOURCES:		
	\$ (24,586.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (36,208.00)
	\$ (24,586.00)		TOTAL FUNDING SOURCES		\$ (36,208.00)
	\$ 117,378.00		TOTAL PERSONAL SERVICES NURSING OFFICE		\$ 153,136.00
<u>REGIONAL PUBLIC HEALTH OFFICE:</u>					
1	\$ 81,954.00	43M	CHIEF OF ENVIRONMENTAL HEALTH AND RESPONSE	1	\$ 83,272.00
1	56,126.00	40M	REGIONAL ENVIRONMENTAL HEALTH COORDINATOR (P.G. 40M)	1	56,706.00
3	117,587.00	33P	PUBLIC HEALTH SPECIALIST	3	146,947.00
5	\$ 255,667.00		TOTAL REGIONAL PUBLIC HEALTH OFFICE SALARIES	5	\$ 286,925.00
			FUNDING SOURCES:		
	\$ (247,471.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (278,598.00)
	\$ (247,471.00)		TOTAL FUNDING SOURCES		\$ (278,598.00)
	\$ 8,196.00		TOTAL PERSONAL SERVICES REGIONAL PUBLIC HEALTH OFFICE		\$ 8,327.00
25	\$ 286,194.00		TOTAL SALARIES	26	\$ 372,902.00

KARYN E. CLARK, DIRECTOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
DIVISION OF PUBLIC HEALTH -#330**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
	522.00		PUBLIC HEALTH NURSE STIPENDS		522.00
	10,000.00		REGIONAL HEALTH STIPEND		10,000.00
	10,522.00		TOTAL CONTRACTUAL STIPENDS AND EXTRAS		10,522.00
	(41,250.00)		VACANCY FACTOR		(10,245.00)
	1,405.00		EM INCENTIVE PAY		1,966.00
	\$ 256,871.00		TOTAL SALARIES		\$ 375,145.00
	\$ 256,871.00	330-91000	TOTAL RECOMMENDED PERSONAL SERVICES		\$ 375,145.00
	\$ 3,000.00		OVERTIME - REGIONAL HEALTH	\$	3,000.00
	500.00		OVERTIME - NURSING		500.00
	\$ 3,500.00		TOTAL OVERTIME	\$	3,500.00
	\$ (3,000.00)		FUNDING SOURCES:		\$ (3,000.00)
	\$ (3,000.00)		GRANT & REGIONAL FUNDINGS SOURCES		\$ (3,000.00)
	\$ 500.00	330-97000	TOTAL RECOMMENDED OVERTIME		\$ 500.00
\$	50,000.00		W.A.A.S.E ORDINARY MAINTENANCE	\$	50,000.00
	34,820.00		REGIONAL HEALTH ORDINARY MAINTENANCE		-
	-		MAINTENANCE & REPAIR		5,000.00
	-		NETWORK, HARDWARE, & SOFTWARE		1,000.00
	9,500.00		TELEPHONE		3,500.00
	1,000.00		NEWSPAPER ADVERTISEMENT		1,500.00
	1,000.00		OFFICE SUPPLIES		1,000.00
	1,000.00		OTHER SUPPLIES		3,000.00
	1,000.00		AUTO FUEL		1,500.00
	1,000.00		OTHER CHARGES & EXPENDITURES		3,000.00
	\$ 99,320.00		TOTAL ORDINARY MAINTENANCE	\$	69,500.00
	\$ (34,820.00)		FUNDING SOURCES:		\$ -
	\$ (34,820.00)		GRANT & REGIONAL FUNDINGS SOURCES		\$ -
	\$ 64,500.00	330-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 69,500.00
\$	127,900.39		FRINGE BENEFITS:	\$	121,583.00
	98,145.23		HEALTH INSURANCE		105,256.00
	\$ 226,045.62		RETIREMENT	\$	226,839.00
			TOTAL FRINGE BENEFITS		
	\$ (226,045.62)		FUNDING SOURCES:		\$ (226,839.00)
	\$ (226,045.62)		GRANT & REGIONAL FUNDING SOURCES		\$ (226,839.00)
	\$ -	330-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
\$	321,871.00		TOTAL RECOMMENDED TAX LEVY	\$	445,145.00

**FISCAL YEAR 2018
DIVISION OF PUBLIC HEALTH
FUNDING SOURCES**

DIVISION: PUBLIC HEALTH

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
REGIONALIZATION	\$ 39,114.00	\$ 7,563.00	\$ 46,677.00
HMCC	44,494.00	7,499.00	51,993.00
RX DRUG	2,806.00	677.00	3,483.00
OPOID	1,403.00	338.00	1,741.00
SAPC	7,794.00	1,581.00	9,375.00
BPHC	7,151.00	1,529.00	8,680.00
TOBACCO	13,098.00	3,092.00	16,190.00
MASS IN MOTION 5210	2,183.00	228.00	2,411.00
PREVENTION & WELLNESS TRUST FUND	7,295.00	1,759.00	9,054.00
UMASS	37,161.00	8,539.00	45,700.00
	60,035.00	8,320.00	68,355.00
	\$ 222,534.00	\$ 41,125.00	\$ 263,659.00

DIVISION: COMMUNITY HEALTH

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
REGIONALIZATION	\$ 7,235.00	\$ 764.00	\$ 7,999.00
OPOID	38,536.00	14,499.00	53,035.00
RX DRUG	54,306.00	8,101.00	62,407.00
SAPC	55,279.00	8,218.00	63,497.00
BPHC	40,837.00	14,283.00	55,120.00
CMSPC	4,175.00	846.00	5,021.00
TOBACCO	53,611.00	9,455.00	63,066.00
PREVENTION & WELLNESS TRUST FUND	50,378.00	8,938.00	59,316.00
MASS IN MOTION 5210	22,010.00	4,669.00	26,679.00
CLARK	29,114.00	6,583.00	35,697.00
FAIRLAWN	23,602.00	6,186.00	29,788.00
	19,772.00	2,078.00	21,850.00
	\$ 398,855.00	\$ 84,620.00	\$ 483,475.00

DIVISION: EMERGENCY PREPARDNESS & NURSING

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
HMCC	\$ 233,322.00	\$ 42,205.00	\$ 275,527.00
REGIONALIZATION	36,208.00	7,874.00	44,082.00
	\$ 269,530.00	\$ 50,079.00	\$ 319,609.00

DIVISION: REGIONAL PUBLIC HEALTH

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
REGIONALIZATION	\$ 269,635.00	\$ 49,055.00	\$ 318,690.00
TOBACCO	8,963.00	1,960.00	10,923.00
	\$ 278,598.00	\$ 51,015.00	\$ 329,613.00

DEPARTMENT TOTAL

\$ 1,169,517.00	\$ 226,839.00	\$ 1,396,356.00
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Office of Elder Affairs FY18 Budget Recommendation

Amy Vogel Waters

Director

128 Providence Street

Worcester, Massachusetts 01604

(508) 799-1232

Divisional Mission Statement:

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

FY 2018 Budget Overview

	Actual	Approved	Account	Recommended
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
SALARIES	\$ 344,132.01	\$ 359,147.00	91000	\$ 367,294.00
ORDINARY MAINTENANCE	134,042.25	138,841.00	92000	134,890.00
TOTAL	\$ 478,174.26	\$ 497,988.00		\$ 502,184.00
TOTAL POSITIONS	8	8		8

Expenditures:

The total recommended tax levy budget for Fiscal 2018 for the Division of Elder Affairs is \$502,184 which is an increase of \$4,196 from the Fiscal 2017 amount of \$497,988.

The Personal Service tax levy budget is recommended to be \$367,294 which is an increase of \$8,147 from the Fiscal 2017 amount of \$359,147. This increase is a net result of:

- Step increases per salary ordinance and FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$13,214
- Vacancy factor: 1,250
- EM Incentive pay: \$124
- State Council on Aging Grant: (\$6,441)

The tax levy Ordinary Maintenance budget is recommended to be \$134,890, which is a decrease of \$3,951 from the Fiscal 2017 amount of \$138,841. This decrease is a net result of:

- Re-alignment with overall budget based on spending history: \$24,049
- State grant funding: (\$28,000)

Office of Elder Affairs FY18 Budget Recommendation

Operational 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.

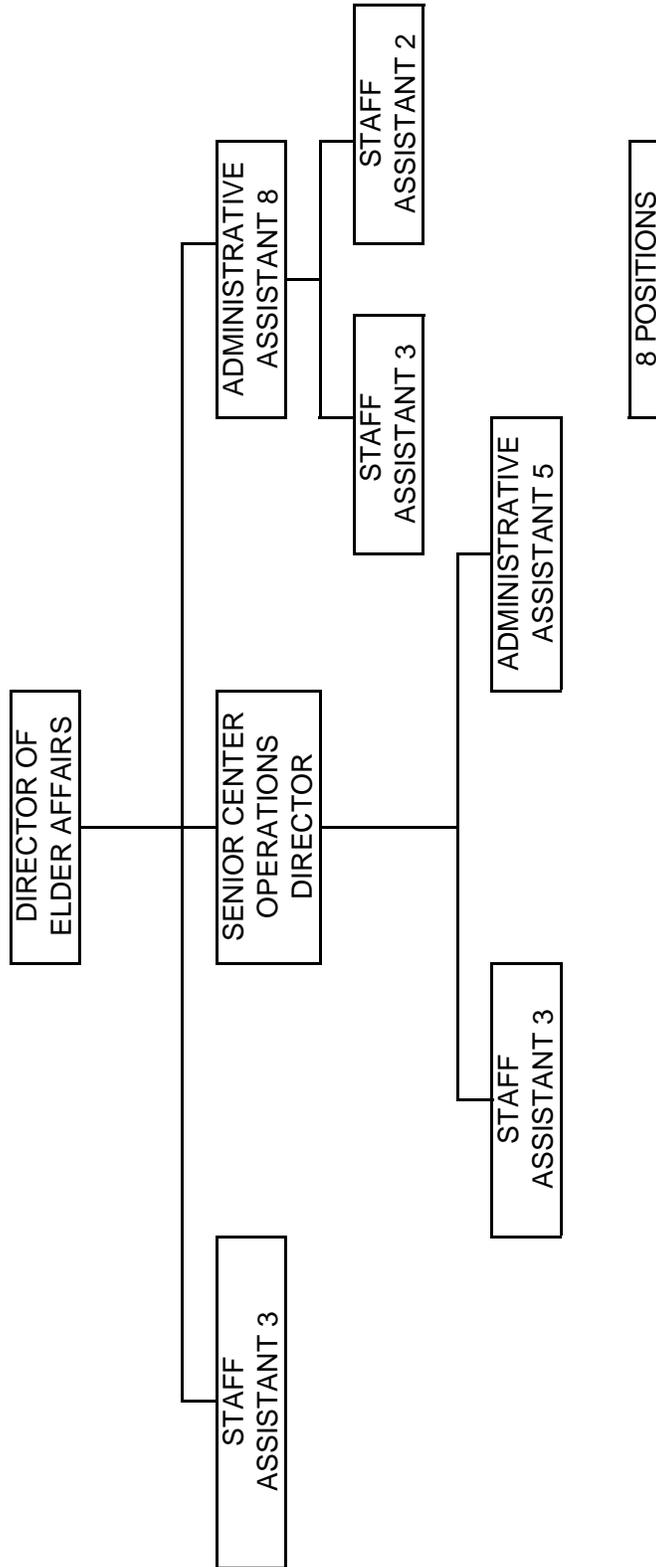
Located at 128 Providence Street, the Worcester Senior Center offers a bright, welcoming place for all seniors, their families and caregivers, elder service providers and the community at large. The Center emphasizes health and wellness programming, fitness, intergenerational events, support groups, arts & crafts classes, multi-cultural programs, computer classes and various other educational and recreational activities. Lunch is provided every day. The Center houses a spacious library, computer lab, games, art exhibits and landscaped grounds.

The Senior Center builds creative partnerships offering extensive services including those developed with over 200 instructors and organizations that provide over 300 different programs. The Division leases space in the Senior Center to elder service providers in order to generate income and enhance service delivery. 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 to improve their quality of life. The Division utilizes 'state-of-the-art' approaches, including the provision of evidence-based programs at the Worcester Senior Center, which are proven effective to promote healthy aging. Such innovations ensure the ongoing viability and value of the Division's Senior Center as a community resource.

CITY OF WORCESTER

EXECUTIVE OFFICE OF THE CITY MANAGER

ELDER AFFAIRS DIVISION



AMY VOGEL WATERS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF HEALTH & HUMAN SERVICES

DIVISION OF ELDER AFFAIRS - DIVISION #340

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 86,022.00	44EM	DIRECTOR OF ELDER AFFAIRS	1	\$ 85,696.00
1	81,954.00	43M	SENIOR CENTER OPERATIONS DIRECTOR	1	81,640.00
1	62,724.00	38M	ADMINISTRATIVE ASSISTANT 8	1	64,584.00
3	177,101.00	37	STAFF ASSISTANT 3	3	183,582.00
1	50,876.00	35	STAFF ASSISTANT 2	1	53,836.00
1	43,020.00	31	ADMINISTRATIVE ASSISTANT 5	1	45,573.00
<u>8</u>	<u>\$ 501,697.00</u>		REGULAR SALARIES	<u>8</u>	<u>\$ 514,911.00</u>
	(1,250.00)		VACANCY FACTOR		-
	3,213.00		EM INCENTIVE PAY		3,337.00
<u>8</u>	<u>\$ 503,660.00</u>		TOTAL RECOMMENDED SALARIES	<u>8</u>	<u>\$ 518,248.00</u>
			FUNDING SOURCES:		
	\$ (144,513.00)		STATE COUNCIL ON AGING GRANT		\$ (150,954.00)
	<u>\$ (144,513.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (150,954.00)</u>
<u>8</u>	<u>\$ 359,147.00</u>	340-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>8</u>	<u>\$ 367,294.00</u>
	\$ 110,141.00		PROGRAMS		\$ 122,520.00
	-		BUILDING MAINTENANCE SERVICE		2,500.00
	2,000.00		LEASES & RENTALS		3,120.00
	5,000.00		MAINTENANCE & REPAIR		-
	6,500.00		TELEPHONES		6,700.00
	-		TRANSPORTATION		15,000.00
	1,000.00		BOOKS		-
	1,000.00		FOOD SUPPLIES		1,200.00
	2,500.00		OFFICE SUPPLIES		2,000.00
	5,500.00		OTHER SUPPLIES		6,000.00
	7,000.00		OTHER CHARGES & EXPENDITURES		5,500.00
	200.00		TRAVELING		350.00
	<u>\$ 140,841.00</u>		ORDINARY MAINTENANCE		<u>\$ 164,890.00</u>
			FUNDING SOURCES:		
	\$ (2,000.00)		STATE GRANTS		\$ (30,000.00)
	<u>\$ (2,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (30,000.00)</u>
	<u>\$ 138,841.00</u>	340-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 134,890.00</u>
			FRINGE BENEFITS:		
	\$ 24,538.00		HEALTH INSURANCE		\$ 14,200.00
	15,102.00		RETIREMENT		15,775.00
	<u>\$ 39,640.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 29,975.00</u>
			FUNDING SOURCES:		
	(39,640.00)		STATE GRANTS		(29,975.00)
	<u>(39,640.00)</u>		TOTAL FUNDING SOURCES		<u>(29,975.00)</u>
	<u>\$ -</u>	340-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 497,988.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 502,184.00</u>

Economic Development FY18 Budget Recommendation

Michael E. Traynor, Esq.
Chief Development Officer

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

Department Mission Statement:

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

- Coordinates with and facilitate other public and private entities to envision and build a city that attracts new businesses and residents;
- Generates land value that draws private investment to vacant and underutilized properties;
- Procures 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;
- Provides 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.

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 1,402,690.47	\$ 1,568,123.00	91000	\$ 1,558,064.00
Ordinary Maintenance	150,479.76	150,090.00	92000	396,385.00
Total	\$ 1,553,170.23	\$ 1,718,213.00		\$ 1,954,449.00
Total Positions	37	37		37

Expenditures:

The Department of Economic Development’s tax levy budget for Fiscal 2018 is recommended to be \$1,954,449, which is an increase of \$236,236 from the Fiscal 2017 amount of \$1,718,213.

The recommended Fiscal 2018 tax levy Personal Services budget is \$1,558,064, a decrease of \$10,059 from the Fiscal 2017 amount of \$1,568,123. This decrease is a net result of:

Economic Development FY18 Budget Recommendation

- Step increases per salary ordinance and FY18 has 52.0 weeks whereas FY17 had 52.2 weeks, EM incentive pay, vacancy factor, add/delete positions:\$22,297
 - Add: Business and Community Development Coordinator
 - Add: Senior Planner
 - Add: Conservation Planner/Agent
 - Delete: Staff Assistant III
 - Delete: Special Project Coordinator
 - Delete: Sustainability Project Manager (re-located to the City Energy and Asset Management Department to reflect actual job duties to the correct department)
- Funding source increase (Federal, State, Cable, Conservation Commission Grant Funding, EPA Project funding): (\$32,356)

The recommended Fiscal Year 2018 tax levy Ordinary Maintenance budget is \$396,385, an increase of \$246,295 from Fiscal 2017 amount of \$150,090. This increase is a net result of:

- Decrease in overall budget based on spending history: (\$15,705)
- Decrease to grant funding due to direct charges to grant accounts: \$12,000
- Create funding source to fund the City wide master plan: \$200,000
- Create funding source to support Special Events Fund: \$50,000

Departmental Overview:

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

Divisions of Administration and Special Project Management & Cultural Development

Headed by the Assistant Chief Development Officer for Administration and Special Project Management, the priorities of the Divisions include:

- Facilitating small- and large-scale development projects and disposition of City-owned surplus land;
- Management and implementation of City development projects;
- Engagement in planning initiatives to create new places for Worcester's growth and expansion;
- Building the vitality of the downtown core and neighborhood centers through the creation of new cultural and entertainment opportunities;
- Attracting new residents and visitors through the promotion of cultural offerings and activities;
- Marketing Worcester's assets to the region and beyond.

Economic Development FY18 Budget Recommendation

Division of Business & Community Development

Headed by the Assistant Chief Development Officer for Business & Community Development, the priorities of the Division include:

- Promotion of private enterprises through financial and site search assistance;
- Outreach to key property owners to encourage and support revitalizing opportunities for land redevelopment;
- Improving connections between and among the City's many economic generators;
- Connecting entrepreneurs and property owners with public financing opportunities;
- Providing advocacy and supportive services to Worcester-based businesses.

Divisions of Neighborhood Development & Housing Development

Headed by the Assistant Chief Development Officer for Grants Management and Compliance, the priorities of the Divisions include:

- Providing neighborhood-based public services and housing development that focuses on the provision of enhanced physical and human infrastructure systems in challenged neighborhood areas;
- Facilitating neighborhood redevelopment in collaboration with neighborhood-based non-profit organizations, neighborhood institutions, stakeholders, regulatory authorities, and other City Departments to address neighborhood needs and concerns;
- Securing, managing, and monitoring millions of dollars in intergovernmental grant programs that provide for family and individual safety-net services each year;
- Implementing comprehensive neighborhood stabilization and revitalization initiatives.

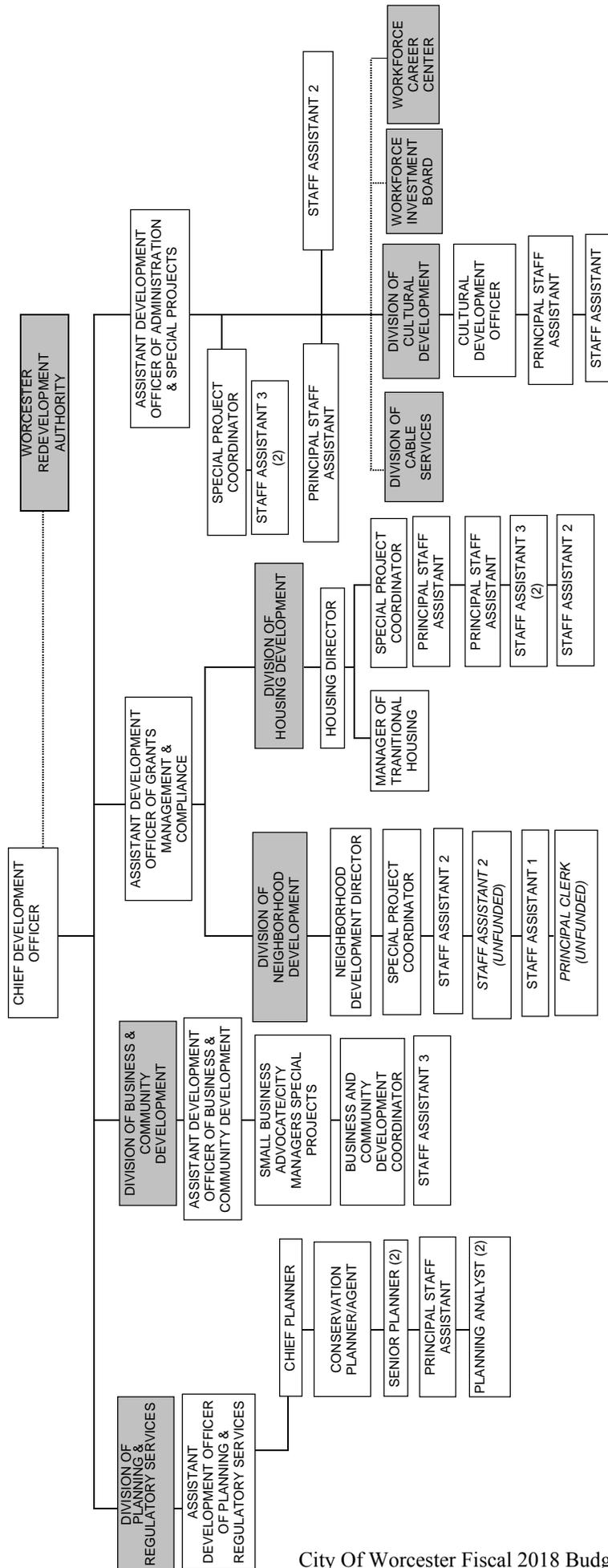
Division of Planning & Regulatory Services

Headed by the Assistant Chief Development Officer for Planning & Regulatory Services, the priorities of the Division include:

- Providing board support, as well as program and policy analysis, related to land use issues and regulatory programs;
- Providing direct customer service to developers, real estate attorneys, architects, engineers, and residents regarding land use and zoning;
- Coordinating interdepartmental analytical efforts;
- Playing an important role in the City's future development by balancing quality-of-life, long term sustainability, and economic competitive advantage.

CITY OF WORCESTER

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT



35	FUNDED POSITIONS
2	VACANT UNFUNDED POSITIONS
37	TOTAL POSITIONS

MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2018
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT - ADMINISTRATION:					
1	\$ 136,092.00	58CM	CHIEF DEVELOPMENT OFFICER	1	\$ 135,575.00
1	88,279.00	48EM	ASST. CHIEF DEVELOP. OFFICER -ADMIN &SPECIAL PROJ.	1	87,943.00
2	143,485.00	45M	SPECIAL PROJECT COORDINATOR	1	71,013.00
1	88,279.00	45M	ASST. CHIEF DEVELOP. OFFICER-GRANTS MNGT & COMPLIANCE	1	87,943.00
1	73,541.00	40M	PRINCIPAL STAFF ASSISTANT	1	73,258.00
2	110,426.00	37	STAFF ASSISTANT 3	2	116,432.00
1	45,999.00	35	STAFF ASSISTANT 2	1	48,288.00
9	\$ 686,101.00		TOTAL REGULAR SALARIES	8	\$ 620,452.00
	5,631.00		EM INCENTIVE PAY		7,676.00
9	\$ 691,732.00		TOTAL RECOMMENDED SALARIES	8	\$ 628,128.00
	\$ (124,473.00)		FUNDING SOURCES:		\$ (132,105.00)
	(1,766.00)		FEDERAL GRANTS		(7,841.00)
	\$ (126,239.00)		CABLE REVENUES		\$ (139,946.00)
			TOTAL FUNDING SOURCES		
9	\$ 565,493.00		TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	8	\$ 488,182.00
1	\$ 88,279.00	48EM	ASSIST. CHIEF DEVELOP. OFFICER-BUSINESS & COMMUNITY DEVELOP.	1	\$ 87,943.00
1	88,279.00	46EM	SMALL BUSINESS ADVOCATE/CM'S SPECIAL PROJECTS COORD.	1	87,943.00
0	-	42M	BUSINESS & COMMUNITY DEVELOPMENT COORDINATOR	1	66,893.00
2	121,915.00	37	STAFF ASSISTANT 3	1	62,650.00
4	\$ 298,473.00		TOTAL REGULAR SALARIES	4	\$ 305,429.00
1	\$ 88,279.00	45M	CULTURAL DEVELOPMENT OFFICER	1	\$ 87,943.00
1	58,125.00	40M	PRINCIPAL STAFF ASSISTANT	1	59,991.00
1	20,787.00	32	STAFF ASSISTANT 1	1	44,492.00
3	\$ 167,191.00		TOTAL REGULAR SALARIES	3	\$ 192,426.00
1	\$ 86,916.00	42EM	NEIGHBORHOOD DEVELOPMENT DIRECTOR	1	\$ 86,591.00
1	58,249.00	35	SPECIAL PROJECT COORDINATOR (45M)	1	58,282.00
1	58,249.00	35	STAFF ASSISTANT 2	1	58,282.00
1	42,317.00	32	STAFF ASSISTANT 1	1	45,004.00
4	\$ 245,731.00		TOTAL REGULAR SALARIES	4	\$ 248,159.00
1	\$ -	35	STAFF ASSISTANT 2	1	\$ -
1	-	27	PRINCIPAL CLERK	1	-
2	\$ -		REGULAR SALARIES	2	\$ -
1	\$ 87,853.00	40M	HOUSING DIRECTOR	1	\$ 73,258.00
1	76,027.00	45M	SPECIAL PROJECT COORDINATOR	1	78,448.00
2	137,703.00	40M	PRINCIPAL STAFF ASSISTANT	2	139,414.00
1	54,225.00	37	MANAGER OF TRANSITIONAL HOUSING	1	51,519.00
2	107,842.00	37	STAFF ASSISTANT 3	2	114,031.00
1	41,969.00	37	STAFF ASSISTANT 2	1	44,684.00
8	\$ 505,619.00		TOTAL REGULAR SALARIES	8	\$ 501,354.00
0	\$ -	35	STAFF ASSISTANT 2	0	\$ -
0	-	37	STAFF ASSISTANT 3	0	-
0	\$ -		REGULAR SALARIES	0	\$ -

MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2018
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 92,070.00	48EM	ASSIST. CHIEF DEVELOP. OFFICER-PLANNING & REGULATORY SERVICES	1	\$ 91,708.00
1	72,479.00	45M	CHIEF PLANNER	1	74,907.00
1	74,855.00	42M	SUSTAINABILITY PROJECT MANAGER	0	-
0	-	42M	CONSERVATION PLANNER/AGENT	1	66,893.00
1	63,273.00	42M	SENIOR PLANNER	2	132,072.00
1	73,541.00	40M	PRINCIPAL STAFF ASSISTANT	1	73,258.00
2	111,686.00	37	PLANNING ANALYST	2	108,596.00
7	\$ 487,904.00		TOTAL REGULAR SALARIES	8	\$ 547,434.00
28	\$ 1,704,918.00		TOTAL REGULAR SALARIES	29	\$ 1,794,802.00
	(8,303.00)		VACANCY FACTOR		(10,000.00)
	7,508.00		EM INCENTIVE PAY		5,222.00
28	\$ 1,704,123.00		TOTAL RECOMMENDED SALARIES	29	\$ 1,790,024.00
			FUNDING SOURCES:		
	\$ (650,778.00)		FEDERAL GRANTS		\$ (642,879.00)
	(20,985.00)		STATE GRANTS		(44,684.00)
	(6,327.00)		CONSERVATION COMMISSION		(6,518.00)
	(23,403.00)		EPA PROJECTS		(26,061.00)
	(701,493.00)		TOTAL FUNDING SOURCES		(720,142.00)
28	\$ 1,002,630.00		TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	29	\$ 1,069,882.00
37	\$ 1,568,123.00	043-91000	TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	37	\$ 1,558,064.00
	\$ -		ARCHITECTS		\$ 15,000.00
	500.00		BOOKS		400.00
	-		ELECTRICITY		1,000.00
	-		ENVIRONMENTAL SERVICES		20,000.00
	3,000.00		EQUIPMENT INSURANCE		3,000.00
	2,500.00		MAINTENANCE & REPAIR		5,300.00
	-		MASTER PLAN		200,000.00
	1,000.00		NETWORK, HARDWARE, SOFTWARE		1,850.00
	2,000.00		NEWSPAPER ADVERTISING		5,000.00
	10,500.00		OFFICE SUPPLIES		5,360.00
	124,390.00		OTHER PERSONAL SERVICES		65,500.00
	1,000.00		POSTAGE		250.00
	-		PRINTING		1,000.00
	-		PRINTING SUPPLIES		7,000.00
	1,500.00		REGISTRATION FEES		1,725.00
	6,700.00		SUBSCRIPTIONS		-
			SPECIAL EVENTS		50,000.00
	4,000.00		TELEPHONES		6,000.00
	5,000.00		TRAVEL		2,000.00
	-		TREE REMOVAL		6,000.00
	\$ 162,090.00		TOTAL ORDINARY MAINTENANCE		\$ 396,385.00
			FUNDING SOURCES:		
	\$ (12,000.00)		FEDERAL GRANTS		\$ -
	\$ (12,000.00)		TOTAL FUNDING SOURCES		\$ -
	\$ 150,090.00	043-92000	TOTAL RECOMMENDED TAX LEVY ORDINARY MAINTENANCE		\$ 396,385.00
			FRINGE BENEFITS:		
	\$ 91,055.00		HEALTH INSURANCE		\$ 109,450.00
	74,508.00		RETIREMENT		77,408.00
	\$ 165,563.00		TOTAL FRINGE BENEFITS		\$ 186,858.00
			FUNDING SOURCES:		
	\$ (164,120.00)		FUNDING SOURCES		\$ (186,858.00)
	\$ (165,563.00)		TOTAL FUNDING SOURCES		\$ (186,858.00)
	\$ -	043-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
	\$ 1,718,213.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,954,449.00

**FISCAL YEAR 2018
DEPARTMENT OF ECONOMIC DEVELOPMENT
FUNDING SOURCES**

DIVISION: ADMINISTRATION

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 123,036.00	\$ 31,023.00	\$ 154,059.00
HOME	6,430.00	1,717.00	8,147.00
CABLE SERVICES	7,841.00	1,008.00	8,849.00
EMERGENCY SOLUTION	2,638.00	864.00	3,502.00
	<u>\$ 139,945.00</u>	<u>\$ 34,612.00</u>	<u>\$ 174,557.00</u>

DIVISION: BUSINESS ASSISTANCE

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 36,924.00	\$ 7,938.00	\$ 44,862.00
EPA GRANTS	26,061.00	5,076.00	31,137.00
	<u>\$ 62,985.00</u>	<u>\$ 13,014.00</u>	<u>\$ 75,999.00</u>

DIVISION: NEIGHBORHOOD DEVELOPMENT

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 237,250.00	\$ 45,600.00	\$ 282,850.00
	<u>\$ 237,250.00</u>	<u>\$ 45,600.00</u>	<u>\$ 282,850.00</u>

DIVISION: HOUSING DEVELOPMENT

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 133,222.00	\$ 32,863.00	\$ 166,085.00
CLPP GRANT	44,684.00	12,337.00	57,021.00
2015 LEAD HAZARD GRANT	172,460.00	29,936.00	202,396.00
HOME	52,719.00	16,094.00	68,813.00
HOPWA	2,576.00	273.00	2,849.00
EMERGENCY SOLUTION	7,728.00	819.00	8,547.00
	<u>\$ 413,389.00</u>	<u>\$ 92,322.00</u>	<u>\$ 505,711.00</u>

DIVISION: PLANNING & REGULATORY

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CONSERVATION COMMISSION	\$ 6,518.00	\$ 1,310.00	\$ 7,828.00
	<u>\$ 6,518.00</u>	<u>\$ 1,310.00</u>	<u>\$ 7,828.00</u>

DEPARTMENT TOTAL	<u>\$ 860,087.00</u>	<u>\$ 186,858.00</u>	<u>\$ 1,046,945.00</u>
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Union Station/WRA FY18 Budget Recommendation

Michael E. Traynor, Esq.

Chief Executive Officer

Worcester Redevelopment Authority

City Hall, 4th Floor

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1400

FY18 Budget Overview

	Actual	Approved		Recommended
Expenditures	Fiscal 2016	Budget for	Account	Appropriation
		Fiscal 2017	Number	Fiscal 2018
Ordinary Maintenance	\$ 1,031,088.00	\$ 1,157,914.00	92000	\$ 1,338,480.00
Downtown Urban Renewal	21,240.34	-		-
Total Expenditures	\$ 1,052,328.34	\$ 1,157,914.00		\$ 1,338,480.00
Funding Sources				
Operating Revenue	\$ 503,604.00	\$ 508,212.00		\$ 515,668.00
Urban Renewal Bonds	21,240.34	-		-
FTA Preventative Maintenance	-	-		378,536.00
General Revenue Funds	527,484.00	649,702.00		444,276.00
Total Funding Sources	\$ 1,052,328.34	\$ 1,157,914.00		\$ 1,338,480.00

Expenditures:

The total Fiscal 2018 tax levy appropriation is \$444,276 which is a decrease of \$205,426 from the Fiscal 2017 City Council approved tax levy budget of \$649,702.

Ordinary Maintenance: Union Station

The recommended Fiscal 2018 Ordinary Maintenance Budget for Union Station totals \$1,338,480, which is an increase of \$180,566 from the Fiscal 2017 City Council approved budget of \$1,157,914. The increase is primarily due to increased janitorial and security expenses associated with the operation of Union Station. Real estate taxes for Union Station began being assessed in Fiscal 2016 and are included in the Fiscal 2018 Ordinary Maintenance budget.

Revenues: Union Station

The projected operating revenue to fund Union Station operations during Fiscal 2018 is \$894,204. Of this amount, \$515,668 is derived from the following existing retail leases and special event revenues:

Union Station/WRA FY18 Budget Recommendation

Tenant Leases:	<u>Annual Revenue</u>
CMRPC	\$136,272
VHB	\$149,844
Maxwell Silverman’s Banquet Center	\$ 93,773
Lava Lounge	\$ 55,720
Amtrak	\$ 12,360
Healthy Foods	\$ 3,000
Greyhound	\$ 63,339
Misc.	<u>\$ 1,360</u>
Total Tenant Lease and Special Event Revenue:	\$515,668

Fiscal 2018 revenues in the amount of \$378,536 are projected to be received from the Federal Transit Authority (FTA), via the Worcester Regional Transit Authority’s ground lease with the Worcester Redevelopment Authority, through the FTA’s Section 5337 State of Good Repair Apportionment funds. These Preventative Maintenance funds are providing 80% reimbursement for janitorial and security expenses at Union Station.

Operational Overview:

The Worcester Redevelopment Authority (WRA) board oversees operations and management of Union Station and carries out other administrative functions of the Authority including the oversight and implementation of the Downtown Urban Revitalization Plan. The Authority is staffed by key operational personnel from the City’s administrative departments.

In addition to the management and maintenance of Union Station, the Authority seeks new tenants for remaining leasable areas in the Station and the retail space in the Union Station Parking Garage. In recent years, the WRA has marketed the facility directly and indirectly through brokers to secure a complementary mixed-use tenant base. Union Station is home to the Central Massachusetts Regional Planning Commission (CMRPC), Vanasse Hangen Brustlin (VHB), Maxwell Silverman’s Banquet & Conference Center, Luciano’s Café, Goodies by the Tracks, Lava Lounge, Amtrak, the Massachusetts Bay Transportation Authority (MBTA) and Greyhound and Peter Pan Bus Lines.

The Worcester Regional Transit Authority (WRTA) completed a state-of-the-art \$13 million bus terminal and transfer facility. This was the culmination of a multi-year joint effort between the WRA and the WRTA to better integrate intra-city bus activity as part of the region’s premier intermodal complex. The WRTA Transportation Hub includes a transfer platform with eight bus slips.

Downtown Urban Renewal Initiative: Worcester Redevelopment Authority

The WRA has created the Downtown Urban Revitalization Plan Area with the goal of creating a stronger, more vibrant downtown. Following public hearings by the WRA and the City Council, as well as review by the Worcester Planning Board, the Plan was submitted to the Commonwealth, and was approved in September 2016. The Plan proposes to revitalize the downtown through strategic public investments, targeting 24 properties and 6 condominium units for revitalization.

Union Station/WRA FY18 Budget Recommendation

The recommended Fiscal Year 2018 Budget for the Downtown Urban Renewal Initiative totals \$0, with \$500,000 being previously authorized in Fiscal Year 2015, and will be fully financed with Urban Renewal Bonds. This funding is currently being used for consultant services and staffing relative to the Urban Revitalization efforts.

MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2018
DEPARTMENT OF ECONOMIC DEVELOPMENT
DIVISION OF UNION STATION- DIVISION #480

APPROVED FY17 AMOUNT	TITLE	RECOMMENDED FY18 AMOUNT
	<u>UNION STATION AND BUSPORT OPERATIONS</u>	
\$ 125,565.00	JANITORIAL SERVICES	\$ 165,264.00
114,575.00	MAINTENANCE & REPAIR	111,820.00
215,718.00	SECURITY	362,720.00
126,000.00	SNOW REMOVAL & GROUNDS	127,500.00
50,000.00	UNION STATION PROPERTY MANAGEMENT	52,000.00
94,656.00	TENANT PARKING	97,680.00
1,800.00	OTHER ORDINARY MAINTENANCE	1,800.00
145,000.00	REAL ESTATE TAXES	147,980.00
13,320.00	INSURANCE	16,816.00
16,000.00	GENERAL & ADMINISTRATIVE	16,900.00
<u>255,280.00</u>	UTILITIES	<u>238,000.00</u>
<u>\$ 1,157,914.00</u>	ORDINARY MAINTENANCE UNION STATION	<u>\$ 1,338,480.00</u>
<u>-</u>	DOWNTOWN URBAN RENEWAL INITIATIVE	<u>-</u>
<u>\$ 1,157,914.00</u>	TOTAL WORCESTER REDEVELOPMENT AUTHORITY	<u>\$ 1,338,480.00</u>
	FUNDING SOURCES:	
\$ (508,212.00)	TENANT REVENUE	\$ (515,668.00)
<u>-</u>	FTA PREVENTATIVE MAINTENANCE	<u>(378,536.00)</u>
<u>\$ (508,212.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (894,204.00)</u>
	TOTAL RECOMMENDED ORDINARY MAINTENANCE- UNION STATION AND BUSPORTS	<u>\$ 444,276.00</u>
<u>\$ 649,702.00</u>		
<u>\$ 649,702.00</u>	480-92000 TOTAL RECOMMENDED TAX LEVY	<u>\$ 444,276.00</u>

Workforce Investment Board FY18 Budget Recommendation

Jeffrey Turgeon Director

340 Main Street, Suite 400
Worcester, Massachusetts 01608
(508) 799-1590

Workforce Investment Board Mission Statement:

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

FY18 Budget Overview

	Actuals	Approved Budget for	Account Number	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>		<u>Fiscal 2018</u>
Salaries	\$ 358,745.00	\$ 627,503.00	91000	\$ 535,874.00
Ordinary Maintenance	175,313.00	169,000.00	92000	130,720.00
Capital Outlay	7,500.00	3,600.00	93000	3,600.00
Fringe Benefits	80,331.00	163,186.00	96000	160,467.00
Total	\$ 621,889.00	\$ 963,289.00		\$ 830,661.00
Federal & State Grants	\$ (621,889.00)	\$ (863,289.00)		\$ (730,661.00)
Net Total Taxy Levy	\$ -	\$ 100,000.00		\$ 100,000.00
Total Positions		10		10

Expenditures:

The total Fiscal 2018 Budget is recommended to be \$830,661, which is a decrease of \$132,628 from the Fiscal 2017 amount of \$963,289.

The recommended Personal Services budget for Fiscal 2018 is \$535,874, which is a decrease of \$91,629 from the Fiscal 2017 amount of \$627,503. This decrease is a net result of:

- Step increases per the salary ordinance, EM incentive pay, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$3,893
- Vacancy Factor: (\$95,522)

The recommended Ordinary Maintenance budget for Fiscal 2018 is \$130,720, which is a decrease of \$38,280 from the Fiscal 2017 amount of \$169,000. This decrease is a result of:

- Decrease in overall budget based on spending history

Workforce Investment Board FY18 Budget Recommendation

The recommended fringe benefits budget for Fiscal 2018 is \$160,467, which is a decrease of \$2,719 from the Fiscal 2017 amount of \$163,186. This decrease is the result of migration in health insurance plans.

The recommended Capital Outlay budget for Fiscal 2018 is level funded at \$3,600.

Workforce Investment Board is funded entirely through state and federal grants in addition to \$100,000 from the Worcester Jobs fund, a tax levy appropriation used for development of local employment opportunities.

Operational Overview:

The Central Massachusetts Workforce Investment Board serves the needs of both employers and employees in the Central Massachusetts region.

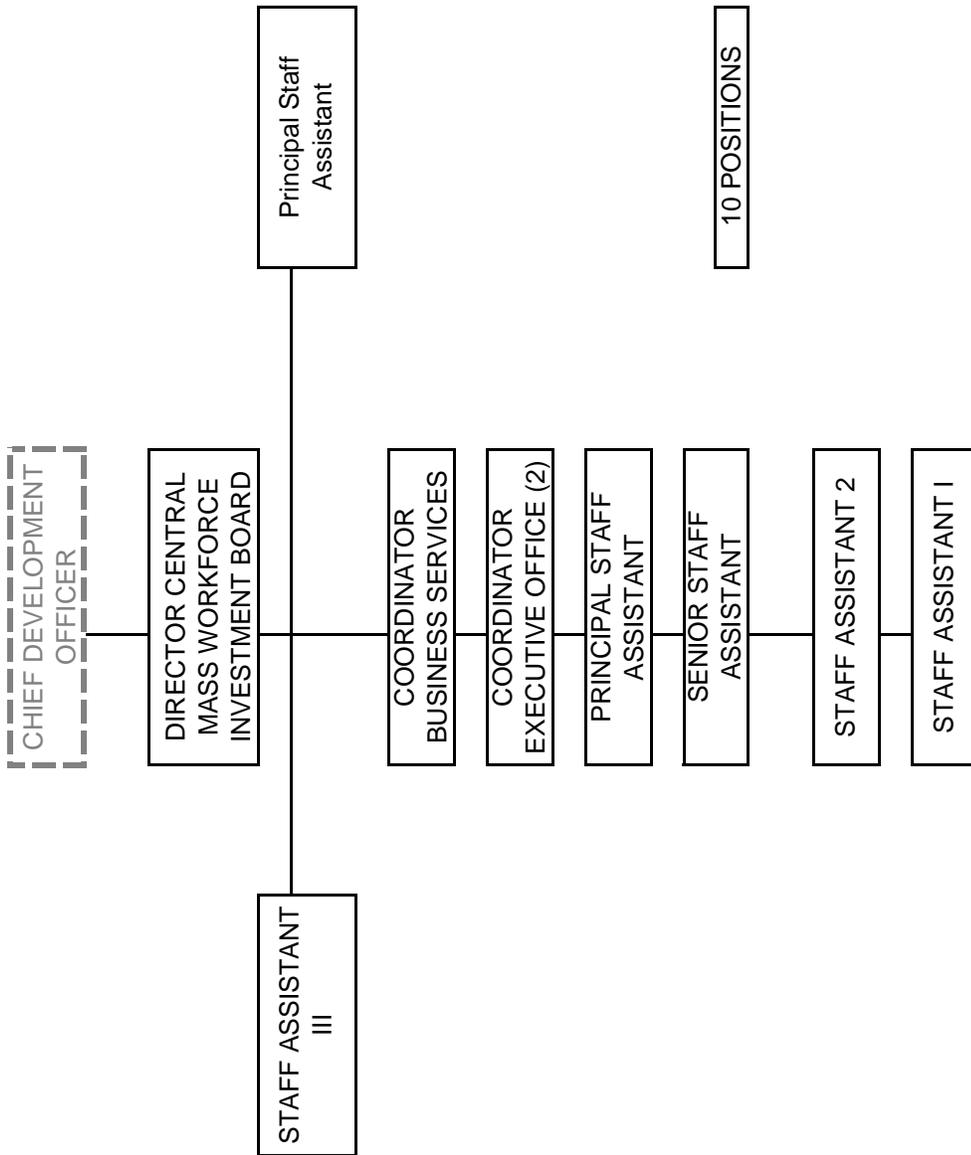
The Board collaboratively develops and implements strategies for job readiness and skills advancement while leveraging community resources that promote economic wellness within the region's 38 cities and towns.

The Board provides an employment, education and training system to address the changing environment of relevant community needs through oversight of a wide variety of initiatives and strategies, including the services provided at the Workforce Central Career Center, youth pathway programs, and sector-based training projects. The Board services the employment needs of private industry by providing the private sector with pertinent workforce information and access to qualified personnel. The Board serves the economically disadvantaged by providing increased access to useful training and improved access to job opportunities.

CITY OF WORCESTER

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

WORKFORCE INVESTMENT BOARD DIVISION



TURGEON, JEFFREY - DIRECTOR**CITY OF WORCESTER - NET COST FISCAL 2018****EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT****DIVISION OF CENTRAL MASS. WORKFORCE INVESTMENT BOARD- DIVISION #31S, 031**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
CENTRAL MASSACHUSETTS WORKFORCE INVESTMENT BOARD (CMWIB):					
1	\$ 102,208.00	53EM	DIRECTOR CENTRAL MASS WORKFORCE INVESTMENT BOARD	1	\$ 101,816.00
1	62,422.00	43EM	COORDINATOR OF BUSINESS SERVICES	1	62,183.00
2	152,457.00	42EM	COORDINATOR, EXECUTIVE OFFICE	2	151,882.00
2	121,848.00	40M	PRINCIPAL STAFF ASSISTANT	2	127,070.00
1	50,479.00	37	SENIOR STAFF ASSISTANT	1	53,623.00
1	51,816.00	37	STAFF ASSISTANT 3	1	54,867.00
1	45,999.00	35	STAFF ASSISTANT 2	1	43,410.00
1	41,573.00	32	STAFF ASSISTANT 1	1	39,021.00
<u>10</u>	<u>\$ 628,802.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 633,872.00</u>
	6,701.00		EM INCENTIVE PAY		5,524.00
	(8,000.00)		VACANCY FACTOR		(103,522.00)
<u>10</u>	<u>\$ 627,503.00</u>	31S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 535,874.00</u>
	\$ 169,000.00		ORDINARY MAINTENANCE		\$ 130,720.00
	<u>\$ 169,000.00</u>	31S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 130,720.00</u>
	\$ 3,600.00		CAPITAL PURCHASE		\$ 3,600.00
	<u>\$ 3,600.00</u>	31S-93000	TOTAL RECOMMENDED CAPITAL		<u>\$ 3,600.00</u>
	\$ 97,379.00		HEALTH INSURANCE		\$ 94,147.00
	65,807.00		RETIREMENT		66,320.00
	<u>\$ 163,186.00</u>	31S-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ 160,467.00</u>
	<u>\$ 963,289.00</u>		TOTAL CENTRAL MASS. WORKFORCE INVESTMENT BOARD BUDGET		<u>\$ 830,661.00</u>
	\$ (863,289.00)		FUNDING SOURCES: FEDERAL AND STATE GRANTS		\$ (730,661.00)
	<u>\$ (863,289.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (730,661.00)</u>
	<u>\$ 100,000.00</u>	031-91000	TOTAL RECOMMENDED TAX LEVY/WORCESTER JOBS FUND		<u>\$ 100,000.00</u>

Workforce Central Career Center FY18 Budget Recommendation

Janice Ryan Weekes
Director

340 Main Street, Suite 400
 Worcester, Massachusetts 01608
 (508) 373-7628

Workforce Development Mission Statement:

The mission of the Workforce Central Career Centers (WCCC) in Worcester, Southbridge and Milford is to develop and promote a job-driven system that improves economic outcomes for job seekers and employers in our region. We will accomplish this through strategic partnerships, regional resource coordination, and a greater emphasis on the needs of employers, as well as, the most vulnerable job seekers. WCCC will provide enhanced services to assist with the creation of an increasingly skilled workforce to meet the needs of employers in Central Massachusetts.

FY18 Budget Overview

		Approved		Recommended
	Actuals	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 1,511,633.00	\$ 2,169,114.00	91000	\$ 1,878,665.00
Ordinary Maintenance	626,865.00	1,103,320.00	92000	1,167,679.00
Capital Outlay	74,387.00	15,000.00	93000	15,000.00
Fringe Benefits	360,024.00	516,522.00	96000	515,791.00
Total	\$ 2,572,909.00	\$ 3,803,956.00		\$ 3,577,135.00
Federal & State Grants	\$(2,572,909.00)	\$(3,803,956.00)		\$(3,577,135.00)
Net Total Taxy Levy	\$ -	\$ -		\$ -
Total Positions		35		35

Expenditures:

The total Fiscal 2018 Budget is recommended to be \$3,577,135, which is a decrease of \$226,821 from the Fiscal 2017 amount of \$3,803,956.

The recommended Personal Services budget for Fiscal 2018 is \$1,878,665, which is a decrease of \$290,449 from the Fiscal 2017 amount of \$2,169,114. This decrease is a net result of:

- Step increases per the salary ordinance, EM incentive pay, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks, EM incentive pay: (\$14,350)
- Interdepartmental Charge decrease (Technical Support Position): (\$13,745)
- Vacancy Factor Increase: (\$262,354)

The recommended Ordinary Maintenance budget for Fiscal 2018 is \$1,167,679, which is an increase of \$64,359 from the Fiscal 2017 amount of \$1,103,320. This increase is a result of:

- Increase in overall budget based on spending history

Workforce Central Career Center FY18 Budget Recommendation

The recommended Fringe Benefits budget for Fiscal 2018 is \$515,791, which is a decrease of \$731 from the Fiscal 2017 amount of \$516,522. This decrease is a result of Health Insurance rates.

The recommended Capital Outlay budget for Fiscal 2018 is recommended to be level funded at \$15,000.

Operational Overview

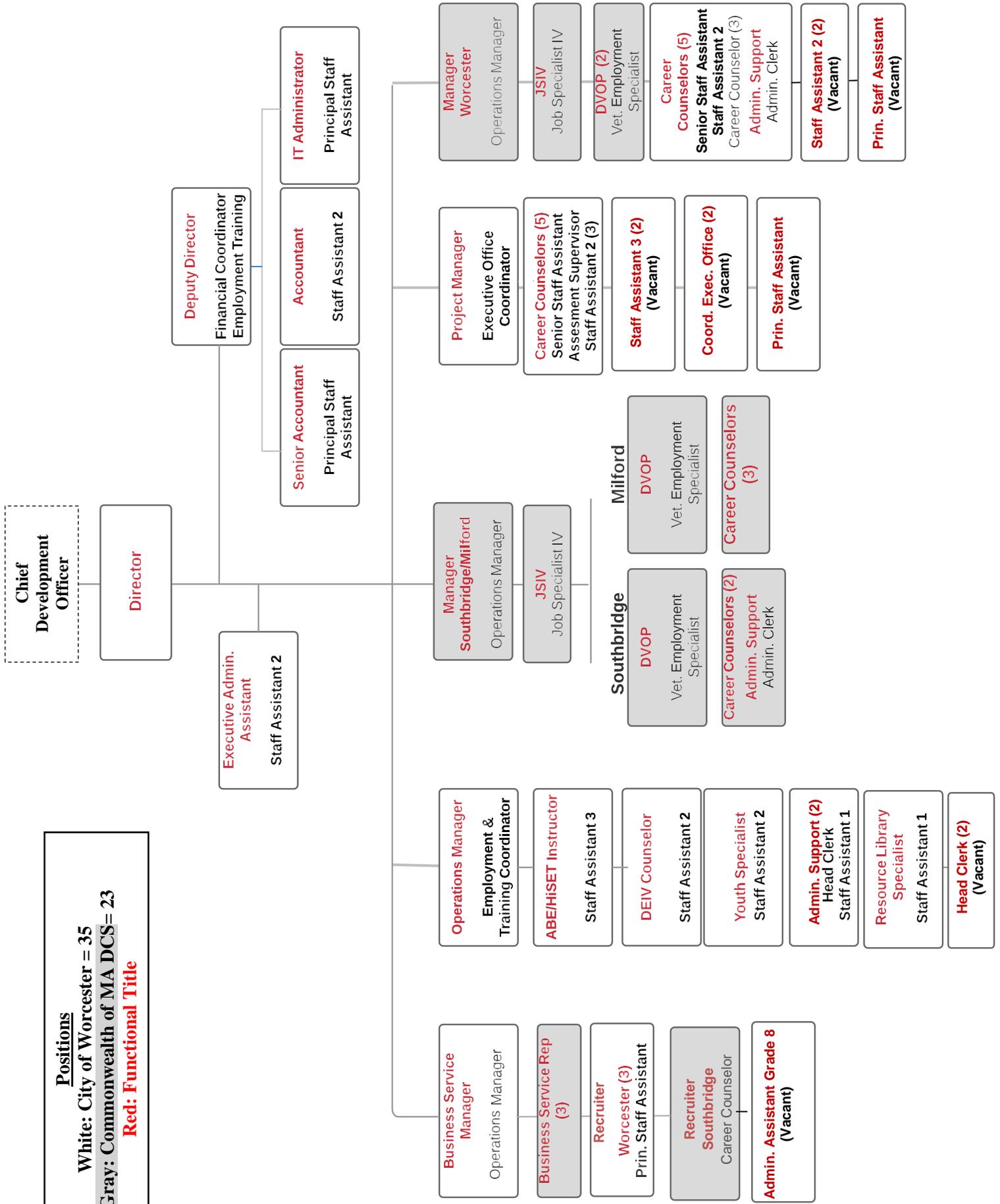
Workforce Central Career Centers provide access to training, education and related workforce development support services to job seekers through the Workforce Central One Stop Career Centers. The Centers serve as the administrative entities for the Federal Workforce Innovation and Opportunity Act (WIOA) 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. In addition, the Centers 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. The Centers also provide assistance to laid-off workers and employers implementing layoffs or closings.

Positions

White: City of Worcester = 35

Gray: Commonwealth of MA DCS= 23

Red: Functional Title



JANICE RYAN WEEKES, DIRECTOR WORKFORCE CENTRAL CAREER CENTER

CITY OF WORCESTER - NET COST FISCAL 2018

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

DIVISION OF WORKFORCE CENTRAL CAREER CENTER- DIVISION #31S

FY17 TOTAL POSITIONS	APPROVED FY17	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
WORKFORCE CENTRAL CAREER CENTER (WFCCC):					
1	\$ 95,286.00	48EM	DIRECTOR WORKFORCE CENTRAL CAREER CENTER	1	\$ 94,911.00
1	94,237.00	45EM	COORDINATOR CAREER SERVICES	1	93,892.00
1	79,590.00	43EM	FINANCIAL COORDINATOR	1	95,202.00
3	208,689.00	42EM	COORDINATOR, EXECUTIVE OFFICE	3	207,897.00
7	462,542.00	40M	PRINCIPAL STAFF ASSISTANT	7	454,309.00
2	141,886.00	39M	SENIOR STAFF ASSISTANT	2	141,342.00
1	52,388.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	52,188.00
2	120,864.00	37	ASSESSMENT SUPERVISOR	2	120,932.00
5	281,825.00	37	STAFF ASSISTANT 3	5	259,898.00
7	362,095.00	35	STAFF ASSISTANT 2	7	366,020.00
1	48,942.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	49,026.00
2	97,389.00	32	STAFF ASSISTANT 1	2	99,820.00
2	77,592.00	30	HEAD CLERK	2	72,842.00
<u>35</u>	<u>\$ 2,123,325.00</u>		TOTAL REGULAR SALARIES	<u>35</u>	<u>\$ 2,108,279.00</u>
	3,250.00		EM INCENTIVE PAY		3,946.00
	74,539.00		INTERDEPARTMENTAL CHARGE		60,794.00
	(32,000.00)		VACANCY FACTOR		(294,354.00)
<u>35</u>	<u>\$ 2,169,114.00</u>	31S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>35</u>	<u>\$ 1,878,665.00</u>
	\$ 1,103,320.00		ORDINARY MAINTENANCE		\$ 1,167,679.00
	<u>\$ 1,103,320.00</u>	31S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,167,679.00</u>
	\$ 15,000.00		CAPITAL PURCHASE		\$ 15,000.00
	<u>\$ 15,000.00</u>	31S-93000	TOTAL RECOMMENDED CAPITAL		<u>\$ 15,000.00</u>
	\$ 291,954.00		HEALTH INSURANCE		\$ 292,005.00
	224,568.00		RETIREMENT		223,786.00
	<u>\$ 516,522.00</u>	31S-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ 515,791.00</u>
	<u>\$ 3,803,956.00</u>		TOTAL CENTRAL CAREER CENTER BUDGET		<u>\$ 3,577,135.00</u>
	\$ (3,803,956.00)		FUNDING SOURCES:		\$ (3,577,135.00)
	<u>\$ (3,803,956.00)</u>		FEDERAL GRANTS		<u>\$ (3,577,135.00)</u>
			TOTAL FUNDING SOURCES		
	<u>\$ -</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ -</u>

Worcester’s Marketing Campaign FY18 Budget Recommendation

Michael E. Traynor, Esq.
Chief Development Officer

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

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Ordinary Maintenance	\$ 500,000.00	\$ 500,000.00	92000	\$ 500,000.00
Funding Source	-	(500,000.00)		(500,000.00)
Total Expenditures	\$ 500,000.00	\$ -		\$ -

Expenditures:

The Fiscal 2018 budget recommends no tax levy funding for the Marketing Campaign. DCU Special District Financing will fund \$500,000 in anticipated Fiscal 2018 expenditures.

MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2018
DEPARTMENT OF ECONOMIC DEVELOPMENT
WORCESTER'S MARKETING CAMPAIGN- DIVISION #041**

<u>APPROVED FY17 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY18 AMOUNT</u>
<u>\$ 500,000.00</u>	DESTINATION WORCESTER	<u>\$ 500,000.00</u>
<u>\$ 500,000.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 500,000.00</u>
	FUNDING SOURCES:	
<u>\$ (500,000.00)</u>	DCU SPECIAL DISTRICT FINANCING ZONE	<u>\$ (500,000.00)</u>
<u>\$ (500,000.00)</u>	041-92000 TOTAL FUNDING SOURCES	<u>\$ (500,000.00)</u>
<u>\$ -</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ -</u>

Cable Services FY18 Budget Recommendation

Judith A. Warren

Director

City Hall

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

Divisional Mission Statement:

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

To accomplish this mission the Division:

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

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 344,399.62	\$ 229,740.00	91000	\$ 234,696.00
Overtime	820.50	5,000.00	97000	5,000.00
Ordinary Maintenance	1,457,866.82	68,962.00	92000	52,437.00
Capital Outlay	543,277.49	-	93000	-
Fringe Benefits	47,709.27	77,833.00	96000	97,808.00
Total	\$ 2,394,073.70	\$ 381,535.00		\$ 389,941.00
Cable Revenues	(2,394,073.70)	(381,535.00)		(389,941.00)
Net Total	\$ -	\$ -		\$ -
Total Positions	4	4		4

Expenditures:

The total Fiscal 2018 budget is recommended to be \$389,941, which is an increase of \$8,406 from the Fiscal 2017 amount of \$381,535.

Cable Services FY18 Budget Recommendation

The recommended budget for Personal Services for Fiscal 2018 is \$234,696, which is an increase of \$4,956 from the Fiscal 2017 amount of \$229,740. The Personal Services increase is a net result of:

- step increases per the salary ordinance and FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$4,956

The recommended Overtime budget for Fiscal 2018 is recommended to be level funded at \$5,000.

The recommended Ordinary Maintenance budget for Fiscal 2018 is \$52,437 which is a decrease of \$16,525 from the Fiscal 2017 amount of \$68,962.

The recommended Fringe Benefits budget for Fiscal 2018 is \$97,808, which is an increase of \$19,975 from the Fiscal 2017 amount of \$77,833. This increase is a result of:

- Health insurance rates increase
- Migration in health insurance plans

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

Operational Overview:

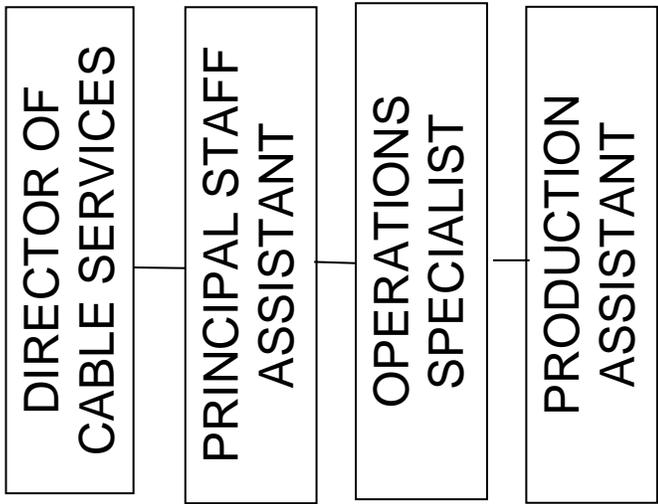
The Cable Services Division is responsible for monitoring the cable operator, administering the cable franchise agreement, overseeing Public, Educational and Government Access agreements, and providing customer service to cable subscribers, including the processing of complaints and discount applications.

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

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

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

CITY OF WORCESTER
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT
CABLE SERVICES DIVISION



4 POSITIONS

JUDITH A. WARREN, DIRECTOR OF CABLE SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT
DIVISION OF CABLE SERVICES- DIVISION #04S616

FY17 TOTAL POSITIONS	APPROVED FY17AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 88,279.00	45M	DIRECTOR OF CABLE SERVICES	1	\$ 87,941.00
1	62,724.00	40M	PRINCIPAL STAFF ASSISTANT	1	64,584.00
1	40,265.00	29	OPERATIONS SPECIALIST	1	41,536.00
1	38,472.00	25	PRODUCTION ASSISTANT	1	40,635.00
<u>4</u>	<u>\$ 229,740.00</u>		TOTAL RECOMMENDED SALARIES	<u>4</u>	<u>\$ 234,696.00</u>
			FUNDING SOURCES:		
	\$ (229,740.00)		CABLE LICENSE REVENUES		\$ (234,696.00)
	<u>\$ (229,740.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (234,696.00)</u>
<u>4</u>	<u>\$ -</u>	04S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>4</u>	<u>\$ -</u>
	\$ 5,000.00		REGULAR OVERTIME		\$ 5,000.00
	<u>\$ 5,000.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 5,000.00</u>
			FUNDING SOURCES:		
	\$ (5,000.00)		CABLE LICENSES REVENUES		\$ (5,000.00)
	<u>\$ (5,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (5,000.00)</u>
	<u>\$ -</u>	04S-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ -</u>
	\$ 68,962.00		ORDINARY MAINTENANCE		\$ 52,437.00
	<u>\$ 68,962.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 52,437.00</u>
			FUNDING SOURCES:		
	\$ (68,962.00)		CABLE LICENSE REVENUES		\$ (52,437.00)
	<u>\$ (68,962.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (52,437.00)</u>
	<u>\$ -</u>	04S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ -</u>
	\$ 22,720.00		FRINGE BENEFITS:		
	24,008.00		HEALTH INSURANCE		\$ 24,074.00
	16,482.00		RETIREMENT		24,526.00
	14,623.00		CONTRIBUTORY PENSIONS		21,123.00
	<u>14,623.00</u>		PENSION OBLIGATION BONDS		28,085.00
	<u>\$ 77,833.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 97,808.00</u>
			FUNDING SOURCES:		
	\$ (77,833.00)		CABLE LICENSE REVENUES		\$ (97,808.00)
	<u>\$ (77,833.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (97,808.00)</u>
	<u>\$ -</u>	04S-94000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ -</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ -</u>

License Commission FY18 Budget Recommendation

Anthony J. Salvidio II

Chairperson

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

Departmental Mission Statement:

The mission of the License Commission is to serve as a regulatory board for various licenses issued by the City. The office strives 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.

FY18 Budget Overview

		Approved		Recommend
	Actual	Budget for	Account	
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Ordinary Maintenance	\$ 800.00	\$ 1,200.00	92000	\$ 1,200.00
Total	\$ 800.00	\$ 1,200.00		\$ 1,200.00
Total Positions	3	3		3

Expenditures:

The Fiscal 2018 budget is recommended to be level funded at \$1,200.

Operational Overview:

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

During Fiscal 2016 the Commission processed the following liquor applications: 16 new licenses, 10 change of managers, 9 alteration of premises, 15 transfer of licenses, 3 change of officers/directors, 2 change of license type, 1 request to open at 10:00 a.m. and 164 special one day liquor permits.

During Fiscal 2016 the License Commission held 22 meetings to review applications and held 23 violation hearings on items ranging from sale to a minor to cessation of business.

ANTHONY J. SALVIDIO II, CHAIRPERSON
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
LICENSE COMMISSION- DEPARTMENT #190

APPROVED FY17 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY18 AMOUNT
\$ 200.00		OTHER PERSONAL SERVICES	\$ 200.00
1,000.00		OFFICE SUPPLIES	1,000.00
<u>\$ 1,200.00</u>	190-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,200.00</u>
<hr/>			
<u>\$ 1,200.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,200.00</u>

Human Resources FY18 Budget Recommendation

Kathleen G. Johnson Director

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

Departmental Mission Statement:

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

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 946,906.84	\$ 954,976.00	91000	\$ 970,097.00
Overtime	4,012.55	3,000.00	97000	3,000.00
Ordinary Maintenance	351,181.07	351,556.00	92000	354,766.00
Total	\$ 1,302,100.46	\$ 1,309,532.00		\$ 1,327,863.00
Total Positions	17	17		17

Expenditures:

The total Fiscal 2018 recommended tax levy budget for the Human Resources Department is \$1,327,863, which is an increase of \$18,331 from the Fiscal 2017 budget of \$1,309,532.

The recommended personal services tax levy budget for Fiscal 2018 is \$970,097 which is an increase of \$15,121 from the Fiscal 2017 amount of \$954,976. This increase is a net result of:

- Step increases per the salary ordinance & FY18 has 52.0 weeks whereas FY17 had 52.2 weeks, step increases, EM incentive pay: \$8,699
- Re-located Principal Staff Assistant position to the City Manager Office to correspond with actual job duties. This position was filling the Occupational Nurse out of class. The Occupational Nurse position will remain, however at a lower pay grade per the salary ordinance: (\$10,768)
- Internship program increase: \$20,000
- Funding sources increase (Water, Sewer, Golf enterprise credits): (\$2,810)

The Overtime tax levy budget for Fiscal 2018 is recommended to be level funded at \$3,000.

The tax levy Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$354,766, which is an increase of \$3,210 from the Fiscal 2017 amount of \$351,556. This increase is a result of:

- Increase in overall budget based on spending history: \$3,210

Human Resources FY18 Budget Recommendation

Operational Overview:

The Human Resources Department enhances service to the residents of Worcester by hiring and retaining the best City employees, increasing productivity and job satisfaction through the planning and administering of personnel programs, wellness initiatives, and quality benefits. The main function of the Department is to ensure that the City has a skilled, competent and diverse workforce, which is committed to meeting the City's organizational goals.

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

The Benefits Division provides City and Worcester Public School employees and retirees with quality benefits in health insurance, dental, vision, life and disability insurance, as well as flexible spending accounts, employee assistance programs, and tuition reimbursement. This Division provides ongoing service to employees and retirees relative to all available benefits.

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 to oversee the 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.

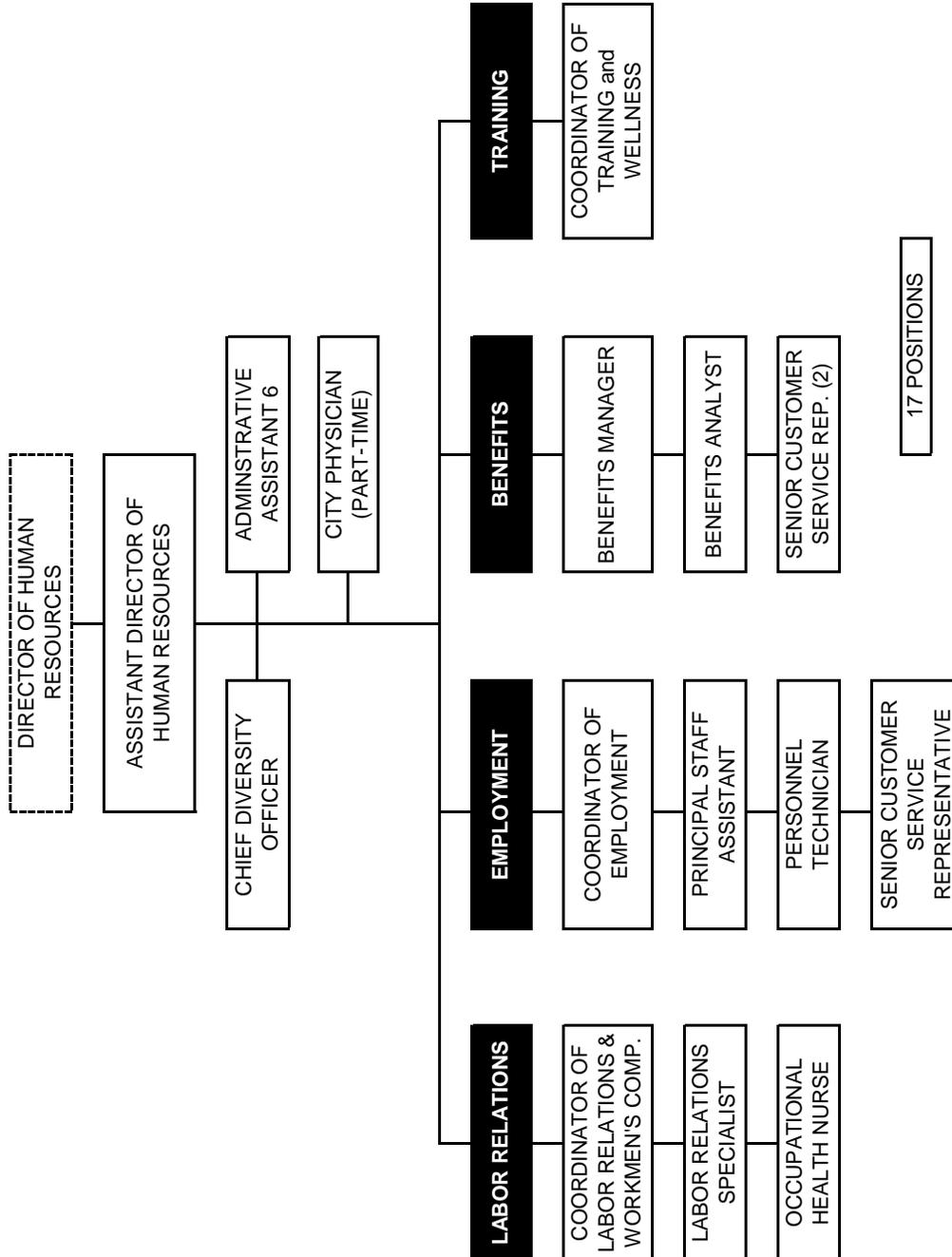
The Training Division assures that employees in the workforce have the knowledge, skills, and abilities to perform well in their positions. This includes general skills development, management and supervisory development, health and safety courses, as well as technical training geared towards particular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

The Wellness Division provides City employees with a variety of wellness programs geared towards weight loss, nutrition, exercise, education for various health issues, smoking cessation, the employee assistance program, and many other programs to assist our employees with all aspects of wellness.

The Chief Diversity Officer (CDO) oversees the development and implementation of the City's Equal Employment Opportunity as well as the Diversity and Inclusion Plan, ensuring compliance with all federal, state, and local Equal Employment Opportunity laws and policies. The CDO works across all City divisions to achieve department-specific goals, while providing technical assistance, employee support and training. In addition, the CDO is integral to the implementation of new processes to monitor employee recruiting, hiring, training, promotion, and retention strategies.

CITY OF WORCESTER

Department of Human Resources



KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
ADMINISTRATION:					
1	106,829.00	47EM	ASSISTANT DIRECTOR HUMAN RESOURCES	1	106,413.00
1	73,176.00	41M	CHIEF DIVERSITY OFFICER	1	75,148.00
1	42,446.00	33	ADMINISTRATIVE ASSISTANT 6	1	44,933.00
1	35,131.00	FL	CITY PHYSICIAN	1	34,996.00
<u>4</u>	<u>\$ 257,582.00</u>			<u>4</u>	<u>\$ 261,490.00</u>
1	\$ -	58CM	DIRECTOR HUMAN RESOURCES	1	\$ -
1	\$ -		REGULAR SALARIES	1	\$ -
1	\$ 91,516.00	42EM	COORDINATOR OF EMPLOYMENT	1	\$ 91,167.00
1	58,614.00	40M	PRINCIPAL STAFF ASSISTANT	1	60,495.00
1	58,249.00	38M	PERSONNEL TECHNICIAN	1	58,282.00
1	39,372.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	1	41,623.00
<u>4</u>	<u>\$ 247,751.00</u>			<u>4</u>	<u>\$ 251,567.00</u>
1	\$ 98,544.00	48M	COORD. LABOR RELATIONS & WORKER'S COMP.	1	\$ 98,176.00
1	88,279.00	45M	LABOR RELATIONS SPECIALIST	1	87,943.00
1	70,943.00	42M	OCCUPATIONAL NURSE	1	60,175.00
<u>3</u>	<u>\$ 257,766.00</u>			<u>3</u>	<u>\$ 246,294.00</u>
1	\$ 85,084.00	44M	BENEFITS MANAGER	1	\$ 84,760.00
1	58,249.00	35	BENEFIT ANALYST	1	58,282.00
2	91,836.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	2	91,978.00
<u>4</u>	<u>\$ 235,169.00</u>			<u>4</u>	<u>\$ 235,020.00</u>
1	\$ 80,347.00	42M	COORD. OF TRAINING, DEVELOP. AND WELLNESS PROGRAMS	1	\$ 83,096.00
1	\$ 80,347.00			1	\$ 83,096.00
<u>17</u>	<u>\$ 1,078,615.00</u>		REGULAR SALARIES	<u>17</u>	<u>\$ 1,077,467.00</u>
	\$ 60,000.00		INTERNSHIP PROGRAM		\$ 80,000.00
	1,228.00		EM INCENTIVE PAY		307.00
	(6,200.00)		VACANCY FACTOR		(6,200.00)
	<u>\$ 1,133,643.00</u>		TOTAL RECOMMENDED SALARIES		<u>\$ 1,151,574.00</u>
	\$ (77,130.00)		FUNDING SOURCES:		\$ (78,343.00)
	(100,683.00)		CREDIT FROM SEWER		(102,267.00)
	(854.00)		CREDIT FROM WATER		(867.00)
	<u>\$ (178,667.00)</u>		CREDIT FROM GOLF COURSE		<u>\$ (181,477.00)</u>
			TOTAL FUNDING SOURCES		
<u>17</u>	<u>\$ 954,976.00</u>	170-91000	TOTAL RECOMMENDED PERSONNEL SERVICES	<u>17</u>	<u>\$ 970,097.00</u>
	\$ 3,000.00		OVERTIME		\$ 3,000.00
	<u>\$ 3,000.00</u>	170-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 3,000.00</u>

KATHLEEN G. JOHNSON, DIRECTOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170**

FY17 TOTAL POSITIONS	PROPOSED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	PROPOSED FY18 AMOUNT
	\$ 3,600.00		LEASES & RENTALS		\$ 4,000.00
	201,700.00		LEGAL CONSULTANTS		201,700.00
	2,000.00		POSTAGE		-
	500.00		NETWORK, HARDWARE, SOFTWARE		1,000.00
	33,295.00		OTHER PERSONAL SERVICES		38,295.00
	24,000.00		NEWSPAPER ADVERTISING		20,000.00
	1,500.00		REGISTRATION FEES		-
	6,200.00		BOOKS		5,000.00
	7,300.00		OFFICE SUPPLIES		7,000.00
	1,305.00		OTHER SUPPLIES		2,600.00
	-		OTHER CHARGES & EXPENDITURES		1,000.00
	1,000.00		TRAVELING		1,000.00
	100,000.00		PROFESSIONAL DEVELOPMENT/TRAINING/RETENTION		100,000.00
	<u>\$ 382,400.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 381,595.00</u>
			FUNDING SOURCES:		
	\$ (3,101.00)		CREDIT FROM SEWER		\$ (3,094.00)
	(3,743.00)		CREDIT FROM WATER		(3,735.00)
	(24,000.00)		INTERDEPARTMENTAL CREDIT		(20,000.00)
	<u>\$ (30,844.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (26,829.00)</u>
	<u>\$ 351,556.00</u>	170-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 354,766.00</u>
	<u>\$ 1,309,532.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,327,863.00</u>



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Workers' Compensation FY18 Budget Recommendation

Kathleen G. Johnson

Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1030

FY18 Budget Overview

	Actual	Approved		Recommended
	Budget for	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Ordinary Maintenance	\$ -	\$ -	92000	\$ 90,455.00
Fringe Benefits	1,279,698.41	1,369,289.00	96000	1,268,518.00
Total	\$ 1,279,698.41	\$ 1,369,289.00		\$ 1,358,973.00

Expenditures:

The total Worker's Compensation budget for Fiscal 2018 is recommended to be \$1,358,973 which is a decrease of \$10,316 from the Fiscal 2017 amount of \$1,369,289. The decrease is due to an increase funding source based on trend in credits.

Operational 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 sixty percent 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.

KATHLEEN G. JOHNSON, DIRECTOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
DEPARTMENT OF HUMAN RESOURCES
DIVISION OF WORKERS' COMPENSATION - DIVISION #171

APPROVED FY17 AMOUNT		TITLE	RECOMMENDED FY18 AMOUNT
\$ 104,700.00	171-92000	ADMINISTRATIVE SERVICES	\$ 90,455.00
<u>\$ 104,700.00</u>	171-92000	TOTAL ORDINARY MAINTENANCE	<u>\$ 90,455.00</u>
\$ 1,422,808.00	171-96000	BASIC WORKERS' COMPENSATION	\$ 1,503,746.00
<u>\$ 1,422,808.00</u>	171-96000	TOTAL WORKERS' COMPENSATION	<u>\$ 1,503,746.00</u>
		FUNDING SOURCES:	
\$ (105,869.00)		CREDIT FROM WATER	\$ (90,000.00)
-		CREDIT FROM SEWER	(100,000.00)
(52,350.00)		CREDIT FROM SCHOOLS	(45,228.00)
<u>\$ (158,219.00)</u>		TOTAL FUNDING SOURCES	<u>\$ (235,228.00)</u>
<u>\$ 1,369,289.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,358,973.00</u>

Injured on Duty Claims FY18 Budget Recommendation

Kathleen G. Johnson

Director

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

FY18 Budget Overview

	Actual	Approved		Recommended
	Budget for	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Ordinary Maintenance	\$ -	\$ -	92000	\$ 98,550.00
Fringe Benefits	609,298.63	609,298.00	96000	559,685.00
Total	\$ 609,298.63	\$ 609,298.00		\$ 658,235.00

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 tax levy appropriation for Fiscal 2018 is recommended to be \$658,235, which is an increase of \$48,937 from the Fiscal 2017 amount of \$609,298.

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 2012 through Fiscal 2016, as well as the projected expenses for Fiscal 2017.

IOD Medical Claims History

	Actual	Actual	Actual	Actual	Actual	Projected	Budget
	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Police	230,821	267,000	229,206	236,809	247,623	342,969	337,050
Fire	158,253	220,518	273,785	195,498	361,675	239,996	321,185
Total	389,074	487,518	502,991	432,307	609,299	582,965	658,235

Operational 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.

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

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

APPROVED FY17 AMOUNT		TITLE	RECOMMENDED FY18 AMOUNT
\$ -	174-92000	ADMINISTRATIVE SERVICES	\$ 98,550.00
\$ -	174-92000	TOTAL ORDINARY MAINTENANCE	\$ 98,550.00
\$ 247,623.00	1741	POLICE DEPARTMENT IOD CLAIMS	\$ 287,775.00
361,675.00	17412	FIRE DEPARTMENT IOD CLAIMS	271,910.00
\$ 609,298.00	174-96000	TOTAL INJURED ON DUTY	\$ 559,685.00
<u>\$ 609,298.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 658,235.00</u>

Note: IOD Claims FY18 Budget based off the 5-yr average per the five point plan plus medical inflation of 8%

Unemployment Compensation FY18 Budget Recommendation

Kathleen G. Johnson

Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1030

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Fringe Benefits	\$ 142,112.38	\$ 100,000.00	96000	\$ 110,000.00
Total	\$ 142,112.38	\$ 100,000.00		\$ 110,000.00

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

Expenditures:

The total tax levy budget for Fiscal 2018 is recommended to be \$110,000 which is an increase of \$10,000 from Fiscal 2017 amount of \$100,000. This increase is due to:

- Funding source decrease (Sewer, and Water credits): \$10,000

Operational Overview:

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

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF HUMAN RESOURCES

DIVISION OF UNEMPLOYMENT COMPENSATION - DIVISION #172

<u>APPROVED FY17 AMOUNT</u>	<u>ACCOUNT NUMBER</u>	<u>TITLE</u>	<u>RECOMMENDED FY18 AMOUNT</u>
<u>\$ 130,000.00</u>		REGULAR UNEMPLOYMENT COMPENSATION	<u>\$ 130,000.00</u>
<u>\$ 130,000.00</u>		TOTAL UNEMPLOYMENT COMPENSATION	<u>\$ 130,000.00</u>
		FUNDING SOURCES:	
\$ (10,000.00)		CREDIT FROM SEWER	\$ (5,000.00)
(10,000.00)		CREDIT FROM WATER	(5,000.00)
(10,000.00)		CREDIT FROM GOLF	(10,000.00)
<u>\$ (30,000.00)</u>		TOTAL FUNDING CREDITS	<u>\$ (20,000.00)</u>
<u>\$ 100,000.00</u>	172-96000	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 110,000.00</u>

Health Insurance FY18 Budget Recommendation

Kathleen G. Johnson

Director

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

Health Insurance:

The Human Resources Department is responsible for the administration and direction of all phases of the Health Insurance program for City of Worcester and Worcester Public School employees and retirees. The City currently administers four (4) conventional and four (4) Medicare health plans. Great efforts have been made over the last ten years to implement many cost control measures to minimize the cost of health insurance such as self-funding the city's plans, the adoption of Section 18 to shift costs to the Federal Medicare program, carving out prescription drugs and use of a Pharmacy Benefit Management program, adopting GIC-like health plans designed to drive members to lower costs local providers, creating Medical Management programs directed to assist members with complicated medical issues, and introducing Wellness Plans designed to lower claim costs. These reforms have cumulatively saved over \$150M in premium costs, allowing us to redirect these dollars to critical city services and control the City's OPEB liability.

Medicare Payroll Tax:

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

Life Insurance & Disability Coverage:

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

Employee Assistance Program:

The City has contracted with All One Health for the provision of an Employee Assistance Program. The program supplies counseling to employees, their spouses and dependents in the

Health Insurance FY18 Budget Recommendation

areas of substance abuse, family relations, consumer debts, as well as employee work performance issues. They provide federal mandatory substance abuse counseling to employees who test positive for drugs and/or alcohol, along with keeping up with the DOT regulations and the City’s drug and alcohol testing policy.

Health Insurance Consultant:

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

FY18 Budget Overview

	Actual	Approved		Recommended
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Budget for</u>	<u>Account</u>	<u>Appropriation</u>
		<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Fringe Benefits	\$ 24,301,413.88	\$ 25,239,735.00	96000	\$ 26,383,698.00
Total	\$ 24,301,413.88	\$ 25,239,735.00		\$ 26,383,698.00

Expenditures:

The total recommended tax levy Health Insurance budget and employee’s Fringe Benefit costs, excluding Fringe Benefit costs for Worcester Public Schools for Fiscal 2018 is \$26,383,698 which is an increase of \$1,143,963 from the Fiscal 2017 amount of \$25,239,735 for tax levy funded employees.

This net increase is a result of:

- Health Insurance premium increase: \$568,768
- Employee Assistance and Wellness Programs contractual agreements: \$23,300
- OPEB Actuarial Valuation no longer needed in FY18: (\$20,000)
- Increase in reserve for settlement: \$600,000
- Medicare premiums increase: \$121,733
- Reduction in Life Insurance Premiums: (\$2,099)
- Increase in grant and project funding: (\$147,739)

The recommended Health Insurance tax levy budget will fund employee and retiree health insurance premiums, and other fringe benefit costs for 3,152 of the 3,531 active and retired City employees that carry the Health Insurance benefit. The other 379 employees are funded by grants, projects and enterprise funds.

Health Insurance FY18 Budget Recommendation

Operational Overview:

The Human Resources Department is responsible for the planning, administering and direction of all phases of the Health Insurance program for City of Worcester employees and retirees. 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 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.

KATHLEEN G. JOHNSON, DIRECTOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****HEALTH INSURANCE - DEPARTMENT #663**

APPROVED FY17 AMOUNT	TITLE	SETTLED RECOMMENDED FY18 AMOUNT
\$ 640,161.00	BC/ BS PREFERRED	\$ 730,356.00
5,314,704.00	NETWORK BLUE NEW ENGLAND	5,183,127.00
2,539,416.00	CITY OF WORCESTER DIRECT	2,668,091.00
13,840,262.00	CITY OF WORCESTER ADVANTAGE	13,945,290.00
3,251,923.00	BC/ BS MEDEX	3,502,548.00
211,948.00	FALLON SENIOR	241,769.00
665,550.00	TUFTS MEDICARE COMPLEMENT	737,515.00
477,066.00	TUFTS MEDICARE PREFERRED	501,102.00
75,000.00	HEALTH INSURANCE CONSULTANT	75,000.00
20,000.00	OPEB ACTUARIAL VALUATION	-
50,000.00	PBM ADMINISTRATIVE COSTS	50,000.00
<u>\$27,086,030.00</u>	TOTAL HEALTH INSURANCE	<u>\$ 27,634,798.00</u>
\$ 141,834.00	LIFE INSURANCE	\$ 139,735.00
1,624,334.00	MEDICARE INSURANCE	1,746,067.00
25,200.00	EMPLOYEE ASSISTANCE PROGRAM	26,500.00
-	WELLNESS PROGRAM	22,000.00
<u>\$ 1,791,368.00</u>	TOTAL OTHER COSTS	<u>\$ 1,934,302.00</u>
250,000.00	RESERVE FOR SETTLEMENTS	850,000.00
<u>\$29,127,398.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 30,419,100.00</u>
	FUNDING SOURCES:	
\$ (973,927.00)	CREDIT FROM INDIRECT	\$ (1,026,045.00)
(26,444.00)	CREDIT ELDER AFFAIRS	(27,229.00)
(319,207.00)	CREDIT FROM WORKFORCE DEVELOPMEN	(335,833.00)
(64,891.00)	CREDIT DPW- PROJECTS	(68,330.00)
(178,028.00)	CREDIT GRANTS	(224,534.00)
(675,587.00)	CREDIT FROM SEWER	(711,613.00)
(1,551,612.00)	CREDIT FROM WATER	(1,545,011.00)
(35,840.00)	CREDIT FROM GOLF	(37,633.00)
(62,127.00)	CREDIT FROM AIRPORT	(59,174.00)
<u>\$ (3,887,663.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (4,035,402.00)</u>
<u>\$25,239,735.00</u>	663-96000 TOTAL FRINGE BENEFITS	<u>\$ 26,383,698.00</u>
<u>\$25,239,735.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 26,383,698.00</u>

KATHLEEN G. JOHNSON, DIRECTOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
HEALTH INSURANCE ENROLLMENT

CITY OF WORCESTER	IND. BLUE CARE PREFERRED		FAM. BLUE CARE PREFERRED		IND. BLUE CARE NETWORK		FAM. BLUE CARE NETWORK		IND. C. OF W. ADVANTAGE		FAM. C. OF W. ADVANTAGE		MEDEX (NEW)		TUFTS MEDICARE COMPLETION		TUFTS MEDICARE PREFERRED		FALLOON SENIOR		TOTAL
	33	21	180	167	140	114	330	671	1042	219	166	68	3152								
CABLE SERVICES	0	0	0	0	1	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	4
REGIONAL LIBRARY	0	0	0	0	2	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	5
FINANCE (GRANTS)	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8
HEALTH (GRANTS)	0	0	2	1	6	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	11
INSPECTIONAL SERVICES (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CITY MANAGER (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DPW (PROJECTS)	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	5
ELDER AFFAIRS	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
WORKFORCE DEVELOPMENT	0	0	2	2	4	5	4	7	6	5	1	0	0	0	0	0	0	0	0	0	36
SEWER	0	0	5	5	13	5	14	13	21	7	8	1	92	14	8	197	0	0	0	0	0
WATER	0	1	12	9	13	9	28	38	58	9	14	8	197	0	0	0	0	0	0	0	0
GOLF	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	2
AIRPORT	0	0	0	0	1	1	1	0	3	3	5	1	15	0	0	0	0	0	0	0	0
SUB TOTAL	33	22	202	186	184	136	386	737	1130	243	194	78	3531	432	262	82	5767	0	0	0	0
WORC PUBLIC SCHOOL	31	23	479	429	291	246	710	1122	1660	432	262	82	5767	0	0	0	0	0	0	0	0
COBRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SUB TOTAL	31	23	479	429	291	246	710	1122	1660	432	262	82	5767	0	0	0	0	0	0	0	0
GRAND TOTAL	64	45	681	615	475	382	1096	1859	2790	675	456	160	9298	432	262	82	5767	0	0	0	0

CITY OF WORCESTER	IND. BLUE CARE PREFERRED		FAM. BLUE CARE PREFERRED		IND. BLUE CARE NETWORK		FAM. BLUE CARE NETWORK		IND. C. OF W. ADVANTAGE		FAM. C. OF W. ADVANTAGE		MEDEX (NEW)		TUFTS MEDICARE COMPLETION		TUFTS MEDICARE PREFERRED		FALLOON SENIOR		TOTAL
	29	20	176	177	124	116	323	679	1025	224	174	63	3131								
CABLE SERVICES	0	0	0	0	1	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	4
REGIONAL LIBRARY	0	0	1	0	2	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	6
FINANCE (GRANTS)	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	0	2	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	8
HEALTH (GRANTS)	0	0	1	1	4	0	2	1	1	0	0	0	0	0	0	0	0	0	0	0	9
INSPECTIONAL SERVICES (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
CITY MANAGER (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DPW (PROJECTS)	0	0	0	0	1	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	5
ELDER AFFAIRS	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
WORKFORCE DEVELOPMENT	0	0	2	2	5	7	4	5	6	5	2	0	38	0	0	0	0	0	0	0	0
SEWER	0	0	4	6	13	3	13	15	19	8	8	1	90	14	8	1	90	0	0	0	0
WATER	1	0	12	9	14	10	28	42	54	10	14	9	203	0	0	0	0	0	0	0	0
GOLF	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	2
AIRPORT	0	0	0	0	0	2	1	0	3	3	5	1	15	0	0	0	0	0	0	0	0
SUB TOTAL	30	21	196	198	167	138	380	751	1107	250	203	74	3515	438	269	84	5696	0	0	0	0
WORC PUBLIC SCHOOL	35	19	481	430	277	242	702	1139	1580	438	269	84	5696	0	0	0	0	0	0	0	0
COBRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SUB TOTAL	35	19	481	430	277	242	702	1139	1580	438	269	84	5696	0	0	0	0	0	0	0	0
GRAND TOTAL	65	40	677	628	444	380	1082	1890	2687	688	472	158	9211	438	269	84	5696	0	0	0	0

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

KATHLEEN G. JOHNSON, DIRECTOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
LIFE INSURANCE & FEDERAL MEDICARE PAYMENTS**

<u>DEPARTMENT</u>	<u>MEDICARE PAYMENTS</u>			
	<u>March 17 DEDUCTIONS</u>	<u>AVERAGE WEEKLY</u>	<u>YEARLY AMOUNT</u>	<u>BUDGET FY18</u>
CITY OF WORCESTER	151,251.13	30,250.23	1,573,011.72	1,573,011.72
CABLE SERVICES	306.77	61.35	3,190.41	3,190.41
REGIONAL LIBRARY	370.22	74.04	3,850.29	3,850.29
FINANCE (GRANTS)	186.89	37.38	1,943.65	1,943.65
ECONOMIC DEVELOPMENT (GRANTS)	1,070.06	214.01	11,128.67	11,128.67
HEALTH (GRANTS)	1,032.65	206.53	10,739.53	10,739.53
INSPECTIONAL SERVICES (GRANTS)	-	-	-	-
HUMAN SERVICES (GRANTS)	-	-	-	-
DPW (PROJECTS)	438.21	87.64	4,557.38	4,557.38
ELDER AFFAIRS	158.77	31.75	1,651.23	1,651.23
WORKFORCE DEVELOPMENT	2,367.80	473.56	24,625.12	24,625.12
AIRPORT	-	-	-	-
GOLF	229.23	45.85	2,383.99	2,383.99
SEWER	3,879.23	775.85	40,343.99	40,343.99
WATER	6,600.10	1,320.02	68,641.04	68,641.04
SUB TOTAL	16,639.93	3,327.99	173,055.30	173,055.30
TOTAL COST	167,891.06	33,578.21	1,746,067.02	1,746,067.02
PUBLIC SCHOOL	253,606.66	50,721.33	2,637,509.26	2,637,509.26
TOTAL	421,497.72	84,299.54	4,383,576.28	4,383,576.29

Comments:

Expenditures are extracted from the City's IFMS system displaying the actual Federal Medicare cost totals for the various citywide departments. FY 2018 projections are based on the total cost for March divided by the # of weeks in that month to get a weekly cost. Take the weekly cost x 52 weeks.

	<u>LIFE INSURANCE</u>			
	<u>ACTIVE MARCH 17 ENROLLMENTS</u>	<u>RETIREES MARCH 17 ENROLLMENTS</u>	<u>TOTAL ENROLLMENTS</u>	<u>ENROLLMENTS X RATE 77.76</u>
CITY OF WORCESTER	685.55	895.00	1580.55	122,903.18
CABLE SERVICES	2.00	0.00	2.00	155.52
REGIONAL LIBRARY	2.00	0.00	2.00	155.52
FINANCE (GRANTS)	2.07	0.00	2.07	160.57
ECONOMIC DEVELOPMENT (GRANTS)	6.98	0.00	6.98	542.76
HEALTH (GRANTS)	6.83	0.00	6.83	531.10
HEALTH & HUMAN SERVICES	1.00	0.00	1.00	77.76
INSPECTIONAL SERVICES (GRANTS)	0.00	0.00	0.00	-
DPW (PROJECTS)	4.00	0.00	4.00	311.04
ELDER AFFAIRS (GRANTS)	0.58	0.00	0.58	45.10
WORKFORCE DEVELOPMENT	14.00	8.00	22.00	1,710.72
SEWER	29.00	27.00	56.00	4,354.56
WATER	49.00	56.00	105.00	8,164.80
AIRPORT	0.00	8.00	8.00	622.08
GOLF	0.00	0.00	0.00	-
SUB TOTAL	117.46	99.00	216.46	16,831.54
TOTAL COST	803.00	994.00	1797.00	139,734.72
PUBLIC SCHOOL	1096.00	1396.00	2492.00	193,777.92
TOTAL	1899.00	2390.00	4289.00	333,512.64

Comments:

Expenditures are extracted from the City's IFMS system displaying the actual Life Insurance cost totals for the various citywide departments. FY 2018 projections are based on the total enrollments for March x the yearly insurance rate.

Law Department FY18 Budget Recommendation

David M. Moore

City Solicitor

City Hall - Room 301

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1161

Departmental Mission Statement:

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

FY18 Budget Overview

	Actual	Approved		Recommended
Expenditures	Fiscal 2016	Budget for	Account	Appropriation
		Fiscal 2017	Number	Fiscal 2018
Salaries	\$ 840,995.45	\$ 871,815.00	91000	\$ 929,926.00
Ordinary Maintenance	137,218.28	151,222.00	92000	168,450.00
Total	\$ 978,213.73	\$ 1,023,037.00		\$ 1,098,376.00
Total Positions	15	15		15

Expenditures:

The recommended Fiscal 2018 budget is \$1,098,376 which is an increase of \$75,339 from the Fiscal 2017 amount of \$1,023,037.

The recommended Personal Services budget for Fiscal 2018 is \$929,926 which is an increase of \$58,111 from the Fiscal 2017 budget amount of \$871,815. This increase is a net result of:

- Step increases per the salary ordinance, EM incentive pay, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$6,046
- Vacancy Factor: \$23,718
- Increase in Enterprise funding: (\$822)
- Decrease in Cable License funding: \$27,169
- Increase for Deputy City Solicitor: \$2,000

The Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$168,450 which is an increase of \$17,228 from the Fiscal 2017 budget amount of \$151,222. This increase is a result of:

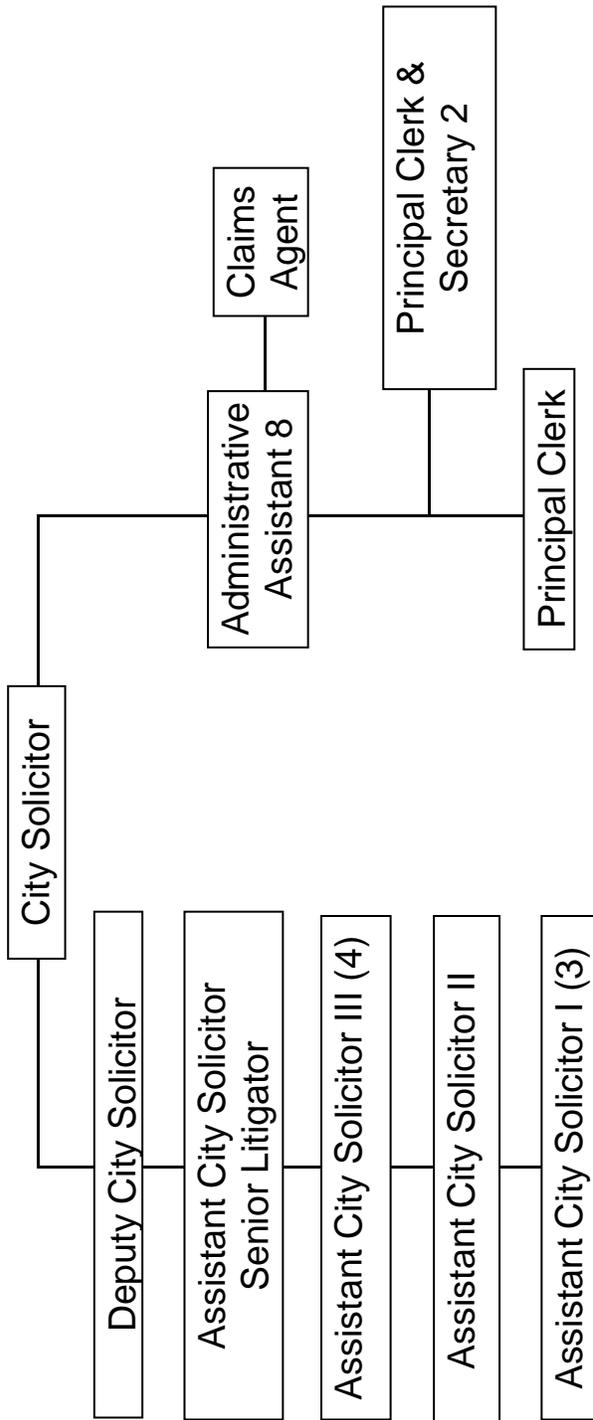
- Decrease in overall budget based on spending history: (\$7,772)
- Legal Consultants: \$15,000
- Constables: \$3,000
- Westlaw- on-line legal research: \$2,500
- Court Reports: \$4,000
- Medical Records: \$500

Law Department FY18 Budget Recommendation

Operational 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.

LAW DEPARTMENT ORGANIZATIONAL CHART



15 POSITIONS

DAVID M. MOORE, CITY SOLICITOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****LAW DEPARTMENT- DEPARTMENT #120**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 158,476.00	57CM	CITY SOLICITOR	1	\$ 157,872.00
1	102,229.00	50EM	DEPUTY CITY SOLICITOR	1	103,837.00
1	100,224.00	50M	ASSISTANT CITY SOLICITOR HEAD LITIGATOR	1	103,647.00
4	275,051.00	46M	ASSISTANT CITY SOLICITOR 3	4	277,161.00
1	74,855.00	44M	ASSISTANT CITY SOLICITOR 2	1	77,085.00
3	204,732.00	42M	ASSISTANT CITY SOLICITOR 1	3	201,371.00
1	68,494.00	38M	CLAIMS AGENT	1	68,224.00
1	60,406.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	62,484.00
1	44,829.00	31	PRINCIPAL CLERK & SECRETARY 2	1	46,263.00
1	36,976.00	27	PRINCIPAL CLERK	1	38,253.00
15	\$ 1,126,272.00		REGULAR SALARIES	15	\$ 1,136,197.00
	6,262.00		EM INCENTIVE PAY		4,383.00
	(30,093.00)		VACANCY FACTOR		(6,375.00)
15	\$ 1,102,441.00		TOTAL RECOMMENDED SALARIES	15	\$ 1,134,205.00
	(38,092.00)		FUNDING SOURCES: DISTRICT IMPROVEMENT FINANCING (DIF)		(38,092.00)
	(1,753.00)		GOLF COURSE REVENUES		(1,765.00)
	(53,231.00)		SEWER REVENUES		(53,609.00)
	(60,784.00)		WATER REVENUES		(61,216.00)
	(76,766.00)		CABLE LICENSE REVENUES		(49,597.00)
	\$ (230,626.00)		TOTAL FUNDING SOURCES		\$ (204,279.00)
15	\$ 871,815.00	120-91000	TOTAL PERSONAL SERVICES	15	\$ 929,926.00
	\$ 4,000.00		LEASES & RENTALS		\$ 2,700.00
	-		LEGAL CONSULTANTS		35,000.00
	-		HIRED SERVICES		500.00
	750.00		POSTAGE		750.00
	18,000.00		CONSTABLES		28,000.00
	101,472.00		OTHER PERSONAL SERVICES		65,000.00
	500.00		NEWSPAPER ADVERTISING		500.00
	5,500.00		REGISTRATION FEES		6,500.00
	4,000.00		LEGAL FILING FEES		6,500.00
	3,400.00		PRINTING		1,500.00
	-		TRANSLATION/INTERPRETATION		6,000.00
	5,100.00		BOOKS		2,200.00
	3,000.00		OFFICE SUPPLIES		4,000.00
	1,000.00		OTHER SUPPLIES		3,200.00
	-		HARDEWARE/DEVICES		100.00
	4,500.00		OTHER CHARGES & EXPENDITURES		6,000.00
	151,222.00	120-92000	TOTAL ORDINARY MAINTENANCE		\$ 168,450.00
	\$ 1,023,037.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,098,376.00

**Law Department- Property & Casualty Insurance
FY18 Budget Recommendation**

David M. Moore

City Solicitor

City Hall - Room 301

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1161

FY18 Budget Overview

	Actual	Approved Budget for	Account	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Ordinary Maintenance	\$ 112,997.62	\$ 119,948.00	92000	\$ 119,948.00
Total	\$ 112,997.62	\$ 119,948.00		\$ 119,948.00

Expenditures:

The Fiscal 2018 tax levy budget for property and casualty insurance is recommended to be level funded at \$119,948

Operational Overview:

Building Insurance: The City continues to obtain only limited building and liability insurance policies. Only the DCU Center, Library, and data processing computer equipment are insured with a \$500,000 deductible for damages caused by weather, fire, floods, earthquakes and vandalism. All buildings are still covered by boiler & machinery insurance. Otherwise the City is self-insured.

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

DAVID M. MOORE, CITY SOLICITOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122**

<u>APPROVED FY17 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY18 AMOUNT</u>
\$ 119,948.00	REGULAR INSURANCE EXPENSES	\$ 119,948.00
<u>\$ 119,948.00</u>	TOTAL PROPERTY AND CASUALTY INSURANCE	<u>\$ 119,948.00</u>
<u>\$ 119,948.00</u>	122-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 119,948.00</u>
<u>\$ 119,948.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 119,948.00</u>

Law Department - Court Judgments FY18 Budget Recommendation

David M. Moore

City Solicitor

City Hall - Room 301

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1161

FY18 Budget Overview

	Actual	Approved Budget for	Account	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Ordinary Maintenance	2,426,804.90	3,500,000.00	92000	3,500,000.00
Total	2,426,804.90	3,500,000.00		3,500,000.00

Expenditures:

The Fiscal 2018 budget is recommended to be level funded at \$3,500,000.

DAVID M. MOORE, CITY SOLICITOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
COURT JUDGMENTS - DEPARTMENT #121

APPROVED FY17 AMOUNT	TITLE	RECOMMENDED FY18 AMOUNT
\$ 3,543,500.00	COURT CLAIMS AND JUDGMENTS	\$ 3,543,500.00
<u>\$ 3,543,500.00</u>	TOTAL CLAIMS AND JUDGMENTS	<u>\$ 3,543,500.00</u>
	FUNDING SOURCES:	
\$ (31,000.00)	SEWER REVENUES	\$ (31,000.00)
<u>(12,500.00)</u>	WATER REVENUES	<u>(12,500.00)</u>
<u>\$ (43,500.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (43,500.00)</u>
<u>\$ 3,500,000.00</u>	121-92000 RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 3,500,000.00</u>
<u>\$ 3,500,000.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 3,500,000.00</u>

Worcester Police Department FY18 Budget Recommendation

Steven M. Sargent

Chief of Police

9-11 Lincoln Square

Worcester, Massachusetts 01608

(508) 799-8600

Departmental Mission Statement:

The mission of the Worcester Police Department is to promote the highest level of public safety and quality of life in the City of Worcester, through exceptional police services to the City's residents, businesses and visitors.

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

FY18 Budget Overview

	Actual	Approved		Recommended
	Budget for	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 40,586,782.08	\$ 41,187,360.00	91000	\$ 41,416,230.00
Overtime	4,931,602.93	3,580,296.00	97000	3,849,296.00
Ordinary Maintenance	2,463,281.53	2,633,894.00	92000	2,721,850.00
Capital Outlay	29,365.00	130,000.00	93000	30,000.00
Total	\$ 48,011,031.54	\$ 47,531,550.00		\$ 48,017,376.00
Total Positions	508	508		527

Worcester Police Department FY18 Budget Recommendation

Expenditures:

The total tax levy budget for Fiscal 2018 is recommended to be \$48,017,376, which is an increase of \$485,826 from the Fiscal 2017 budget of \$47,531,550.

The tax levy Personal Services budget for Fiscal 2018 is recommended to be \$41,416,230, which is an increase of \$228,870 from the Fiscal 2017 tax levy budget of \$41,187,360. This increase is a net result of:

- Step increases per the salary ordinance, EM incentive pay, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$288,082
- Recruit class of 10 starting in May 2018: \$78,440
(this is 7 recruits above the full complement in anticipation of retirements)
- Holiday Pay: \$15,479
- Sick & Vacation Buyback: \$2,858
- Stipends (included in base pay for FY18): (\$181,660)
- Longevity: \$15,900
- Vacancy Factor: (\$2)
- Step increase for Deputy Director of Administration: \$2,954
- Upgrade Principal Staff/Media Coordinator to Public Relation/Special Projects: \$2,745
- Upgrade Head Clerk to Administrative Assistant 6- Payroll: \$1,768
- Upgrade Laboratory Director to Certified Print Examiner: \$2,306

The tax levy Overtime budget for Fiscal 2018 is recommended to be \$3,849,296, which is an increase of \$269,000 from the Fiscal 2017 budget of \$3,580,296. This increase is a result of:

- Increase in overall budget based on spending history: \$269,000

The tax levy Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$2,721,850, which is an increase of \$87,956 from the Fiscal 2017 budget of \$2,633,894. The increase is a result of:

- Decrease in overall budget based on spending history: (\$79,632)
- Ordinary Maintenance for Recruits: \$12,000
- Shotspotter: \$155,588

The tax levy Capital Outlay budget for Fiscal 2018 is recommended to be \$30,000, which is a decrease of \$100,000 from the Fiscal 2017 budget of \$130,000. This decrease is a result of:

- Mounted Patrol: (\$100,000)

Operational 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. These goals are accomplished through improved use of technology, sharing of information, embracing innovation, and forming partnerships with the broadest base of stakeholders.

Worcester Police Department FY18 Budget Recommendation

The Police Department is comprised of three hundred eighty-one (381) budgeted police officers, ninety-one (91) budgeted officials and fifty-five (55) 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. The operations of the Worcester Police Department are organized into the following divisions:

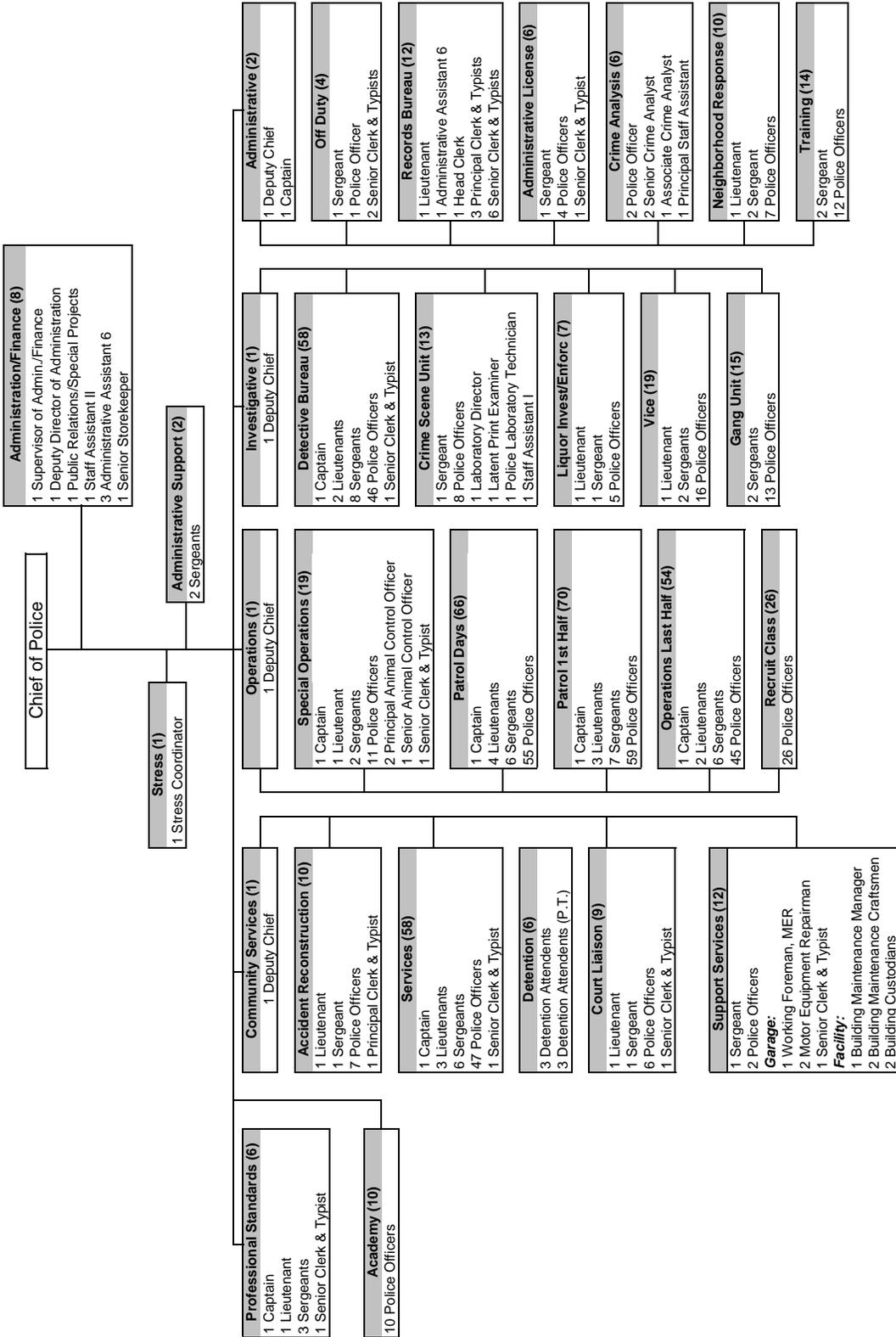
The Operations Division is responsible for addressing calls for service 24/7, traffic enforcement, Mounted Unit, Animal Control, and liaising with the Worcester Public Schools.

The Bureau of Investigative Services comprises the Department's Detective Bureau, Forensic Services Section, Real Time Crime Center, Gang Unit, and Vice Units. The Bureau of Investigative Services is responsible for the daily administration of law enforcement investigations and follows up in response to major crimes meriting prosecution with a primary focus on a reduction in violent crimes to include: homicides, narcotics, firearms offences and gang related crimes. The unit is also charged with alcohol enforcement and licensing of liquor establishments in the City of Worcester.

The Services Division provides management of the detention area, court liaisons, support services, and accident reconstruction.

The Administrative Division oversees crime analysis, training, the records bureau, licensing, Neighborhood Response Team, and the Department's off duty assignments.

Finally, the Department includes a Bureau of Professional Standards, allowing the Department to maintain the highest of standards and accountability for its officers by providing independent investigations of complaints from the public.



527 Positions

Professional Standards	1 Captain 1 Lieutenant 4 Sergeants 1 Civilian 7 Total	Community Services	1 Deputy Chief 1 Captain 5 Lieutenants 8 Sergeants 60 Police Officers 9 Civilians 84 Total	Operations	1 Deputy Chief 4 Captains 10 Lieutenants 21 Sergeants 196 Police Officers 4 Civilians 236 Total	Investigative	1 Deputy Chief 1 Captain 4 Lieutenants 14 Sergeants 88 Police Officers 5 Civilians 113 Total	Administrative	1 Chief 1 Deputy Chief 1 Captain 2 Lieutenants 8 Sergeants 26 Police Officers 27 Civilians 66 Total	Garage	1 Sergeant 2 Police Officers 4 Civilians 7 Total	Building	5 Civilians 5 Total	Academy	10 Police Officers 10 Total
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STEVEN M. SARGENT, CHIEF OF POLICE

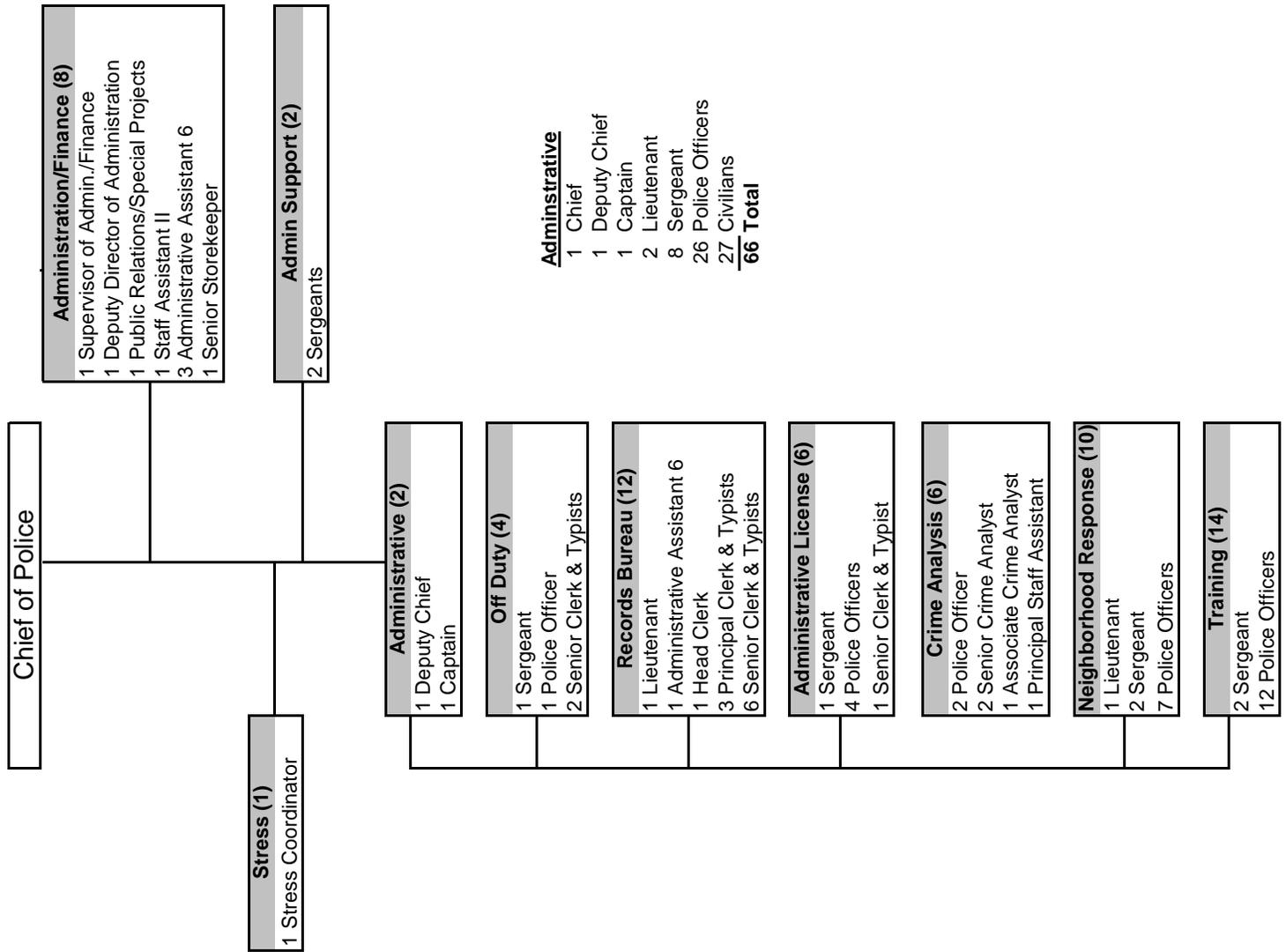
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 216,043.00	55CM	CHIEF OF POLICE	1	\$ 187,762.00
4	616,568.00	50EM	DEPUTY POLICE CHIEF	4	608,276.00
7	789,530.00	98	POLICE CAPTAIN	8	934,518.00
21	2,244,588.00	97	POLICE LIEUTENANT	22	2,289,785.00
53	5,081,054.00	96	POLICE SERGEANT	55	5,177,148.00
359	27,353,891.00	95	POLICE OFFICERS	372	27,863,250.00
1	91,516.00	46M	SUPERVISOR OF ADMINISTRATION	1	91,167.00
1	85,084.00	44M	STRESS COORDINATOR	1	84,760.00
1	74,855.00	44M	DEPUTY DIRECTOR OF ADMINISTRATION	1	80,039.00
0	-	44M	PUBLIC RELATIONS/SPECIAL PROJECTS	1	74,568.00
0	-	44P	LABORATORY DIRECTOR	1	83,096.00
1	69,552.00	42M	PRINCIPAL STAFF/MEDIA COORDINATOR	0	-
1	77,382.00	43P	CERTIFIED LATENT PRINT EXAMINER	0	-
1	53,221.00	42P	LATENT PRINT EXAMINER	1	62,004.00
1	73,541.00	40M	PRINCIPAL STAFF ASSISTANT	1	73,258.00
1	70,943.00	39M	BUILDING MAINTENANCE MANAGER	1	70,679.00
2	127,064.00	38P	SENIOR CRIME ANALYST	2	130,936.00
1	54,549.00	38P	POLICE LABORATORY TECHNICIAN	1	56,255.00
2	135,094.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	134,576.00
1	50,853.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	52,311.00
1	55,186.00	35	STAFF ASSISTANT 2	1	58,282.00
1	54,623.00	33	WORKING FOREMAN, MER	1	54,413.00
3	147,623.00	33	ADMINISTRATIVE ASSISTANT 6	4	205,027.00
1	47,983.00	33	ASSOCIATE CRIME ANALYST	1	46,868.00
1	52,371.00	32	STAFF ASSISTANT I	1	52,437.00
2	98,430.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	90,335.00
2	98,430.00	30	HEAD CLERK	1	49,026.00
2	82,920.00	29	MOTOR EQUIPMENT REPAIRMAN	2	86,412.00
1	46,166.00	28	SENIOR STOREKEEPER	1	45,989.00
4	177,468.00	27	PRINCIPAL CLERK & TYPIST	4	177,300.00
2	82,936.00	25	BUILDING CUSTODIAN	2	82,618.00
3	114,358.00	24	DETENTION ATTENDANT	3	115,265.00
3	45,135.00	24	DETENTION ATTENDANT (PART-TIME)	3	49,119.00
15	555,988.00	22	SENIOR CLERK & TYPIST	15	548,213.00
500	\$ 38,924,945.00		TOTAL REGULAR SALARIES	517	\$ 39,715,692.00
AUTHORIZED VACANT POSITIONS WITH FUNDING					
8	\$ 492,180.00	95	POLICE CLASS	10	\$ 76,320.00
8	\$ 492,180.00		REGULAR SALARIES	10	\$ 76,320.00
508	\$ 39,417,125.00		REGULAR SALARIES	527	\$ 39,792,012.00
	1,939,308.00		HOLIDAY PAY - CONTRACTUAL		1,956,907.00
	168,931.00		SICK & VACATION BUYBACK		171,789.00
	197,000.00		EDUCATIONAL STIPEND (UNIFORM)		-
	-		OTHER STIPENDS		1,040.00
	-		STIPEND- CHIEF		14,300.00
	32,859.00		EM INCENTIVE PAY		32,147.00
	2,338,098.00		CONTRACTUAL STIPENDS AND EXTRAS		2,176,183.00
508	\$ 41,755,223.00		TOTAL SALARIES	527	\$ 41,968,195.00
	97,500.00		LONGEVITY		113,400.00
	(400,000.00)		VACANCY FACTOR		(400,002.00)
508	\$ 41,452,723.00		TOTAL RECOMMENDED PERSONAL SERVICES	527	\$ 41,681,593.00
FUNDING SOURCES:					
	(145,363.00)		GBV TASK FORCE		(145,363.00)
	(120,000.00)		PUBLIC SCHOOL INTERGOV'TL CHARGE		(120,000.00)
	(265,363.00)		TOTAL FUNDING SOURCES		(265,363.00)
508	\$ 41,187,360.00	250-91000	TOTAL RECOMMENDED PERSONAL SERVICES	527	\$ 41,416,230.00

STEVEN M. SARGENT, CHIEF OF POLICE**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
	\$ 1,032,043.00		REGULAR OVERTIME		\$ 822,969.00
	185,436.00		PROBLEM BARS OVERTIME		227,219.00
	123,624.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		321,311.00
	30,906.00		VICE PROSTITUTION OVERTIME		15,874.00
	30,906.00		GANG PATROL OVERTIME		30,906.00
	1,038,685.00		INVESTIGATIVE OVERTIME		1,092,508.00
	45,963.00		SWAT TRAINING OVERTIME		101,284.00
	412,080.00		SUMMER PATROLS OVERTIME		437,292.00
	669,630.00		COURT ATTENDANCE OVERTIME		777,412.00
	11,023.00		ANIMAL CONTROL OVERTIME		22,521.00
	<u>\$ 3,580,296.00</u>	250-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 3,849,296.00</u>
	\$ 292,250.00		ELECTRICITY		\$ 292,250.00
	76,625.00		LEASES & RENTALS		58,250.00
	-		HIRED SERVICES		20,000.00
	160,000.00		MAINTENANCE & REPAIR		-
	242,075.00		TELEPHONE		255,000.00
	-		PHYSICIANS/SURGEONS		40,000.00
	-		VETERINARIANS		75,000.00
	554,500.00		OTHER PERSONAL SERVICES		26,500.00
	-		SECURITY SERVICES		297,675.00
	-		EXTERMINATOR SERVICES		2,925.00
	-		RUBBISH REMOVAL		13,500.00
	-		MAINTENANCE SYSTEM SOFTWARE		45,000.00
	-		MAINTENANCE/REPAIR BUILDING		171,000.00
	-		MAINTENANCE/REPAIR EQUIPMENT		44,250.00
	-		MAINTENANCE/REPAIR VEHICLE		55,000.00
	-		CLEANING SERVICES		15,000.00
	-		MEMBERSHIP DUES		4,000.00
	160,000.00		AUTOMOTIVE SUPPLIES		160,000.00
	8,000.00		BOOKS		5,000.00
	-		BUILDING SUPPLIES		38,000.00
	60,000.00		FOOD SUPPLIES		51,500.00
	44,000.00		OFFICE SUPPLIES		44,000.00
	6,500.00		NATURAL GAS		8,000.00
	455,944.00		OTHER SUPPLIES		45,000.00
	565,000.00		AUTO FUEL NO LEAD GAS		565,000.00
	-		LABORATORY SUPPLIES		25,000.00
	-		PARTS/EQUIPMENT SUPPLIES		60,000.00
	-		SAFETY SUPPLIES		235,000.00
	-		CUSTODIAL SUPPLIES		25,000.00
	-		HARDWARE/DEVICES		35,000.00
	9,000.00		OTHER CHARGES & EXPENDITURES		10,000.00
	<u>\$ 2,633,894.00</u>	250-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 2,721,850.00</u>
	<u>\$ 130,000.00</u>	250-93000	CAPITAL OUTLAY		<u>\$ 30,000.00</u>
	<u>\$ 47,531,550.00</u>	250	TOTAL RECOMMENDED TAX LEVY		<u>\$ 48,017,376.00</u>



Chief of Police

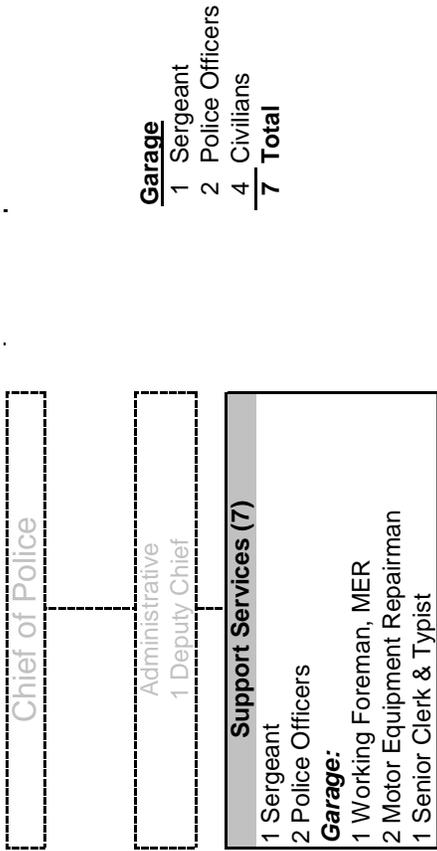
Professional Standards (6)
1 Captain
1 Lieutenant
3 Sergeants
1 Senior Clerk & Typist

Professional Standards

1	Captain
1	Lieutenant
3	Sergeant
1	Civilian
6	Total

STEVEN M. SARGENT, CHIEF OF POLICE**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****WORCESTER POLICE DEPARTMENT- ADMINISTRATION**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 216,043.00	55CM	CHIEF OF POLICE	1	\$ 187,762.00
1	154,941.00	50EM	DEPUTY POLICE CHIEF	1	154,357.00
2	240,288.00	98	POLICE CAPTAIN	2	233,739.00
3	320,452.00	97	POLICE LIEUTENANT	3	308,449.00
9	882,081.00	96	POLICE SERGEANT	11	1,043,990.00
10	817,755.00	95	POLICE OFFICERS	26	2,109,192.00
1	91,516.00	46M	SUPERVISOR OF ADMINISTRATION	1	91,167.00
1	85,084.00	44M	STRESS COORDINATOR	1	84,760.00
1	74,855.00	44M	DEPUTY DIRECTOR OF ADMINISTRATION	1	80,039.00
0	-	44M	PUBLIC RELATIONS/SPECIAL PROJECTS	1	74,568.00
1	69,552.00	42M	PRINCIPAL STAFF/MEDIA COORDINATOR	0	-
1	73,541.00	40M	PRINCIPAL STAFF ASSISTANT	1	73,258.00
2	127,064.00	38P	SENIOR CRIME ANALYST	2	130,936.00
1	55,186.00	35	STAFF ASSISTANT 2	1	58,282.00
3	147,623.00	33	ADMINISTRATIVE ASSISTANT 6	4	205,027.00
1	47,983.00	33	ASSOCIATE CRIME ANALYST	1	46,868.00
2	98,430.00	30	HEAD CLERK	1	49,026.00
1	46,166.00	28	SENIOR STOREKEEPER	1	45,989.00
3	132,972.00	27	PRINCIPAL CLERK & TYPIST	3	132,975.00
11	409,300.00	22	SENIOR CLERK & TYPIST	10	360,698.00
<u>55</u>	<u>\$ 4,090,832.00</u>		TOTAL REGULAR SALARIES	<u>72</u>	<u>\$ 5,471,082.00</u>
	138,623.00		HOLIDAY PAY - CONTRACTUAL		213,488.00
	41,633.00		SICK & VACATION BUYBACK		30,276.00
	15,004.00		EM INCENTIVE PAY		13,816.00
	<u>195,260.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>257,580.00</u>
<u>55</u>	<u>\$ 4,286,092.00</u>		TOTAL SALARIES	<u>72</u>	<u>\$ 5,728,662.00</u>
	-		LONGEVITY		-
	-		STIPEND- CHIEF		14,300.00
	(41,513.00)		VACANCY FACTOR		(54,999.00)
<u>55</u>	<u>\$ 4,244,579.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>72</u>	<u>\$ 5,687,963.00</u>
	\$ 65,043.00		REGULAR OVERTIME		\$ 73,122.00
	70,052.00		SUMMER PATROLS OVERTIME		74,338.00
	<u>\$ 135,095.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 147,460.00</u>
	\$ 8,700.00		LEASES & RENTALS		\$ 45,700.00
	4,100.00		MAINTENANCE & REPAIR		-
	48,100.00		TELEPHONE		20,000.00
	-		PHYSICIANS/SURGEONS		5,000.00
	11,500.00		OTHER PERSONAL SERVICES		7,500.00
	-		MAINTENANCE SYSTEM SOFTWARE		6,000.00
	-		MAINTENANCE/REPAIR EQUIPMENT		5,000.00
	-		MEMBERSHIP DUES		4,000.00
	5,000.00		BOOKS		1,000.00
	-		FOOD SUPPLIES		1,000.00
	15,500.00		OFFICE SUPPLIES		44,000.00
	21,700.00		OTHER SUPPLIES		15,000.00
	-		PARTS/EQUIPMENT SUPPLIES		10,000.00
	-		SAFETY SUPPLIES		50,000.00
	-		HARDWARE/DEVICES		35,000.00
	8,000.00		OTHER CHARGES & EXPENDITURES		5,000.00
	<u>\$ 122,600.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 254,200.00</u>
	<u>\$ 130,000.00</u>		CAPITAL OUTLAY		<u>\$ 30,000.00</u>
	<u>\$ 4,632,274.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 6,119,623.00</u>

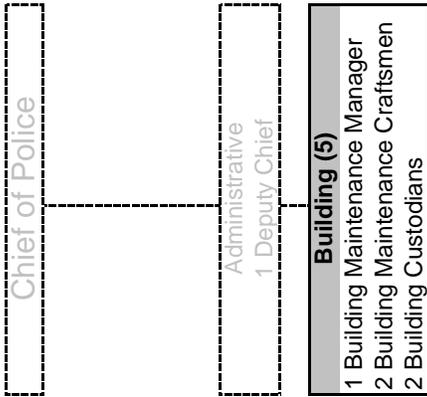


STEVEN M. SARGENT, CHIEF OF POLICE

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

WORCESTER POLICE DEPARTMENT- GARAGE

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 86,444.00	96	POLICE SERGEANT	1	\$ 110,261.00
0	-	95	POLICE OFFICERS	2	166,068.00
1	54,623.00	33	WORKING FOREMAN, MER	1	54,413.00
2	82,920.00	29	MOTOR EQUIPMENT REPAIRMAN	2	86,412.00
1	33,747.00	22	SENIOR CLERK & TYPIST	1	37,503.00
<u>5</u>	<u>\$ 257,734.00</u>		TOTAL REGULAR SALARIES	<u>7</u>	<u>\$ 454,657.00</u>
	-		HOLIDAY PAY - CONTRACTUAL		14,614.00
	4,453.00		SICK & VACATION BUYBACK		-
	-		OTHER STIPENDS		1,040.00
	<u>4,453.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>15,654.00</u>
<u>5</u>	<u>\$ 262,187.00</u>		TOTAL SALARIES	<u>7</u>	<u>\$ 470,311.00</u>
	(2,615.00)		VACANCY FACTOR		(4,570.00)
<u>5</u>	<u>\$ 259,572.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>7</u>	<u>\$ 465,741.00</u>
	\$ 150,000.00		REGULAR OVERTIME		\$ 168,631.00
	<u>\$ 150,000.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 168,631.00</u>
	\$ 1,800.00		LEASES & RENTALS		\$ 750.00
	49,000.00		MAINTENANCE & REPAIR		-
	15,000.00		OTHER PERSONAL SERVICES		-
	-		RUBBISH REMOVAL		1,500.00
	-		MAINTENANCE SYSTEM SOFTWARE		3,500.00
	-		MAINTENANCE/REPAIR EQUIPMENT		1,000.00
	-		MAINTENANCE/REPAIR VEHICLE		55,000.00
	160,000.00		AUTOMOTIVE SUPPLIES		160,000.00
	9,000.00		OTHER SUPPLIES		-
	565,000.00		AUTO FUEL NO LEAD GAS		565,000.00
	-		PARTS/EQUIPMENT SUPPLIES		10,000.00
	<u>\$ 799,800.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 796,750.00</u>
	<u>\$ 1,209,372.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,431,122.00</u>



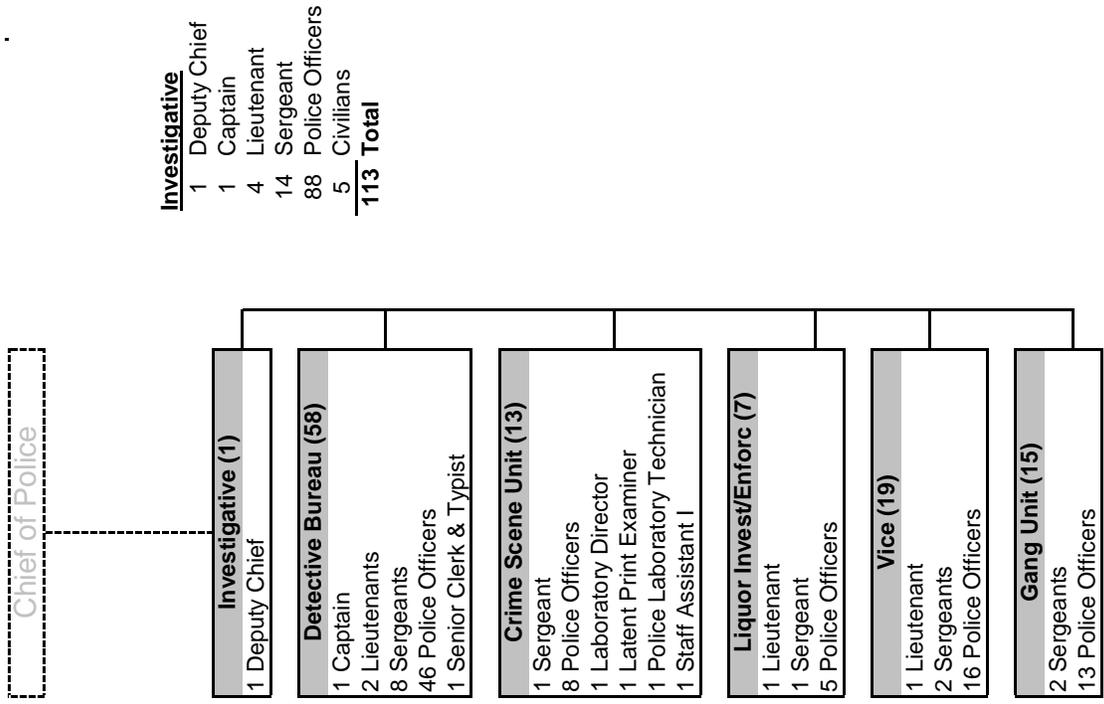
Building
5 Civilians
5 Total

STEVEN M. SARGENT, CHIEF OF POLICE

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

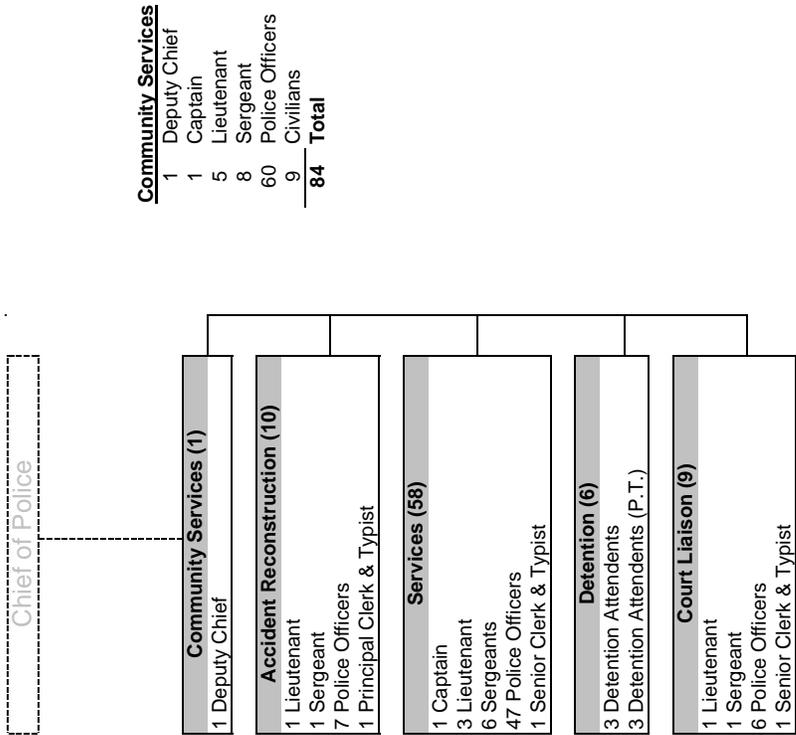
WORCESTER POLICE DEPARTMENT- BUILDING

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 70,943.00	39M	BUILDING MAINTENANCE MANAGER	1	\$ 70,679.00
2	98,430.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	90,335.00
2	82,936.00	25	BUILDING CUSTODIAN	2	82,618.00
5	\$ 252,309.00		TOTAL SALARIES	5	\$ 243,632.00
	(2,560.00)		VACANCY FACTOR		(2,449.00)
5	\$ 249,749.00		TOTAL RECOMMENDED PERSONAL SERVICES	5	\$ 241,183.00
	\$ 100,000.00		REGULAR OVERTIME		\$ 112,422.00
	\$ 100,000.00		TOTAL RECOMMENDED OVERTIME		\$ 112,422.00
	\$ 292,250.00		ELECTRICITY		\$ 292,250.00
	52,525.00		LEASES & RENTALS		11,000.00
	77,500.00		MAINTENANCE & REPAIR		-
	-		TELEPHONE		155,000.00
	81,000.00		OTHER PERSONAL SERVICES		-
	-		EXTERMINATOR SERVICES		2,925.00
	-		RUBBISH REMOVAL		12,000.00
	-		MAINTENANCE/REPAIR BUILDING		171,000.00
	-		MAINTENANCE/REPAIR EQUIPMENT		27,250.00
	-		CLEANING SERVICES		10,000.00
	-		BUILDING SUPPLIES		33,000.00
	6,500.00		NATURAL GAS		8,000.00
	30,000.00		OTHER SUPPLIES		-
	-		PARTS/EQUIPMENT SUPPLIES		10,000.00
	-		CUSTODIAL SUPPLIES		25,000.00
	\$ 539,775.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 757,425.00
	\$ 889,524.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,111,030.00



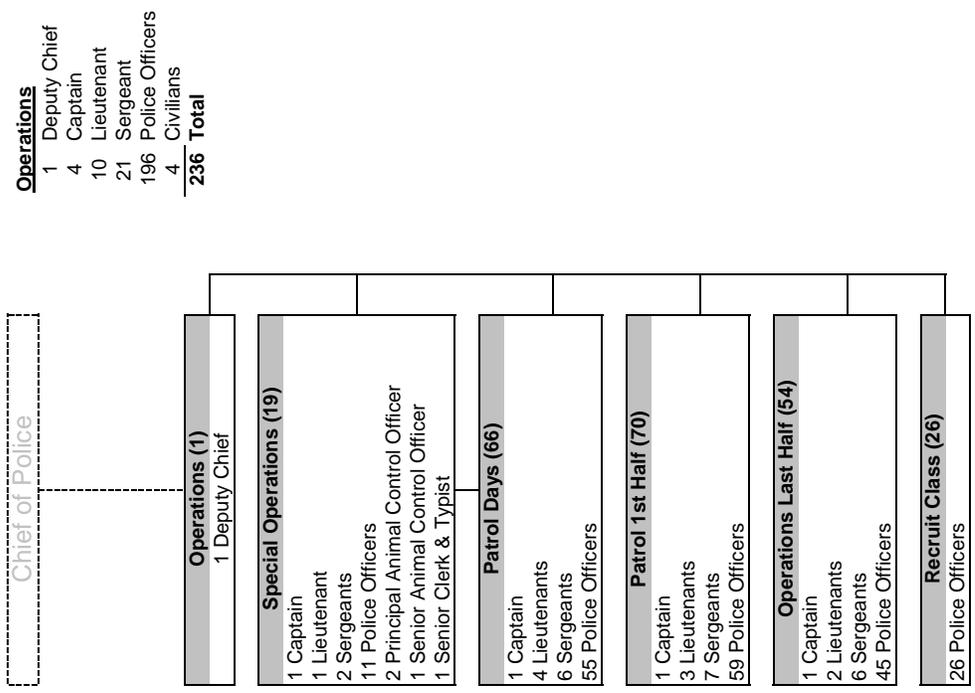
STEVEN M. SARGENT, CHIEF OF POLICE**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****WORCESTER POLICE DEPARTMENT- INVESTIGATIVE**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 157,709.00	50EM	DEPUTY POLICE CHIEF	1	\$ 157,103.00
1	120,144.00	98	POLICE CAPTAIN	1	114,055.00
4	437,624.00	97	POLICE LIEUTENANT	4	434,410.00
13	1,267,912.00	96	POLICE SERGEANT	14	1,330,467.00
76	6,192,871.00	95	POLICE OFFICERS	88	6,968,337.00
0	-	44P	LABORATORY DIRECTOR	1	83,096.00
1	77,382.00	43P	CERTIFIED LATENT PRINT EXAMINER	0	0.00
1	53,221.00	42P	LATENT PRINT EXAMINER	1	62,004.00
1	54,549.00	38P	LABORATORY TECHNICIAN	1	56,255.00
1	52,371.00	32	STAFF ASSISTANT I	1	52,437.00
1	37,647.00	22	SENIOR CLERK & TYPIST	1	37,503.00
<u>100</u>	<u>\$ 8,451,430.00</u>		TOTAL REGULAR SALARIES	<u>113</u>	<u>\$ 9,295,667.00</u>
	430,665.00		HOLIDAY PAY - CONTRACTUAL		476,059.00
	43,409.00		SICK & VACATION BUYBACK		41,880.00
	6,100.00		EM INCENTIVE PAY		6,345.00
	<u>480,174.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>524,284.00</u>
<u>100</u>	<u>\$ 8,931,604.00</u>		TOTAL SALARIES	<u>113</u>	<u>\$ 9,819,951.00</u>
	20,100.00		LONGEVITY		22,200.00
	(85,764.00)		VACANCY FACTOR		(93,443.00)
<u>100</u>	<u>\$ 8,865,940.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>113</u>	<u>\$ 9,748,708.00</u>
	\$ 127,000.00		REGULAR OVERTIME		\$ 142,774.00
	30,906.00		VICE PROSTITUTION OVERTIME		15,874.00
	30,906.00		GANG PATROL OVERTIME		30,906.00
	1,038,685.00		INVESTIGATIVE OVERTIME		1,092,508.00
	148,350.00		SUMMER PATROLS OVERTIME		157,426.00
	308,030.00		COURT OVERTIME		357,610.00
	<u>\$ 1,683,877.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 1,797,098.00</u>
	\$ 11,000.00		LEASES & RENTALS		\$ 800.00
	5,500.00		MAINTENANCE & REPAIR		-
	123,000.00		TELEPHONE		50,000.00
	324,000.00		OTHER PERSONAL SERVICES		10,000.00
	-		SECURITY SERVICES		297,675.00
	-		MAINTENANCE SYSTEM SOFTWARE		28,500.00
	-		MAINTENANCE/REPAIR EQUIPMENT		3,000.00
	11,000.00		OFFICE SUPPLIES		-
	87,500.00		OTHER SUPPLIES		-
	-		LABORATORY SUPPLIES		25,000.00
	-		PARTS/EQUIPMENT SUPPLIES		10,000.00
	-		SAFETY SUPPLIES		50,000.00
	1,000.00		OTHER CHARGES & EXPENDITURES		5,000.00
	<u>\$ 563,000.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 479,975.00</u>
	<u>\$ 11,112,817.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 12,025,781.00</u>



STEVEN M. SARGENT, CHIEF OF POLICE**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****WORCESTER POLICE DEPARTMENT- COMMUNITY SERVICES**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 148,977.00	50EM	DEPUTY POLICE CHIEF	1	\$ 148,408.00
1	75,231.00	98	POLICE CAPTAIN	1	119,684.00
5	506,079.00	97	POLICE LIEUTENANT	5	503,694.00
9	825,872.00	96	POLICE SERGEANT	8	731,313.00
54	4,200,518.00	95	POLICE OFFICERS	60	4,680,807.00
3	114,358.00	23	DETENTION ATTENDANT	3	115,265.00
3	45,135.00	23	DETENTION ATTENDANT (PART-TIME)	3	49,119.00
0	-	27	PRINCIPAL CLERK & TYPIST	1	44,325.00
1	37,647.00	22	SENIOR CLERK & TYPIST	2	75,006.00
<u>77</u>	<u>\$ 5,953,817.00</u>		TOTAL REGULAR SALARIES	<u>84</u>	<u>\$ 6,467,621.00</u>
	304,128.00		HOLIDAY PAY - CONTRACTUAL		321,131.00
	19,026.00		SICK & VACATION BUYBACK		21,163.00
	21,500.00		EDUCATIONAL STIPEND		-
	5,762.00		EM INCENTIVE PAY		5,993.00
	<u>350,416.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>348,287.00</u>
<u>77</u>	<u>\$ 6,304,233.00</u>		TOTAL SALARIES	<u>84</u>	<u>\$ 6,815,908.00</u>
	21,100.00		LONGEVITY		25,300.00
	(60,419.00)		VACANCY FACTOR		(65,014.00)
<u>77</u>	<u>\$ 6,264,914.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>84</u>	<u>\$ 6,776,194.00</u>
	(120,000.00)		FUNDING SOURCES:		
	<u>(120,000.00)</u>		PUBLIC SCHOOL INTERGOVTL CHARGE		<u>(120,000.00)</u>
			TOTAL FUNDING SOURCES		<u>(120,000.00)</u>
<u>77</u>	<u>\$ 6,144,914.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>84</u>	<u>\$ 6,656,194.00</u>
	\$ 110,000.00		REGULAR OVERTIME		\$ 123,663.00
	185,436.00		PROBLEM BARS OVERTIME		227,219.00
	123,624.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		321,311.00
	168,953.00		SUMMER PATROLS OVERTIME		179,290.00
	66,963.00		COURT ATTENDANCE OVERTIME		77,741.00
	<u>\$ 654,976.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 929,224.00</u>
	\$ 2,600.00		LEASES & RENTALS		\$ -
	13,900.00		MAINTENANCE & REPAIR		-
	17,950.00		TELEPHONE		10,000.00
	16,500.00		OTHER PERSONAL SERVICES		-
	-		MAINTENANCE SYSTEM SOFTWARE		7,000.00
	-		MAINTENANCE/REPAIR EQUIPMENT		8,000.00
	-		CLEANING SERVICES		5,000.00
	-		BUILDING SUPPLIES		5,000.00
	60,000.00		FOOD SUPPLIES		50,000.00
	11,000.00		OFFICE SUPPLIES		-
	23,000.00		OTHER SUPPLIES		-
	-		SAFETY SUPPLIES		15,000.00
	<u>\$ 144,950.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 100,000.00</u>
<u>77</u>	<u>\$ 6,944,840.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 7,685,418.00</u>

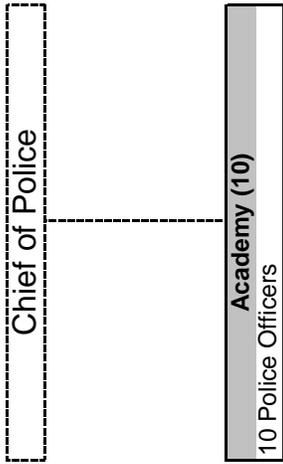


STEVEN M. SARGENT, CHIEF OF POLICE

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

WORCESTER POLICE DEPARTMENT- OPERATIONS

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 154,941.00	50EM	DEPUTY POLICE CHIEF	1	\$ 148,408.00
3	353,867.00	98	POLICE CAPTAIN	4	467,040.00
9	980,433.00	97	POLICE LIEUTENANT	10	1,043,232.00
21	2,018,745.00	96	POLICE SERGEANT	21	1,961,117.00
219	16,142,747.00	95	POLICE OFFICERS	196	13,938,846.00
2	135,094.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	134,576.00
1	50,853.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	52,311.00
1	44,496.00	27	PRINCIPAL CLERK & TYPIST	0	-
1	37,647.00	22	SENIOR CLERK & TYPIST	1	37,503.00
<u>258</u>	<u>\$ 19,918,823.00</u>		TOTAL REGULAR SALARIES	<u>236</u>	<u>\$ 17,783,033.00</u>
	1,039,938.00		HOLIDAY PAY - CONTRACTUAL		929,495.00
	60,410.00		SICK & VACATION BUYBACK		78,470.00
	175,500.00		EDUCATIONAL STIPEND		-
	5,993.00		EM INCENTIVE PAY		5,993.00
	<u>1,281,841.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>1,013,958.00</u>
<u>258</u>	<u>\$ 21,200,664.00</u>		TOTAL SALARIES	<u>236</u>	<u>\$ 18,796,991.00</u>
	56,300.00		LONGEVITY		65,900.00
	(202,134.00)		VACANCY FACTOR		(178,760.00)
<u>258</u>	<u>\$ 21,054,830.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>236</u>	<u>\$ 18,684,131.00</u>
	(145,363.00)		FUNDING SOURCES:		(145,363.00)
	<u>(145,363.00)</u>		GBV TASK FORCE		<u>(145,363.00)</u>
			TOTAL FUNDING SOURCES		<u>(145,363.00)</u>
<u>258</u>	<u>\$ 20,909,467.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>236</u>	<u>\$ 18,538,768.00</u>
	\$ 480,000.00		REGULAR OVERTIME		\$ 202,357.00
	45,963.00		SWAT TRAINING OVERTIME		101,284.00
	24,725.00		SUMMER PATROLS OVERTIME		26,238.00
	294,637.00		COURT ATTENDANCE OVERTIME		342,061.00
	11,023.00		ANIMAL CONTROL OVERTIME		22,521.00
	<u>\$ 856,348.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 694,461.00</u>
	\$ -		HIRED SERVICES		\$ 20,000.00
	10,000.00		MAINTENANCE & REPAIR		-
	53,025.00		TELEPHONE		20,000.00
	-		VETERINARIANS		75,000.00
	91,500.00		OTHER PERSONAL SERVICES		-
	6,500.00		OFFICE SUPPLIES		-
	254,744.00		OTHER SUPPLIES		30,000.00
	-		PARTS/EQUIPMENT SUPPLIES		20,000.00
	-		SAFETY SUPPLIES		95,000.00
	<u>\$ 415,769.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 260,000.00</u>
<u>258</u>	<u>\$ 22,181,584.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 19,493,229.00</u>



Academy
 10 Police Officers
 10 Total

STEVEN M. SARGENT, CHIEF OF POLICE**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****WORCESTER POLICE DEPARTMENT- DIVISION #250V ACADEMY**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
8	\$ 492,180.00	95	POLICE OFFICERS (RECRUITS)	10	\$ 76,320.00
8	\$ 492,180.00		TOTAL REGULAR SALARIES	10	\$ 76,320.00
	25,954.00		HOLIDAY PAY - CONTRACTUAL		2,120.00
	-		EDUCATIONAL STIPEND		-
	25,954.00		CONTRACTUAL STIPENDS AND EXTRAS		2,120.00
8	\$ 518,134.00		TOTAL SALARIES	10	\$ 78,440.00
	(4,995.00)		VACANCY FACTOR		(767.00)
8	\$ 513,139.00		TOTAL RECOMMENDED PERSONAL SERVICES	10	\$ 77,673.00
	\$ -		REGULAR OVERTIME		\$ -
	\$ -		TOTAL RECOMMENDED OVERTIME		\$ -
	\$ -		PHYSICIANS/SURGEONS		\$ 35,000.00
	15,000.00		OTHER PERSONAL SERVICES		9,000.00
	3,000.00		BOOKS		4,000.00
	-		FOOD SUPPLIES		500.00
	30,000.00		OTHER SUPPLIES		-
	-		SAFETY SUPPLIES		25,000.00
	\$ 48,000.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 73,500.00
	\$ -		CAPITAL OUTLAY		\$ -
	\$ 561,139.00		TOTAL RECOMMENDED TAX LEVY		\$ 151,173.00



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Worcester Fire Department FY18 Budget Recommendation

Michael J. Lavoie

Fire Chief

Fire Department Headquarters
141 Grove Street
Worcester, Massachusetts 01605
(508) 799-1822

Departmental Mission Statement:

The mission of the Worcester Fire Department is to improve the quality of life within the City by providing a high quality emergency fire and rescue service, an excellent fire prevention program, including public education and arson investigation, a fire fighting force capable of handling emergencies which may include structural fire fighting, hazardous material emergency response, all types of rescues, and miscellaneous emergencies and catastrophes.

FY18 Budget Overview

	Actual	Approved		Recommended
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Account</u>	<u>Appropriation</u>
			<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 31,396,491.65	\$ 37,192,747.00	91000	\$ 35,827,441.00
Overtime	1,161,264.02	978,889.00	97000	1,135,176.00
Ordinary Maintenance	1,217,279.75	1,257,982.00	92000	1,296,213.00
Capital Outlay	38,414.00	25,000.00	93000	40,000.00
Total	\$ 33,813,449.42	\$ 39,454,618.00		\$ 38,298,830.00
Total Positions	428	427		438

Expenditures:

The tax levy budget for the Fire Department for Fiscal 2018 is recommended to be \$38,298,830 which is a decrease of \$1,155,788 from the Fiscal 2017 tax levy budget of \$39,454,618.

The tax levy Personal Services budget for Fiscal 2018 is recommended to be \$35,827,441 which is a decrease of \$1,365,306 from the Fiscal 2017 tax levy budget of \$37,192,747. This decrease is a net result of:

- Step increases per the salary ordinance, EM Incentive, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$1,876,893
- Reserve for contract settlement for prior years: (\$4,075,000)
- Out of Grade: \$38,214
- Driver Stipend: \$19,968
- Holiday Pay: \$209,789
- Safer Grant: (\$18,103)
- New Fire Protection Engineer position: \$75,000
- New recruit class of 20 starting in January 2018: \$507,933
(these recruits are all budgeted above full complement in anticipation of retirements)

Worcester Fire Department FY18 Budget Recommendation

The tax levy Overtime budget for Fiscal 2018 is recommended to be \$1,135,176 which is an increase of \$156,287 from the Fiscal 2017 amount of \$978,889. This increase is the result of:

- Overtime associated with the recruit class: \$77,976
- Overtime increase due to contract settlement: \$78,311

The tax levy Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$1,296,213 which is an increase of \$38,231 from the Fiscal 2017 amount of \$1,257,982. This increase is the result of:

- Decrease in overall budget based on spending history: (\$3,769)
- Preventive Maintenance Program for Apparatus : \$20,000
- Parts to Repair the Stations Plymovents: \$12,000
- Replace broken & obsolete equipment for training: \$10,000

The Capital Outlay budget for Fiscal 2018 is recommended to be \$40,000 which is an increase of \$15,000 from the Fiscal 2017 budget of \$25,000. This increase is the result of:

- Safety Fund increase due to contract settlements: \$15,000

Operational Overview

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

The Support Services Bureau provides direct oversight of the Administrative Division, Fire Prevention Division, Facilities/Maintenance Division, and Training Division. This division manages the internal and public information systems of the Department.

The Administrative Division provides personnel, payroll, and budgetary support to the Department as well as processes grant applications, provides technical support for the department, and oversees data collection and analysis for operational review.

The Fire Prevention Division works to prevent the occurrence of fire, in order to protect lives and to preserve property through education, enforcement, and engineering. The Division provides education, creates safety awareness, promotes fire and life safety skills, and provides fire and injury prevention education and training throughout the community. The Division enforces City fire codes and ordinances, administers permits and licenses, and performs mandatory inspections.

The Facilities/Maintenance Division is responsible for WFD apparatus and equipment acquisition, maintenance, and repair. The Division also maintains all WFD buildings, providing regular maintenance and monitoring of all stations.

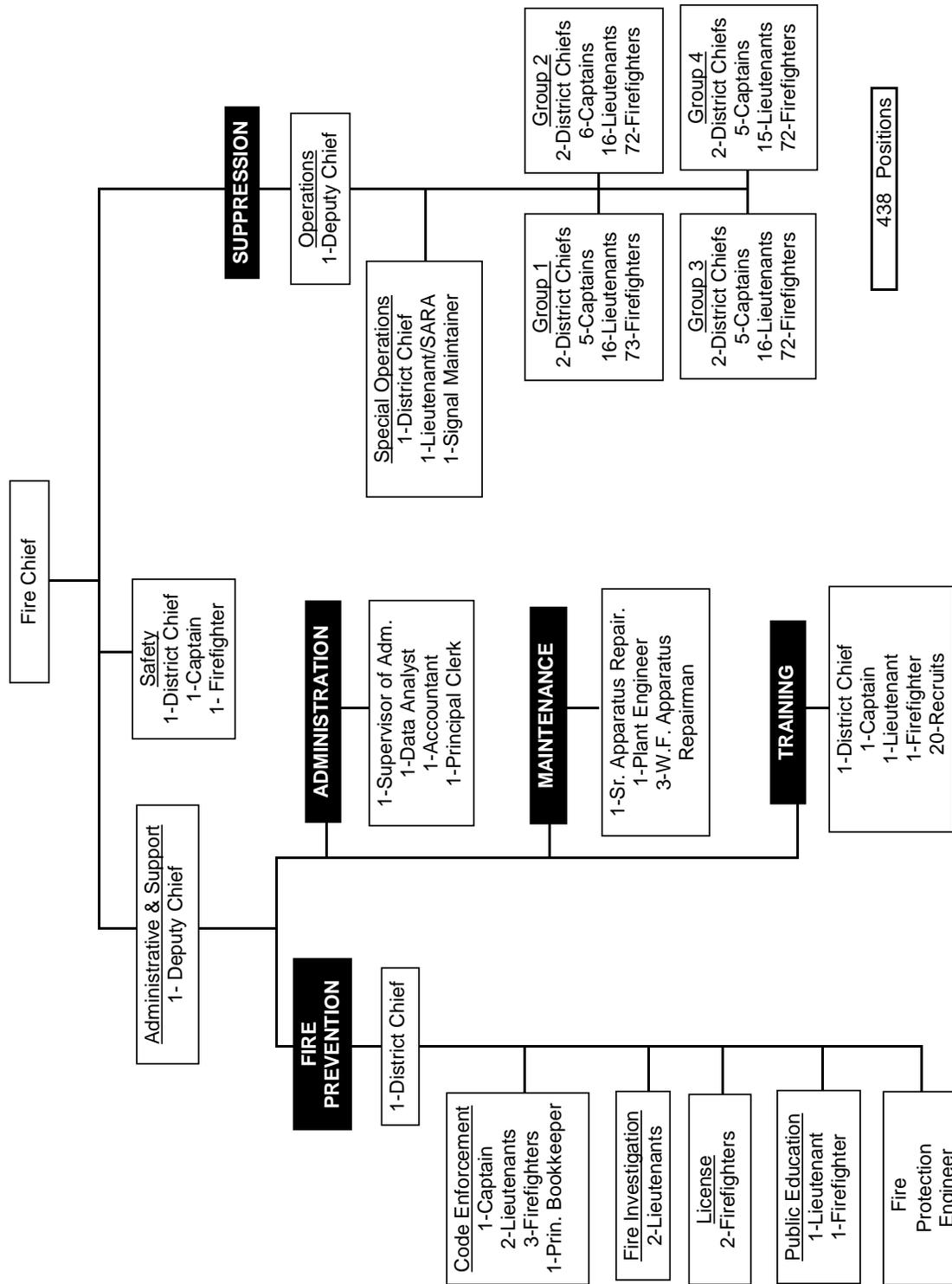
Worcester Fire Department FY18 Budget Recommendation

The Training Division provides quality professional development training to all personnel allowing for the safe and efficient discharge of duties by members of the Worcester Fire Department. The Division also provides oversight and support to numerous public safety departments at the WFD training facility and burn building.

The Operations Division provides direct oversight of all suppression services and technical rescue operations. The Division is the first responder to all City emergencies, working to protect City residents, visitors and their property. The Division works to extinguish all fires, respond to emergency medical calls, and mitigate other hazardous conditions.

The Special Operations Division stabilizes and mitigates critical incidents outside of ordinary emergencies such as ice and water rescue, technical rescue, including confined space, collapse, high-angles and trenches. The Division also coordinates and provides operational response to incidents involving hazardous materials, communications support for the Department, and maintains the City's masterbox alarm system.

The Health & Safety Division monitors all aspects of the operation of the Fire Department that impact the health and safety of its members. The Division identifies the predictable risks encountered by the Department and then develops and implements plans to mitigate those risks. The Division also provides education to firefighters in the areas of fitness and wellness to increase the effectiveness of the force.



MICHAEL J. LAVOIE, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 158,156.00	58CM	FIRE CHIEF	1	\$ 150,010.00
2	269,714.00	50EM	DEPUTY FIRE CHIEF	2	267,405.00
12	1,225,008.00	93	DISTRICT FIRE CHIEF	12	1,329,473.00
24	2,207,089.00	92	CAPTAIN	24	2,381,937.00
70	5,823,504.00	91	LIEUTENANT	70	6,254,329.00
283	20,021,996.00	90	FIREFIGHTER	297	23,336,267.00
1	81,954.00	43M	SUPERVISOR OF ADMINISTRATION	1	81,640.00
1	77,630.00	46	SENIOR FIRE APPARATUS REPAIRMAN	1	86,695.00
0	-		FIRE PROTECTION ENGINEER	1	75,000.00
1	62,156.00	40P	DATA ANALYST	1	64,067.00
1	58,249.00	35	PLANT ENGINEER	1	58,282.00
1	56,290.00	34	SIGNAL MAINTAINER FIRE	1	56,348.00
3	152,946.00	34	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	154,546.00
1	52,639.00	32	ACCOUNTANT	1	47,882.00
1	46,166.00	28	PRINCIPAL BOOKKEEPER	1	45,989.00
1	41,180.00	27	PRINCIPAL CLERK	1	42,468.00
403	\$ 30,334,677.00		REGULAR SALARIES	418	\$ 34,432,338.00
AUTHORIZED VACANT POSITIONS WITH FUNDING					
24	921,320.00	90	FIREFIGHTER CLASS	20	507,933.00
24	\$ 921,320.00		REGULAR SALARIES	20	\$ 507,933.00
427	\$ 31,255,997.00		REGULAR SALARIES	438	\$ 34,940,271.00
	16,305.00		EM INCENTIVE PAY		16,857.00
	146,957.00		OUT OF GRADE PAY		185,171.00
	-		DRIVER STIPEND		19,968.00
	1,660,120.00		HOLIDAY PAY		1,869,909.00
	1,823,382.00		CONTRACTUAL OBLIGATIONS		2,091,905.00
427	\$ 33,079,379.00		TOTAL	438	\$ 37,032,176.00
	5,300,000.00		RESERVE FOR CONTRACTS		-
	(250,000.00)		VACANCY FACTOR		(250,000.00)
427	\$ 38,129,379.00		TOTAL SALARIES	438	\$ 36,782,176.00
			FUNDING SOURCES:		
	(936,632.00)		SAFER GRANT (17 RECRUITS)		(954,735.00)
	(936,632.00)		TOTAL FUNDING SOURCES		(954,735.00)
427	\$ 37,192,747.00	260-91000	TOTAL RECOMMENDED PERSONAL SERVICES	438	\$ 35,827,441.00
	\$ 978,889.00		OVERTIME		\$ 1,135,176.00
	\$ 978,889.00	260-97000	TOTAL RECOMMENDED OVERTIME		\$ 1,135,176.00

GEOFFREY GARDELL, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
	\$ 131,850.00		ELECTRICITY		\$ 128,763.00
	2,385.00		LEASES & RENTALS		5,905.00
	-		HIRED SERVICES		33,394.00
	121,676.00		MAINTENANCE & REPAIR		-
	35,925.00		TELEPHONE		37,020.00
	-		PHYSICIAN/SURGEON		19,505.00
	138,835.00		OTHER PERSONAL SERVICES		4,000.00
	-		AUTO INSPECTION FEES		5,700.00
	-		REGISTRATION FEES		7,193.00
	-		EXTERMINATOR SERVICES		1,150.00
	-		PRINTING		1,200.00
	-		RUBBISH REMOVAL		2,200.00
	-		MAINTENANCE SYSTEM SOFTWARE		15,101.00
	-		MAINTENANCE/REPAIR BUILDING		15,387.00
	-		MAINTENANCE/REPAIR EQUIPMENT		55,500.00
	-		MAINTENANCE/REPAIR VEHICLE		7,395.00
	-		ENVIRONMENTAL SERVICES		7,757.00
	-		MEMBERSHIP DUES		4,123.00
	140,690.00		AUTOMOTIVE SUPPLIES		157,690.00
	8,201.00		BOOKS		6,152.00
	10,000.00		BUILDING SUPPLIES		24,474.00
	11,100.00		OFFICE SUPPLIES		15,000.00
	117,300.00		NATURAL GAS		130,800.00
	314,383.00		OTHER SUPPLIES		-
	-		HARDWARE SUPPLIES		2,100.00
	51,000.00		AUTO FUEL NO LEAD GAS		51,000.00
	148,962.00		DIESEL FUEL		144,731.00
	-		MEDICAL SUPPLIES		8,562.00
	-		PARTS/EQUIPMENT SUPPLIES		132,080.00
	-		SAFETY SUPPLIES		11,640.00
	-		BADGES & PLATES		3,000.00
	-		BATTERIES		20,000.00
	-		CHEMICAL SUPPLIES		3,960.00
	-		CUSTODIAL SUPPLIES		9,938.00
	-		COPY PAPER		3,000.00
	-		UNIFORMS		197,920.00
	3,000.00		OTHER CHARGES & EXPENDITURES		2,298.00
	26,675.00		TRAVELING		24,575.00
	<u>\$ 1,261,982.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 1,300,213.00</u>
			FUNDING SOURCES:		
	\$ (4,000.00)		FROM RESERVE FUNDS		\$ (4,000.00)
	<u>\$ (4,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (4,000.00)</u>
	<u>\$ 1,257,982.00</u>	260-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,296,213.00</u>
	<u>\$ 25,000.00</u>	260-93000	SAFETY EQUIPMENT (CONTRACTUAL)		<u>\$ 40,000.00</u>
	<u>\$ 39,454,618.00</u>	260	TOTAL RECOMMENDED TAX LEVY		<u>\$ 38,298,830.00</u>

MICHAEL J. LAVOIE, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****WORCESTER FIRE DEPARTMENT - DIVISION #2601 ADMINISTRATION**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 158,156.00	58CM	FIRE CHIEF	1	\$ 150,010.00
1	130,342.00	50EM	DEPUTY FIRE CHIEF	1	120,952.00
1	103,219.00	93	DISTRICT FIRE CHIEF	1	112,542.00
1	91,533.00	92	CAPTAIN	1	98,695.00
1	73,950.00	90	FIREFIGHTER	1	79,760.00
1	81,954.00	43M	SUPERVISOR OF ADMINISTRATION	1	81,640.00
1	62,156.00	40P	DATA ANALYST	1	64,067.00
1	52,639.00	32	ACCOUNTANT	1	47,882.00
1	41,180.00	27	PRINCIPAL CLERK	1	42,468.00
9	\$ 795,129.00		REGULAR SALARIES	9	\$ 798,016.00
	10,698.00		EM INCENTIVE PAY		10,943.00
	21,175.00		HOLIDAY PAY		30,701.00
	31,873.00		CONTRACTUAL OBLIGATIONS		41,644.00
9	\$ 827,002.00	2601-91000	TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 839,660.00
	\$ 51,327.00		OVERTIME		\$ 51,327.00
	\$ 51,327.00	2601-97000	TOTAL RECOMMENDED OVERTIME		\$ 51,327.00
\$ 131,850.00			ELECTRICITY	\$ 128,763.00	
2,385.00			LEASES & RENTALS	2,385.00	
-			HIRED SERVICES	19,205.00	
21,990.00			MAINTENANCE & REPAIR	-	
35,925.00			TELEPHONE	37,020.00	
-			PHYSICIAN/SURGEON	300.00	
106,580.00			OTHER PERSONAL SERVICES	-	
-			PRINTING	1,000.00	
-			MAINTENANCE SYSTEM SOFTWARE	15,101.00	
-			MAINTENANCE/REPAIR EQUIPMENT	26,500.00	
-			MEMBERSHIP DUES	2,423.00	
130.00			BOOKS	-	
11,100.00			OFFICE SUPPLIES	15,000.00	
117,300.00			NATURAL GAS	130,800.00	
150,663.00			OTHER SUPPLIES	-	
-			HARDWARE SUPPLIES	600.00	
-			PARTS/EQUIPMENT SUPPLIES	43,838.00	
-			SAFETY SUPPLIES	1,200.00	
-			BADGES & PLATES	3,000.00	
-			CUSTODIAL SUPPLIES	2,688.00	
-			COPY PAPER	3,000.00	
-			UNIFORMS	148,000.00	
-			OTHER CHARGES & EXPENDITURES	100.00	
24,575.00			TRAVELING	24,575.00	
\$ 602,498.00			TOTAL ORDINARY MAINTENANCE	\$ 605,498.00	
\$ (4,000.00)			FUNDING SOURCES:		
\$ (4,000.00)			FROM RESERVE FUNDS	\$ (4,000.00)	
			TOTAL FUNDING SOURCES	\$ (4,000.00)	
\$ 598,498.00		2601-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$ 601,498.00	
\$ 25,000.00		2601-93000	SAFETY EQUIPMENT (CONTRACTUAL)	\$ 40,000.00	
\$ 1,501,827.00		2601	TOTAL RECOMMENDED TAX LEVY	\$ 1,532,485.00	

MICHAEL J. LAVOIE, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****WORCESTER FIRE DEPARTMENT - DIVISION #2602 MAINTENANCE**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 77,630.00	46	SENIOR FIRE APPARATUS REPAIRMAN	1	\$ 86,695.00
1	58,249.00	35	PLANT ENGINEER	1	58,282.00
3	152,946.00	34	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	154,546.00
<u>5</u>	<u>\$ 288,825.00</u>	2602-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>5</u>	<u>\$ 299,523.00</u>
	\$ 16,316.00		OVERTIME		\$ 16,316.00
	<u>\$ 16,316.00</u>	2602-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 16,316.00</u>
	\$ -		LEASES & RENTALS		\$ 1,300.00
	-		HIRED SERVICES		14,189.00
	68,330.00		MAINTENANCE & REPAIR		-
	997.00		OTHER PERSONAL SERVICES		-
	-		AUTO INSPECTION FEES		5,700.00
	-		REGISTRATION FEES		500.00
	-		EXTERMINATOR SERVICES		1,150.00
	-		PRINTING		200.00
	-		RUBBISH REMOVAL		2,200.00
	-		MAINTENANCE/REPAIR BUILDING		15,387.00
	-		MAINTENANCE/REPAIR EQUIPMENT		4,000.00
	-		MAINTENANCE/REPAIR VEHICLE		7,395.00
	-		ENVIRONMENTAL SERVICES		7,757.00
	140,690.00		AUTOMOTIVE SUPPLIES		157,690.00
	-		HARDWARE SUPPLIES		1,500.00
	10,000.00		BUILDING SUPPLIES		10,000.00
	28,552.00		OTHER SUPPLIES		-
	51,000.00		AUTO FUEL NO LEAD GAS		51,000.00
	148,962.00		DIESEL FUEL		144,731.00
	-		MEDICAL SUPPLIES		8,562.00
	-		PARTS/EQUIPMENT SUPPLIES		20,289.00
	-		SAFETY SUPPLIES		4,000.00
	-		BATTERIES		5,000.00
	-		CUSTODIAL SUPPLIES		7,250.00
	-		UNIFORMS		2,500.00
	-		OTHER CHARGES & EXPENDITURES		1,000.00
	<u>\$ 448,531.00</u>	2602-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 473,300.00</u>
	<u>\$ 753,672.00</u>	2602	TOTAL RECOMMENDED TAX LEVY		<u>\$ 789,139.00</u>

MICHAEL J. LAVOIE, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****WORCESTER FIRE DEPARTMENT - DIVISION #2603 FIRE PREVENTION**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 102,298.00	93	DISTRICT FIRE CHIEF	1	\$ 111,453.00
1	93,704.00	92	CAPTAIN	1	102,780.00
5	412,253.00	91	LIEUTENANT	5	437,718.00
7	521,970.00	90	FIREFIGHTER	6	487,472.00
0	-		FIRE PROTECTION ENGINEER	1	75,000.00
1	46,166.00	28	PRINCIPAL BOOKKEEPER	1	45,989.00
15	\$ 1,176,391.00		REGULAR SALARIES	15	\$ 1,260,412.00
	59,290.00		HOLIDAY PAY		62,249.00
	59,290.00		CONTRACTUAL OBLIGATIONS		62,249.00
15	\$ 1,235,681.00	2603-91000	TOTAL RECOMMENDED PERSONAL SERVICES	15	\$ 1,322,661.00
	\$ 38,071.00		OVERTIME		\$ 38,071.00
	\$ 38,071.00	2603-97000	TOTAL RECOMMENDED OVERTIME		\$ 38,071.00
\$ -			LEASES & RENTALS	\$ 2,220.00	
916.00			MAINTENANCE & REPAIR	-	
-			REGISTRATION FEES	2,500.00	
-			MEMBERSHIP DUES	1,700.00	
1,000.00			BOOKS	1,000.00	
9,813.00			OTHER SUPPLIES	-	
-			PARTS/EQUIPMENT SUPPLIES	8,309.00	
2,500.00			OTHER CHARGES & EXPENDITURES	600.00	
2,100.00			TRAVELING	-	
\$ 16,329.00		2603-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$ 16,329.00	
\$ 1,290,081.00		2603	TOTAL RECOMMENDED TAX LEVY	\$ 1,377,061.00	

MICHAEL J. LAVOIE, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****WORCESTER FIRE DIVISION - DIVISION #2604 TRAINING**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 100,697.00	93	DISTRICT FIRE CHIEF	1	\$ 108,567.00
1	93,177.00	92	CAPTAIN	1	100,464.00
1	83,229.00	91	LIEUTENANT	1	90,186.00
1	75,748.00	90	FIREFIGHTER	1	82,927.00
24	921,320.00	90	FIREFIGHTER- RECRUITS	20	507,933.00
<u>28</u>	<u>\$ 1,274,171.00</u>		REGULAR SALARIES	<u>24</u>	<u>\$ 890,077.00</u>
	16,940.00		HOLIDAY PAY		48,627.00
	<u>16,940.00</u>		CONTRACTUAL OBLIGATIONS		<u>48,627.00</u>
	(936,632.00)		FUNDING SOURCES:		
	<u>(936,632.00)</u>		SAFER GRANT (17 RECRUITS)		<u>(1,550,794.00)</u>
			TOTAL FUNDING SOURCES		<u>(1,550,794.00)</u>
<u>28</u>	<u>\$ 354,479.00</u>	2604-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>24</u>	<u>\$ (612,090.00)</u>
	\$ 82,200.00		OVERTIME		\$ 160,176.00
	<u>\$ 82,200.00</u>	2604-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 160,176.00</u>
	\$ 4,000.00		MAINTENANCE & REPAIR		\$ -
	-		PHYSICIAN/SURGEON		19,205.00
	30,858.00		OTHER PERSONAL SERVICES		4,000.00
	6,971.00		BOOKS		5,152.00
	-		BUILDING SUPPLIES		14,474.00
	72,526.00		OTHER SUPPLIES		-
	-		PARTS/EQUIPMENT SUPPLIES		28,028.00
	-		SAFETY SUPPLIES		6,440.00
	-		UNIFORMS		46,920.00
	-		OTHER CHARGES & EXPENDITURES		598.00
	<u>\$ 114,355.00</u>	2604-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 124,817.00</u>
	\$ -	2601-93000	SAFETY EQUIPMENT (CONTRACTUAL)		\$ -
	<u>\$ 551,034.00</u>	2604	TOTAL RECOMMENDED TAX LEVY		<u>\$ (327,097.00)</u>

MICHAEL J. LAVOIE, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****WORCESTER FIRE DEPARTMENT - DIVISION #2605 FIRE SUPPRESSION**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 139,372.00	50EM	DEPUTY FIRE CHIEF	1	\$ 146,453.00
9	918,794.00	93	DISTRICT FIRE CHIEF	9	996,911.00
21	1,928,675.00	92	CAPTAIN	21	2,079,998.00
64	5,328,022.00	91	LIEUTENANT	64	5,726,425.00
274	19,350,328.00	90	FIREFIGHTER	289	22,686,108.00
1	56,290.00	34	SIGNAL MAINTAINER FIRE	1	56,348.00
<u>370</u>	<u>\$ 27,721,481.00</u>		REGULAR SALARIES	<u>385</u>	<u>\$ 31,692,243.00</u>
	5,607.00		EM INCENTIVE PAY		5,914.00
	146,957.00		OUT OF GRADE PAY		185,171.00
	-		DRIVER STIPEND		19,968.00
	1,562,715.00		HOLIDAY PAY		1,728,332.00
	<u>1,715,279.00</u>		CONTRACTUAL OBLIGATIONS		<u>1,939,385.00</u>
<u>370</u>	<u>\$ 29,436,760.00</u>		TOTAL	<u>385</u>	<u>\$ 33,631,628.00</u>
	(250,000.00)		VACANCY FACTOR		(250,000.00)
<u>370</u>	<u>\$ 29,186,760.00</u>	2605-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>385</u>	<u>\$ 33,381,628.00</u>
	\$ 790,975.00		OVERTIME		\$ 869,286.00
	<u>\$ 790,975.00</u>	2605-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 869,286.00</u>
	\$ 26,440.00		MAINTENANCE & REPAIR		\$ -
	400.00		OTHER PERSONAL SERVICES		-
	-		REGISTRATION FEES		4,193.00
	-		MAINTENANCE/REPAIR EQUIPMENT		25,000.00
	100.00		BOOKS		-
	52,829.00		OTHER SUPPLIES		-
	-		PARTS/EQUIPMENT SUPPLIES		31,616.00
	-		BATTERIES		15,000.00
	-		CHEMICAL SUPPLIES		3,960.00
	-		UNIFORMS		500.00
	500.00		OTHER CHARGES & EXPENDITURES		-
	<u>\$ 80,269.00</u>	2605-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 80,269.00</u>
	<u>\$ 30,058,004.00</u>	2605	TOTAL RECOMMENDED TAX LEVY		<u>\$ 34,331,183.00</u>



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Emergency Communications FY18 Budget Recommendation

Richard Fiske III, Director

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

Emergency Management
50 Skyline Drive
Worcester, MA 01605
(508) 799-1840

Emergency Communications Mission Statement:

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

Emergency Management Division Mission Statement:

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 Division:

- 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.

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	1,648,311.13	1,954,556.00	91000	1,891,530.00
Overtime	220,946.93	158,485.00	97000	161,956.00
Ordinary Maintenance	423,054.43	1,075,394.00	92000	1,117,768.00
Total	2,292,312.49	3,188,435.00		3,171,254.00
Total Positions	78	67		67

Expenditures:

The total recommended tax levy budget for Fiscal 2018 is \$3,171,254 which is a decrease of \$17,181 from the Fiscal 2017 budget amount of \$3,188,435.

The tax levy budget for Personal Services for Fiscal 2018 is recommended to be \$1,891,530 which is a decrease of \$63,026 from the Fiscal 2017 budget amount of \$1,954,556. This

Emergency Communications FY18 Budget Recommendation

decrease is a net result of:

- Contractual wage increases, step increases per the salary ordinance, EM incentive pay, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$78,553
- Holiday pay: \$2,003
- Vacancy Factor: (\$8,000)
- Decrease in Emergency management funding: \$8,342
- Increase in 9-1-1 Support grant funding: (\$205,033)
- Increase in WRTA funding: (\$1,614)
- Decrease in MMRS grant funding: \$58,330
- Special Project Coordinator to Deputy Director, Emergency Communications: \$776
- Special Project Coordinator to Emergency Preparedness Coordinator: \$1,953
- Upgrade Principal Clerk to Administrative Assistant 6: \$1,664

The tax levy Overtime budget for Fiscal 2018 is recommended to be \$161,956 which is an increase of \$3,471 from the Fiscal 2017 budget of \$158,485. This increase is a result of:

- Increase in Summer Impact Overtime: \$8,000
- Increase in EMS grant funding: (\$3,786)
- Increase in 9-1-1 Support grant funding: (\$743)

The tax levy Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$1,117,768 which is an increase of \$42,374 from the Fiscal 2017 amount of \$1,075,394. This increase is a result of:

- Increase in overall budget based on spending history: \$42,374

Operational Overview:

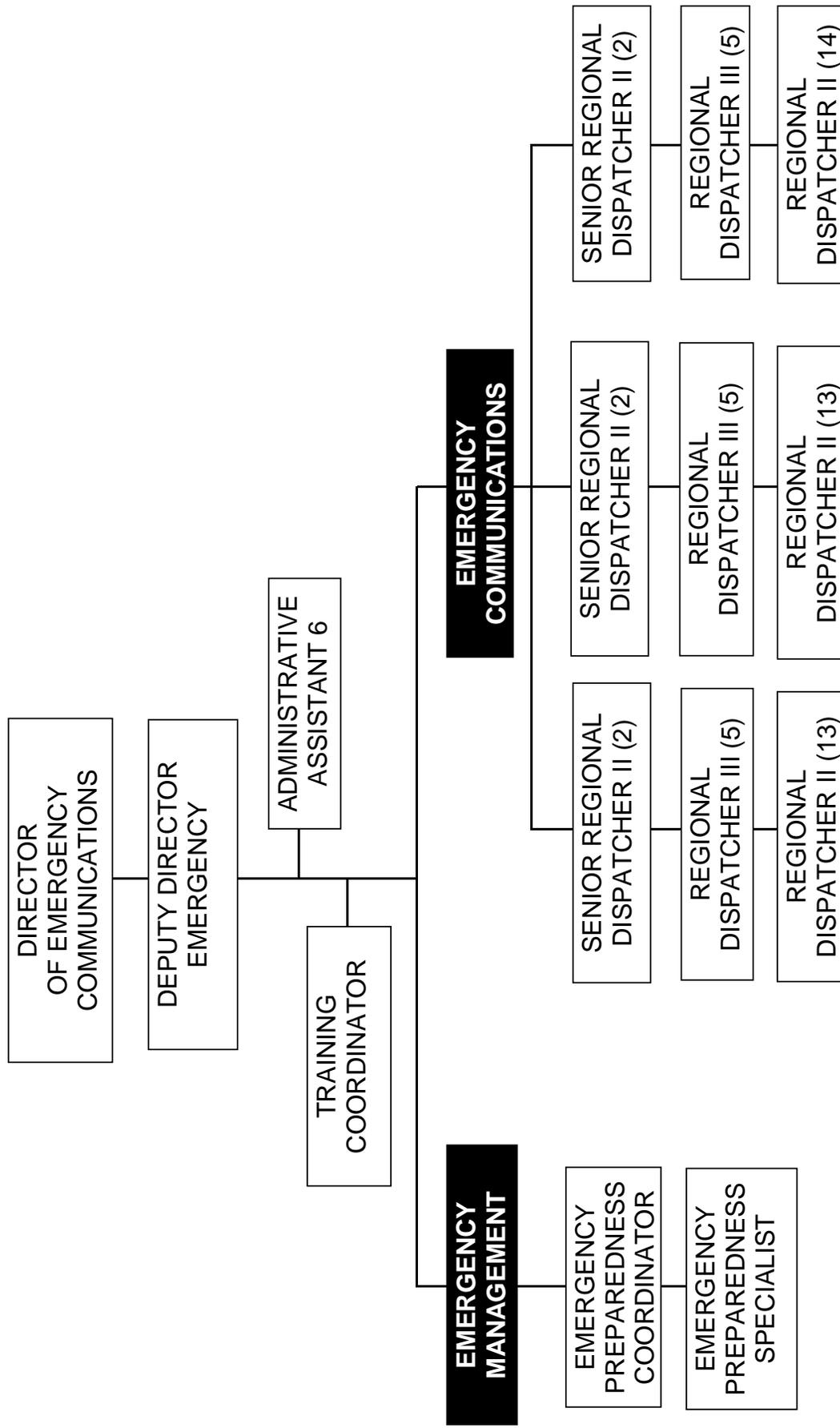
The Department of Emergency Communications is responsible for operating the Emergency Communications Center (ECC) which responds to all 911 calls, non-emergency calls, while prioritizing and dispatching fire and police and all other related public safety emergency responses. All requests for emergency assistance pass through the ECC, resulting in more than one hundred and twenty thousand emergency call responses per year. An estimated five hundred thousand emergency and non-emergency telephone calls are answered each year in the ECC. The Department monitors the City's Digital Fire Alarm reporting system, and ShotSpotter alert system and administers the City's "reverse 911" system infrastructure, also known as "AlertWorcester." In addition to receiving critical warnings in an emergency, citizens and businesses can opt-in to receive public safety alerts, severe weather alerts, and information from public works departments, which may affect the City's population. The Department maintains the city-wide radio network backbone, used by all City departments for radio communication functions, via a state-of-the-art, public safety grade APCO P25 compliant, Motorola Astro 800 MHZ trunked system with over 2,300 radio units. The system is capable of sending and receiving in excess of 30,000 radio transmissions per day. The Department also houses and maintains the Central Regional Homeland Security Council Communications Tower / Repeater trailer. This Homeland Security asset can be deployed to any jurisdiction in the region for supporting public safety communications during emergencies, large scale incidents or events.

Emergency Communications FY18 Budget Recommendation

The Division of Emergency Management works closely with all City departments and is responsible for coordinating the city's preparation and emergency response to many major incidents or events. It is responsible for operating and maintaining the City's Emergency Operations Center (EOC), which is the base of operations in the event of a significant emergency situation. From this central command location all critical City emergency response operations can be managed during a crisis.

The Division is responsible for coordinating the City's certified Local Emergency Planning Committee & Comprehensive Emergency Operations Plan, Emergency Shelter Operations, Mass Care Homeland Security Response equipment and Incident Response Command support equipment for long-term or large-scale public safety responses. The Division maintains the necessary training of personnel and equipment for the City's National Weather Service "Storm Ready" certification and responds with staff and equipment to incidents which adversely affect the population and require evacuation, such as structure fires, hazardous materials, or any other situation which would displace or adversely affect the population. Additionally, the Division oversees the City's Metropolitan Medical Response System (MMRS) program. This Federally funded program provides key regional planning and preparation services to align the resources of the City's Department of Public Health, regional boards of public health, City officials, regional hospitals and other health care providers in the event of a major medical emergency in the region.

EMERGENCY COMMUNICATIONS DEPARTMENT ORGANIZATION CHART



67 POSITIONS

RICHARD FISKE III, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
COMMUNICATIONS:					
1	\$ 105,313.00	48EM	DIRECTOR OF COMMUNICATIONS	1	\$ 104,916.00
0	-	45M	DEPUTY DIRECTOR, EMERG. COMMUNICATIONS	1	83,096.00
1	68,494.00	38M	ASSISTANT DIRECTOR	0	-
1	55,996.00	38M	TRAINING COORDINATOR	1	66,307.00
0	-	33	ADMINISTRATIVE ASSISTANT 6	1	45,989.00
6	311,177.00	33	SENIOR REGIONAL DISPATCHER II	6	307,263.00
15	645,827.00	31	REGIONAL DISPATCHER III	15	686,118.00
40	1,675,665.00	29	REGIONAL DISPATCHER II	40	1,694,673.00
1	43,974.00	27	PRINCIPAL CLERK	0	-
<u>65</u>	<u>\$ 2,906,446.00</u>		SALARIES	<u>65</u>	<u>\$ 2,988,362.00</u>
EMERGENCY MANAGEMENT:					
2	\$ 134,333.00	45M	SPECIAL PROJECT COORDINATOR	0	\$ -
0	-	40M	EMERGENCY PREPAREDNESS COORDINATOR	1	66,893.00
0	-	38M	EMERGENCY PREPAREDNESS SPECIALIST	1	68,224.00
<u>2</u>	<u>\$ 134,333.00</u>			<u>2</u>	<u>\$ 135,117.00</u>
<u>67</u>	<u>\$ 3,040,779.00</u>		TOTAL REGULAR SALARIES	<u>67</u>	<u>\$ 3,123,479.00</u>
	110,235.00		HOLIDAY PAY		112,238.00
	2,478.00		EM INCENTIVE PAY		2,724.00
	10,000.00		EMERGENCY MANAGEMENT STIPEND		10,000.00
	(75,000.00)		VACANCY FACTOR		(83,000.00)
<u>67</u>	<u>\$ 3,088,492.00</u>		TOTAL SALARIES	<u>67</u>	<u>\$ 3,165,441.00</u>
	(248,845.00)		FUNDING SOURCES:		(240,503.00)
	(798,010.00)		EMERGENCY MANAGEMENT GRANT		(1,003,043.00)
	(63,298.00)		9-1-1 SUPPORT GRANT FUNDING		(4,968.00)
	(23,783.00)		METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT		(25,397.00)
	<u>(1,133,936.00)</u>		WRTA FUNDING		<u>(1,273,911.00)</u>
			TOTAL FUNDING SOURCES		
<u>67</u>	<u>\$ 1,954,556.00</u>	270-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>67</u>	<u>\$ 1,891,530.00</u>
	170,676.00		REGULAR OVERTIME		170,676.00
	11,000.00		SUMMER IMPACT OVERTIME		19,000.00
	3,000.00		SNOW TOWING OVERTIME		3,000.00
	<u>184,676.00</u>		TOTAL OVERTIME		<u>192,676.00</u>
	(16,934.00)		FUNDING SOURCES:		(20,720.00)
	(9,257.00)		EMERGENCY MANAGEMENT GRANT		(10,000.00)
	<u>(26,191.00)</u>		9-1-1 SUPPORT GRANT FUNDING		<u>(30,720.00)</u>
			TOTAL FUNDING SOURCES		
<u>\$ 158,485.00</u>	270-97000		TOTAL RECOMMENDED OVERTIME		<u>\$ 161,956.00</u>

RICHARD FISKE III, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
<u>GENERAL ORDINARY MAINTENANCE</u>					
	\$ 695,280.00		RADIO SYSTEM LEASE		\$ -
	72,000.00		SYSTEM MAINTENANCE-BACKBONE		-
	60,000.00		SYSTEM MAINTENANCE		-
	60,000.00		SYSTEM MAINTENANCE-SOFTWARE		-
	49,638.00		TOWER SITE LEASE		-
	37,000.00		REVERSE 9-1-1 SYSTEM		-
	30,000.00		SMART911		-
	20,860.00		ELECTRICITY		45,000.00
	-		LEASES & RENTALS		705,500.00
	21,116.00		MAINTENANCE & REPAIR		-
	-		TELEPHONE		10,304.00
	13,000.00		OTHER PERSONAL SERVICES		18,706.00
	-		MAINTENANCE SYSTEM SOFTWARE		250,000.00
	-		MAINTENANCE/REPAIR EQUIPMENT		20,000.00
	-		MAINTENANCE/REPAIR VEHICLE		10,000.00
	-		CLEANING SUPPLIES		7,000.00
	5,000.00		OFFICE SUPPLIES		10,000.00
	6,500.00		OTHER SUPPLIES		10,000.00
	4,000.00		AUTO FUEL NO LEAD GAS		5,000.00
	-		COPY PAPER		5,000.00
	1,000.00		OTHER CHARGES & EXPENDITURES		15,258.00
	-		TRAVELING		6,000.00
	<u>\$ 1,075,394.00</u>		TOTAL GENERAL ORDINARY MAINTENANCE		<u>\$ 1,117,768.00</u>
<u>RECC CENTER ORDINARY MAINTENANCE</u>					
	\$ 36,400.00		ELECTRICITY		\$ 45,000.00
	-		HIRED SERVICES		20,000.00
	8,950.00		TELEPHONE		-
	50,710.00		OTHER PERSONAL SERVICES		25,000.00
	-		SNOW REMOVAL		17,000.00
	-		RUBBISH REMOVAL		3,000.00
	-		MAINTENANCE/REPAIR BUILDING		10,000.00
	-		MAINTENANCE/REPAIR EQUIPMENT		10,000.00
	-		CLEANING SERVICES		39,000.00
	-		HARDWARE NETWORK SUPPORT		10,000.00
	6,500.00		NATURAL GAS		8,000.00
	-		PARTS/EQUIPMENT SUPPLIES		5,000.00
	-		HARDWARE DEVICES		15,000.00
	<u>\$ 102,560.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 207,000.00</u>
			FUNDING SOURCES:		
	(102,560.00)		9-1-1 SUPPORT GRANT FUNDING		(207,000.00)
	<u>(102,560.00)</u>		TOTAL FUNDING SOURCES		<u>(207,000.00)</u>
	<u>\$ -</u>		TOTAL RECC ORDINARY MAINTENANCE		<u>\$ -</u>
	<u>\$ 1,075,394.00</u>	270-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,117,768.00</u>
	<u>\$ -</u>		CAPITAL OUTLAY		<u>\$ 25,000.00</u>
			FUNDING SOURCES:		
	-		9-1-1 SUPPORT GRANT FUNDING		(25,000.00)
	<u>-</u>		TOTAL FUNDING SOURCES		<u>(25,000.00)</u>
	<u>\$ -</u>	270-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ -</u>

RICHARD FISKE III, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270

<u>FY17 TOTAL POSITIONS</u>	<u>APPROVED FY17 AMOUNT</u>	<u>PAY GRADE</u>	<u>TITLE</u>	<u>FY18 TOTAL POSITIONS</u>	<u>RECOMMENDED FY18 AMOUNT</u>
			FRINGE BENEFITS:		
	\$ 69,714.00		HEALTH INSURANCE		\$ 29,742.00
	31,872.00		RETIREMENT		24,363.00
	<u>\$ 101,586.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 54,105.00</u>
			FUNDING SOURCES:		
	(80,148.00)		EMS FUNDING		(54,105.00)
	(21,438.00)		METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT		-
	<u>(101,586.00)</u>		TOTAL FUNDING SOURCES		<u>(54,105.00)</u>
	<u>\$ -</u>	330-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 3,188,435.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 3,171,254.00</u>



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Inspectional Services FY18 Budget Recommendation

John R. Kelly Commissioner

25 Meade Street
Worcester, Massachusetts 01610
(508) 799-1198

Department Mission Statement:

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

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
Expenditures	Fiscal 2016	Fiscal 2017	Number	Fiscal 2018
Salaries	\$ 3,208,494.66	\$ 3,338,200.00	91000	\$ 3,374,200.00
Overtime	51,083.19	69,579.00	97000	59,000.00
Ordinary Maintenance	273,298.87	311,887.00	92000	323,799.00
Total	\$ 3,532,876.72	\$ 3,719,666.00		\$ 3,756,999.00
Total Positions	60	61		61

Expenditures:

The total Fiscal 2018 tax levy budget is recommended to be \$3,756,999 which represents an increase of \$37,333 from the Fiscal 2017 budget amount of \$3,719,666.

The tax levy budget for Personal Services for Fiscal 2018 is recommended to be \$3,374,200 which is an increase of \$36,000 from the Fiscal 2017 budget amount of \$3,338,200. This increase is a net result of:

- Step increases per the salary ordinance, EM incentive pay, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: (\$31,163)
- Upgrade of Principal Accountant to Principal Staff Assistant: \$1,955
- Contractual Stipends: \$3,990
- Decrease in CDBG grant: \$79,000
- Increase in Bond funding: (\$17,674)
- Enterprise funding: (\$108)

The tax levy Overtime budget for Fiscal 2018 is recommended to be \$59,000 which is a decrease of \$10,579 from Fiscal 2017 budget of \$69,579. This decrease is due to:

- Increase in Buildings & Quality of Life Task Force Overtime: \$5,421
- Increase in CDBG funding: (\$16,000)

Inspectional Services FY18 Budget Recommendation

The tax levy Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$323,799 which is an increase of \$11,912 from the Fiscal 2017 amount of \$311,887. This increase is due to:

- Decrease in overall budget based on spending history: (\$55,976)
- Yearly I-pad data charges: \$12,000
- Printers: \$4,500
- Decrease in CDBG funding: \$50,000
- Enterprise funding: \$1,388

Operational Overview:

The Departmental of Inspectional Services is responsible for both maintaining and enhancing public safety by 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.

Building & Zoning Divisional Overview:

The Building Division is responsible for improving public safety, enforcing construction codes, conducting plan review and code interpretation. In addition, the Division issues construction permits consisting of building, plumbing/gas and wiring permits. Adherence to these building regulations improves the living conditions of residents in existing buildings and dwelling units, and assures safety and quality in new construction.

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

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

Housing & Health Inspections Divisional Overview:

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

All food establishments receive mandatory inspections to determine compliance with the provisions contained within the Massachusetts Sanitary Code. Division personnel monitor food offered for consumption to ensure that it is free from adulteration, properly labeled, identifiable, and manufactured at an approved source.

Inspectional Services FY18 Budget Recommendation

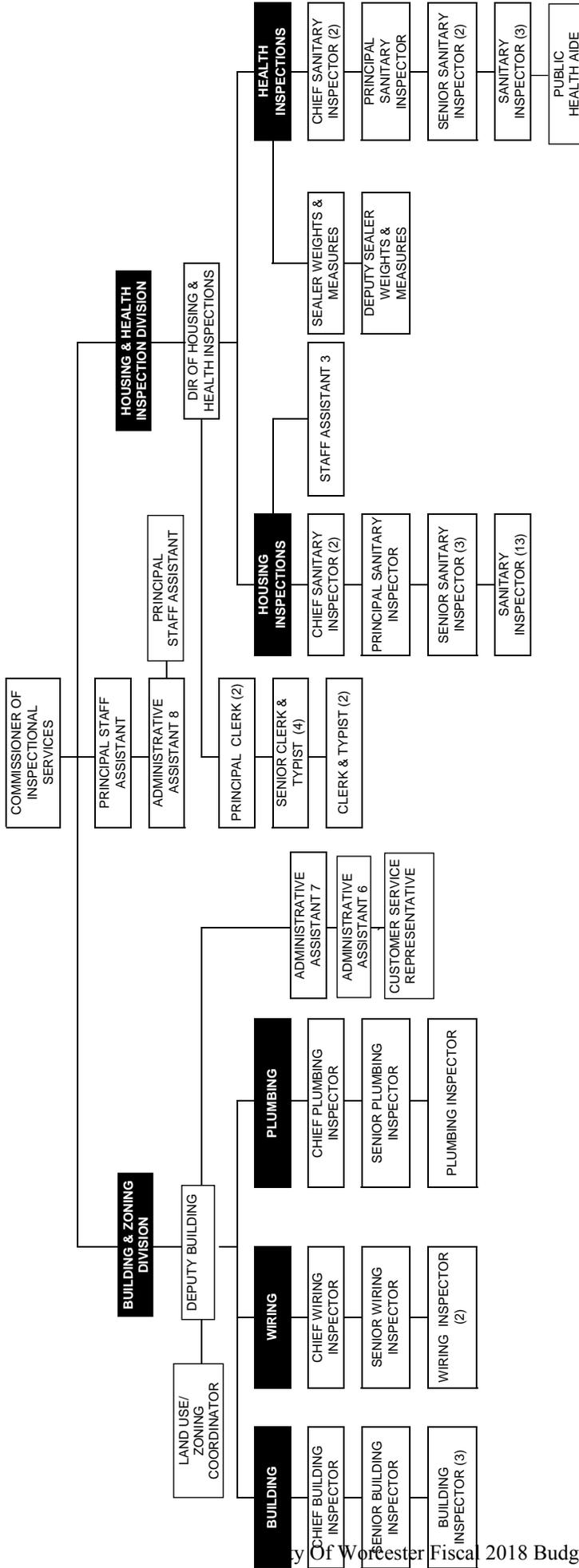
The Air, Water, and Hazardous Material Division is responsible for inspecting the air and water quality of the community. The Division inspects public swimming pools and natural bathing areas, responds to hazardous materials spills, as well as addresses complaints regarding air, noise, and odor pollution.

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, register and inspect foreclosed property, perform proactive inspections, respond to complaints, issue orders, cite violations, address illegal dumping, dirty yards, housing violations, as well as any violation of the City's nuisance ordinance.

Through the Lead Poisoning Prevention Program, environmental assessments are conducted to identify possible lead paint hazards and violations.

The Weights & Measures program ensures all weighing or measuring devices in the City are inspected and sealed to ensure accurate exchange of commodities. Sealers provide this consumer protection service at gas stations, supermarkets and retail stores ensuring state and local laws are adhered to.

CITY OF WORCESTER
Department of Inspectional Services



61 FUNDED POSITIONS

JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
INSPECTIONAL SERVICES ADMINISTRATION DIVISION:					
1	\$ 118,032.00	58CM	COMMISSIONER OF INSPECTIONAL SERVICES	1	\$ 117,583.00
1	68,715.00	40M	PRINCIPAL STAFF ASSISTANT	2	133,419.00
1	64,833.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	66,893.00
1	60,761.00	36	PRINCIPAL ACCOUNTANT	0	-
4	\$ 312,341.00		REGULAR SALARIES	4	\$ 317,895.00
BUILDING & ZONING DIVISION:					
1	\$ 88,279.00	51EM	DEPUTY BUILDING COMMISSIONER	1	\$ 87,943.00
1	88,279.00	45M	LAND USE & ZONING COORDINATOR	1	66,893.00
1	81,954.00	43M	CHIEF WIRE INSPECTOR	1	81,640.00
1	81,954.00	43M	CHIEF PLUMBING & GAS FITTING INSPECTOR	1	81,640.00
1	81,954.00	43M	CHIEF BUILDING INSPECTOR	1	81,640.00
1	74,411.00	39HC	SENIOR BUILDING INSPECTOR	1	69,385.00
1	69,372.00	39HC	SENIOR WIRING INSPECTOR	1	71,610.00
1	74,165.00	39HC	SENIOR PLUMBING & GAS FITTING INSPECTOR	1	74,901.00
3	169,843.00	35HC	BUILDING INSPECTOR	3	166,512.00
1	53,346.00	35HC	PLUMBING AND GAS FITTING INSPECTOR	1	55,098.00
2	109,213.00	35HC	WIRING INSPECTOR	2	112,695.00
1	58,506.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	58,282.00
1	49,215.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	49,026.00
2	75,294.00	22	SENIOR CLERK AND TYPIST	2	75,006.00
1	33,318.00	22	CUSTOMER SERVICE REPRESENTATIVE	1	34,276.00
19	\$ 1,189,103.00		REGULAR SALARIES	19	\$ 1,166,547.00
HOUSING INSPECTIONS DIVISION:					
1	\$ 96,216.00	51EM	DIRECTOR OF HOUSING & HEALTH INSPECTIONS	1	\$ 93,975.00
2	163,802.00	45M	CHIEF SANITARIAN	2	168,664.00
1	46,500.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	67,288.00
1	62,615.00	37	STAFF ASSISTANT 3	1	62,650.00
3	182,214.00	33HC	SENIOR SANITARY INSPECTOR	3	162,811.00
13	680,973.00	31HC	SANITARY INSPECTOR	13	663,492.00
2	86,950.00	27	PRINCIPAL CLERK	2	88,140.00
4	150,588.00	22	SENIOR CLERK AND TYPIST	4	150,012.00
27	\$ 1,469,858.00		REGULAR SALARIES	27	\$ 1,457,032.00
HEALTH INSPECTIONS DIVISION:					
2	\$ 176,558.00	45M	CHIEF SANITARIAN	2	\$ 175,886.00
1	81,954.00	43M	SEALER OF WEIGHTS AND MEASURES	1	81,640.00
1	67,547.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	67,288.00
2	102,772.00	33HC	SENIOR SANITARY INSPECTOR	2	121,056.00
1	51,394.00	32	DEPUTY SEALER OF WEIGHTS & MEASURES	1	52,437.00
3	166,897.00	31HC	SANITARY INSPECTOR	3	149,985.00
1	35,267.00	20	PUBLIC HEALTH AIDE	1	35,132.00
11	\$ 682,389.00		REGULAR SALARIES	11	\$ 683,424.00
61	\$ 3,653,691.00		TOTAL REGULAR SALARIES	61	\$ 3,624,898.00
	(60,000.00)		VACANCY FACTOR		(60,000.00)
	5,567.00		EM INCENTIVE PAY		5,152.00
	3,550.00		CONTRACTUAL STIPENDS		7,540.00
	\$ 3,602,808.00		TOTAL SALARIES		\$ 3,577,590.00
	\$ (135,000.00)		FUNDING SOURCES: CDBG GRANT		\$ (56,000.00)
	(104,733.00)		BOND FUNDS		(122,407.00)
	(20,251.00)		SEWER REVENUES		(20,316.00)
	(4,624.00)		WATER REVENUES		(4,667.00)
	\$ (264,608.00)		TOTAL FUNDING SOURCES		\$ (203,390.00)
	\$ 3,338,200.00	280-91000	TOTAL RECOMMENDED PERSONNEL SERVICES		\$ 3,374,200.00

JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
	\$ 64,454.00		REGULAR OVERTIME		\$ 69,875.00
	5,125.00		SEWER INSPECTIONS		5,125.00
	<u>\$ 69,579.00</u>		TOTAL OVERTIME		<u>\$ 75,000.00</u>
			FUNDING SOURCES:		
	\$ -		CDBG GRANT		\$ (16,000.00)
	\$ -		TOTAL FUNDING SOURCES		<u>\$ (16,000.00)</u>
	<u>\$ 69,579.00</u>	280-97000	TOTAL RECOMMENDED PERSONNEL SERVICES		<u>\$ 59,000.00</u>
	\$ 2,000.00		LEASES & RENTALS		\$ 8,000.00
	50,000.00		MAINTENANCE & REPAIR		-
	26,000.00		TELEPHONES		47,000.00
	60,000.00		CONSTABLES		60,000.00
	46,872.00		NETWORK, HARDWARE, SOFTWARE		-
	105,000.00		OTHER PERSONAL SERVICES		-
	-		REGISTRATION FEES		4,000.00
	-		LEGAL FILING FEES		5,000.00
	-		PRINTING		1,295.00
	-		MAINTENANCE SYSTEM SOFTWARE		31,000.00
	-		MAINTENANCE/REPAIR VEHICLE		38,000.00
	-		CONSULTANT		40,580.00
	-		ENVIRONMENTAL SERVICES		36,000.00
	-		MEMBERSHIP DUES		2,775.00
	5,000.00		BOOKS		3,500.00
	-		BUILDING SUPPLIES		2,000.00
	9,000.00		OFFICE SUPPLIES		10,000.00
	17,404.00		OTHER SUPPLIES		-
	-		PRINTING SUPPLIES		6,000.00
	45,000.00		AUTO FUEL NO LEAD GAS		25,000.00
	-		PARTS/EQUIPMENT SUPPLIES		3,000.00
	-		COPY PAPER		2,000.00
	-		HARDWARE/DEVICES		1,500.00
	-		TRAVELING		2,000.00
	-		LICENSES		4,500.00
	8,800.00		OTHER CHARGES & EXPENDITURES		2,450.00
	<u>\$ 375,076.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 335,600.00</u>
			FUNDING SOURCES:		
	\$ (50,000.00)		CDBG GRANT		\$ -
	(11,252.00)		SEWER REVENUES		(10,068.00)
	(1,937.00)		WATER REVENUES		(1,733.00)
	<u>\$ (63,189.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (11,801.00)</u>
	<u>\$ 311,887.00</u>	280-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 323,799.00</u>
			FRINGE BENEFITS:		
	\$ 31,955.00		HEALTH INSURANCE		\$ 16,960.00
	10,857.00		RETIREMENT		12,791.00
	<u>\$ 42,812.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 29,751.00</u>
			FUNDING SOURCES:		
	\$ (42,812.00)		BONDS		\$ (29,751.00)
	<u>\$ (42,812.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (29,751.00)</u>
	<u>\$ -</u>	280-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 3,719,666.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 3,756,999.00</u>

Worcester Public Schools FY18 Budget Recommendation

Maureen F. Binienda

Superintendent

Durkin Administration Building

20 Irving Street

Worcester, Massachusetts 01609

(508) 799-3116

Departmental Mission Statement:

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

FY 2018 Budget Overview

	Actual	Approved Budget for	Account Number	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>		<u>Fiscal 2018</u>
Salaries	\$ 201,679,322	\$ 204,317,674	91000	\$ 211,038,250
Overtime	1,609,645	1,266,499	97000	1,279,164
Ordinary Maintenance	37,206,709	35,696,837	92000	36,760,631
Capital Outlay	439,467	250,000	93000	250,000
Fringe Benefits	58,764,629	62,294,643	96000	64,929,509
Total Expenditures	\$ 299,699,771	\$ 303,825,653		\$ 314,257,554
Non Net School Spending				
Salaries	\$ 3,187,685	\$ 3,323,763	91000	\$ 3,349,721
Overtime	553,803	473,736	97000	478,473
Ordinary Maintenance	14,850,733	15,342,651	92000	16,184,747
Total Expenditures	\$ 18,592,221	\$ 19,140,150		\$ 20,012,941
Total Worcester Public Schools Budget	\$ 318,291,992	\$ 322,965,803		\$ 334,270,495

The Fiscal Year 2018 budget presents the Worcester Public Schools budget in two organizations, separating those appropriations that are considered “educational expenses” by the Department of Elementary and Secondary Education which count toward Net School Spending from those that are non-educational expenditures and therefore not counted toward the state’s Net School Spending levels. The final allocation of these appropriations to these two organizations is completed by the School Committee which has appropriating authority over the budget of the Worcester Public Schools.

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

Worcester Public Schools FY18 Budget Recommendation

2018, the City Manager's budget funds the Worcester Public Schools in an amount equal to \$1,500,000.00 above the minimum required contribution established by the Commonwealth.

Expenditures:

The amount budgeted for expenditures that are recognized by the Commonwealth as Net School Spending is recommended to be \$314,257,554. This funding level represents an increase of \$10,431,901 from the Fiscal Year 2017 budget of \$303,825,653. This increase is the result of:

- Salary increases: \$6,720,576
- Overtime: \$12,665
- Fringe Benefit: \$2,634,866
- Ordinary Maintenance: \$1,063,794

It is anticipated that with the Net School Spending budget at the recommended level, the Worcester Public Schools shall be \$3,196,502 above Net School Spending as of June 30, 2018.

The amount budgeted for non educational expenditures are recommended to be \$20,012,941, which is an increase of \$872,791 from Fiscal Year 2017 budget of \$19,140,150. This increase is the result of:

- Salaries: \$25,958
- Overtime: \$4,737
- Ordinary Maintenance: \$842,096

The total Worcester Public School Fiscal Year 2018 general fund budget is recommended to be \$334,270,495, an increase of \$11,304,692, from Fiscal Year 2017 appropriation.

Other Contributions for the benefit of the Worcester Public Schools:

In addition to the direct appropriation to the Worcester Public Schools, the City supports the school system with the repayment of debt service for school construction and rehabilitation projects and capital equipment purchases for the Worcester Public Schools. For Fiscal Year 2018 the City estimates debt service payments from the City's general fund debt service budget in the amount of \$19,065,226.54 on bonds issued for the benefit of the Worcester Public Schools.

The City's contribution to the Other Post Employment Benefit (OPEB) Trust, \$550,000, also benefits the Worcester Public Schools since 59.21% of the actuarial liability is associated with Worcester Public School employee and retirees.

MAUREEN F. BINIENDA, SUPERINTENDENT

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2018
WORCESTER PUBLIC SCHOOLS - DEPARTMENT #500 and #540**

Net School Spending Funding			
APPROVED FY17 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY18 AMOUNT
\$ 204,317,674.00		REGULAR SALARIES	\$ 211,038,250.00
<u>\$ 204,317,674.00</u>	500-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>\$ 211,038,250.00</u>
\$ 1,266,499.00		OVERTIME	\$ 1,279,164.00
<u>\$ 1,266,499.00</u>	500-97000	TOTAL RECOMMENDED OVERTIME	<u>\$ 1,279,164.00</u>
\$ 35,696,837.00		ORDINARY MAINTENANCE	\$ 36,760,631.00
<u>\$ 35,696,837.00</u>	500-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 36,760,631.00</u>
<u>\$ 250,000.00</u>	500-93000	TOTAL CAPITAL OUTLAY	<u>\$ 250,000.00</u>
<u>\$ 62,294,643.00</u>	500-96000	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 64,929,509.00</u>
<u>\$ 303,825,653.00</u>		TOTAL RECOMMENDED BUDGET TAX LEVY	<u>\$ 314,257,554.00</u>
Non Net School Spending Funding			
RECOMMENDED FY17 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY18 AMOUNT
\$ 3,323,763.00		REGULAR SALARIES	\$ 3,349,721.00
<u>\$ 3,323,763.00</u>	540-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>\$ 3,349,721.00</u>
\$ 473,736.00		OVERTIME	\$ 478,473.00
<u>\$ 473,736.00</u>	540-97000	TOTAL RECOMMENDED OVERTIME	<u>\$ 478,473.00</u>
\$ 15,342,651.00		ORDINARY MAINTENANCE	\$ 16,184,747.00
<u>\$ 15,342,651.00</u>	540-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 16,184,747.00</u>
<u>\$ 19,140,150.00</u>		TOTAL RECOMMENDED BUDGET TAX LEVY	<u>\$ 20,012,941.00</u>
<u>\$ 322,965,803.00</u>			<u>\$ 334,270,495.00</u>



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Worcester Memorial Auditorium FY18 Budget Recommendation

Christopher Rodwell

Chairman

Lincoln Square

Worcester, Massachusetts 01605

(508) 799-1190

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Ordinary Maintenance	\$ 97,589.20	\$ 121,506.00	92000	\$ 101,300.00
Total	\$ 97,589.20	\$ 121,506.00		\$ 101,300.00

Expenditures:

The Fiscal 2018 tax levy budget for the Worcester Memorial Auditorium is recommended to be \$101,300 which is a decrease of \$20,206 from the Fiscal 2017 tax levy budget of \$121,506.

This decrease is due to:

- Decrease in overall budget based on spending history: (\$20,206)

The budget will be used for utility expenses as well as for very minor maintenance functions including mechanical work and supplies.

Operational Overview:

The Worcester Memorial Auditorium, under the authority of Article Six of the Home Rule Charter, was established as a Board of Trustees - Memorial Auditorium, a Department of the City, under the jurisdiction of the City Manager. It functions 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. The divisional operations of the Board are carried out by the Department of Public Works and Parks and consist of the maintenance of the Worcester Memorial Auditorium facility.

CHRISTOPHER RODWELL, CHAIRMAN

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2018

WORCESTER MEMORIAL AUDITORIUM- #740

<u>APPROVED FY17 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY18 AMOUNT</u>
\$ 9,000.00	NATURAL GAS	\$ 65,000.00
28,430.00	ELECTRICITY	20,000.00
-	BUILDING MAINTENANCE SERVICES	4,000.00
5,876.00	OTHER PERSONAL SERVICES	-
11,500.00	MAINTENANCE & REPAIR	-
-	HIRED SERVICES	2,000.00
-	MAINTENANCE & REPAIR BUILDING	3,000.00
60,000.00	FUEL OIL	-
1,700.00	OTHER SUPPLIES	-
5,000.00	OTHER CHARGES & EXPENDITURES	7,300.00
<u>\$ 121,506.00</u>	740-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 101,300.00</u>
<hr/>		
<u>\$ 121,506.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 101,300.00</u>

**Department of Public Works & Parks - Public Works
FY18 Budget Recommendation**

**Paul J. Moosey
Commissioner**

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

Departmental Mission Statement:

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

- Maintain the City's water, sewer, street, and traffic systems for the protection of the public's safety.
- Preserve and manage all aspects of the City's urban forest.
- Retain the cemetery and public buildings to improve the quality of life for all citizens of Worcester.
- Deliver safe, potable drinking water.
- Provide well-maintained, parks, pools, recreational facilities, beaches and playgrounds.
- Provide effective building management oversight and structural expertise.
- Assure the proper disposal of sewage and collect and dispose of residential solid waste.
- Supply and maintain efficient and effective street lighting on all public ways.
- Provide for clean streets through the annual street sweeping and leaf collection programs.
- Provide winter street maintenance functions including sanding, salting, plowing, and snow removal.

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 5,086,368.76	\$ 5,269,765.00	91000	\$ 5,246,912.00
Overtime	711,279.67	635,038.00	97000	635,038.00
Ordinary Maintenance	6,506,067.67	7,279,076.00	92000	7,159,683.00
Capital Outlay	612,315.00	-	93000	-
Total	\$ 12,916,031.10	\$ 13,183,879.00		\$ 13,041,633.00
Total Positions	197	197		197

Expenditures:

The total tax levy recommended budget for Fiscal 2018 is \$13,041,633, which is a decrease of \$142,246 from the Fiscal 2017 budget of \$13,183,879.

Department of Public Works & Parks - Public Works FY18 Budget Recommendation

The Personal Services budget for Fiscal 2018 is recommended to be \$5,246,912, which is a decrease of \$22,853 from the Fiscal 2017 budget of \$5,269,765. This decrease is a net result of:

- Step increases per the salary ordinance, EM incentive pay, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$147,888
- Temporary Staff (Garage Attendants): \$31,000
- Stipends: \$1,981
- Increase in Vacancy Factor: (\$126,914)
- Increase of Enterprise funding: (\$54,976)
- Increase in Project funding: (\$25,659)
- Upgrade for Principal Staff Assistant to Special Project Coordinator: \$3,827

The overtime budget for Fiscal 2018 is recommended to be level funded at \$635,038.

The Ordinary Maintenance budget for Fiscal 2018 excluding street lighting and snow removal is recommended to be \$7,159,683, which is a decrease of \$119,393 from the Fiscal 2017 budget of \$7,279,076. This decrease is a result of:

- Decrease in overall budget based on spending history: (\$178,402)
- Islands & Right of Way: \$25,000
- Fuel for commercial corridor pick-ups- new program: \$15,000
- State inspection system upgrade: \$5,000
- Decrease of Enterprise funding: \$14,009

Department of Public Works & Parks - Public Works FY18 Budget Recommendation

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

Ordinary Maintenance by Division:

<u>Fiscal 2017</u> <u>Budget</u>	<u>Department of Public Works</u>	<u>Fiscal 2018</u> <u>Budget</u>	<u>Change</u>
	Administration Division		
\$ -	Building Maintenance Services	\$ 3,500	\$ 3,500
61,900	Electricity	62,000	100
-	Leases & Rentals	10,591	10,591
11,000	Hired Services	-	(11,000)
40,200	Telephones	40,200	-
153,500	Other Personal Services	2,100	(151,400)
-	Maintenance System Software	1,000	1,000
-	Cleaning Services	7,100	7,100
-	Environmental Services	150,000	150,000
-	Membership Dues	3,400	3,400
3,400	Other Charges & Expenditures	-	(3,400)
10,000	Maintenance & Repair	-	(10,000)
15,100	Office Supplies	13,000	(2,100)
51,691	Natural Gas	58,000	6,309
6,600	Other Supplies	-	(6,600)
-	Copy Paper	1,500	1,500
-	Hardware/Devices	1,000	1,000
120,000	Centrex Telephones	120,000	-
\$ 473,391	Total Administration	\$ 473,391	\$ -

**Department of Public Works & Parks - Public Works
FY18 Budget Recommendation**

<u>Fiscal 2017</u> <u>Budget</u>	<u>Department of Public Works</u>	<u>Fiscal 2018</u> <u>Budget</u>	<u>Change</u>
	Engineering/Architectural Division		
\$ 109,000	Electricity- Traffic Signals	\$ 90,000	\$ (19,000)
1,000	Leases & Rentals	4,500	3,500
34,600	Special Police	20,000	(14,600)
186,532	Maintenance & Repair	-	(186,532)
9,800	Telephones	10,000	200
16,550	Other Personal Services	-	(16,550)
-	Registration Fees	3,500	3,500
-	Printing	5,200	5,200
-	Maintenance/Repair Equipment	203,650	203,650
-	Environmental Services	10,000	10,000
-	Hardware Network Support	8,550	8,550
750	Automotive Supplies	-	(750)
300	Books	-	(300)
2,610	Building Supplies	5,500	2,890
18,000	Office Supplies	14,000	(4,000)
12,200	Other Supplies	-	(12,200)
-	Electric Supplies	20,000	20,000
11,000	Other Charges & Expenditures	7,500	(3,500)
\$ 402,342	Total Engineering/Architectural Division	\$ 402,400	\$ 58

**Department of Public Works & Parks - Public Works
FY18 Budget Recommendation**

Fiscal 2017 Budget	Department of Public Works	Fiscal 2018 Budget	Change
	Street Division		
\$ -	Building Maintenance Services	\$ -	\$ -
5,492.00	Electricity	3,500.00	(1,992)
21,000.00	Leases & Rentals	3,200.00	(17,800)
3,000.00	Special Police	24,800.00	21,800
803,360.00	Hires Services	820,000.00	16,640
7,900.00	Maintenance & Repair	-	(7,900)
13,080.00	Telephones	3,000.00	(10,080)
8,590.00	Other Personal Services	-	(8,590)
-	Registration Fees	6,000.00	6,000
-	Exterminator Services	2,400.00	2,400
-	Maintenance/Repair Building	23,500.00	23,500
-	Maintenance/Repair Equipment	2,700.00	2,700
-	Maintenance/Repair Vehicle	2,500.00	2,500
100.00	Automotive Supplies	3,000.00	2,900
175,067.00	Building Supplies	126,500.00	(48,567)
7,050.00	Office Supplies	3,000.00	(4,050)
29,497.00	Other Supplies	-	(29,497)
-	Tools	3,200.00	3,200
-	Parts/Equipment Supplies	7,000.00	7,000
-	Safety Supplies	20,000.00	20,000
-	Landscaping Supplies	10,000.00	10,000
3,500.00	Other Charges & Expenditures	10,700.00	7,200
\$ 1,077,636	Total Streets	\$ 1,075,000	\$ (2,636)

**Department of Public Works & Parks - Public Works
FY18 Budget Recommendation**

Fiscal 2017 Budget	Department of Public Works	Fiscal 2018 Budget	Change
	Sanitation Division		
\$ -	Engineers	\$ 60,000	\$ 60,000
-	Building Maintenance Services	35,000	35,000
13,600	Electricity	17,000	3,400
-	Leases & Rentals	2,400	2,400
73,000	Hires Services	-	(73,000)
10,920	Maintenance & Repair	-	(10,920)
3,883,000	Other Personal Services	-	(3,883,000)
-	Rubbish Removal	4,307,009	4,307,009
-	Maintenance System Software	6,000	6,000
-	Building Supplies	2,300	2,300
20,000	Education Supplies	2,200	(17,800)
1,000	Office Supplies	4,225	3,225
20,000	Natural Gas	20,000	-
550,000	Other Supplies	-	(550,000)
-	Auto Fuel No Lead Gas	15,000	15,000
-	Safety Supplies	10,000	10,000
500	Other Charges & Expenditures	2,075	1,575
3,200	Clothing & Uniform Service	-	(3,200)
\$ 4,575,220	Total Sanitation	\$ 4,483,209	\$ (92,011)

**Department of Public Works & Parks - Public Works
FY18 Budget Recommendation**

Fiscal 2017 Budget	Department of Public Works	Fiscal 2018 Budget	Change
	Central Garage Division		
\$ 38,720.00	Electricity	\$ 32,000.00	\$ (6,720.00)
-	Leases & Rentals	2,500	2,500
10,000	Hires Services	20,000	10,000
11,100	Telephones	4,000	(7,100)
1,000	Other Personal Services	-	(1,000)
5,000	Auto Inspection Fees	5,000	-
-	Printing	3,000	3,000
-	Maintenance System Software	1,500	1,500
-	Maintenance/Repair Building	9,000	9,000
-	Maintenance/Repair Equipment	7,500	7,500
280,500	Maintenance/Repair Vehicle	872,500	592,000
20,000	Automotive Supplies	333,000	313,000
1,311	Books	-	(1,311)
6,000	Building Supplies	6,000	-
6,000	Office Supplies	2,500	(3,500)
131,400	Natural gas	75,000	(56,400)
17,500	Other Supplies	5,000	(12,500)
588,000	Auto Fuel No Lead Gas	355,000	(233,000)
573,500	Diesel Fuel	350,000	(223,500)
437,142	Parts/Equipment Supplies	7,200	(429,942)
-	Subscriptions	1,800	1,800
-	Custodial Services	2,000	2,000
7,540	Other Charges & Expenditures	1,400	(6,140)
\$ 2,134,713	TOTAL CENTRAL GARAGE	\$ 2,095,900	\$ (38,813)
\$ 8,663,302	Total Public Works	\$ 8,529,900	\$ (133,402)
\$ (1,384,226)	Total Ordinary Maintenance Credits	\$ (1,370,217)	\$ 14,009
\$ 7,279,076	Total Ordinary Maintenance Budget	\$ 7,159,683	\$ (119,393)

Department of Public Works & Parks - Public Works FY18 Budget Recommendation

Operational Overview:

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

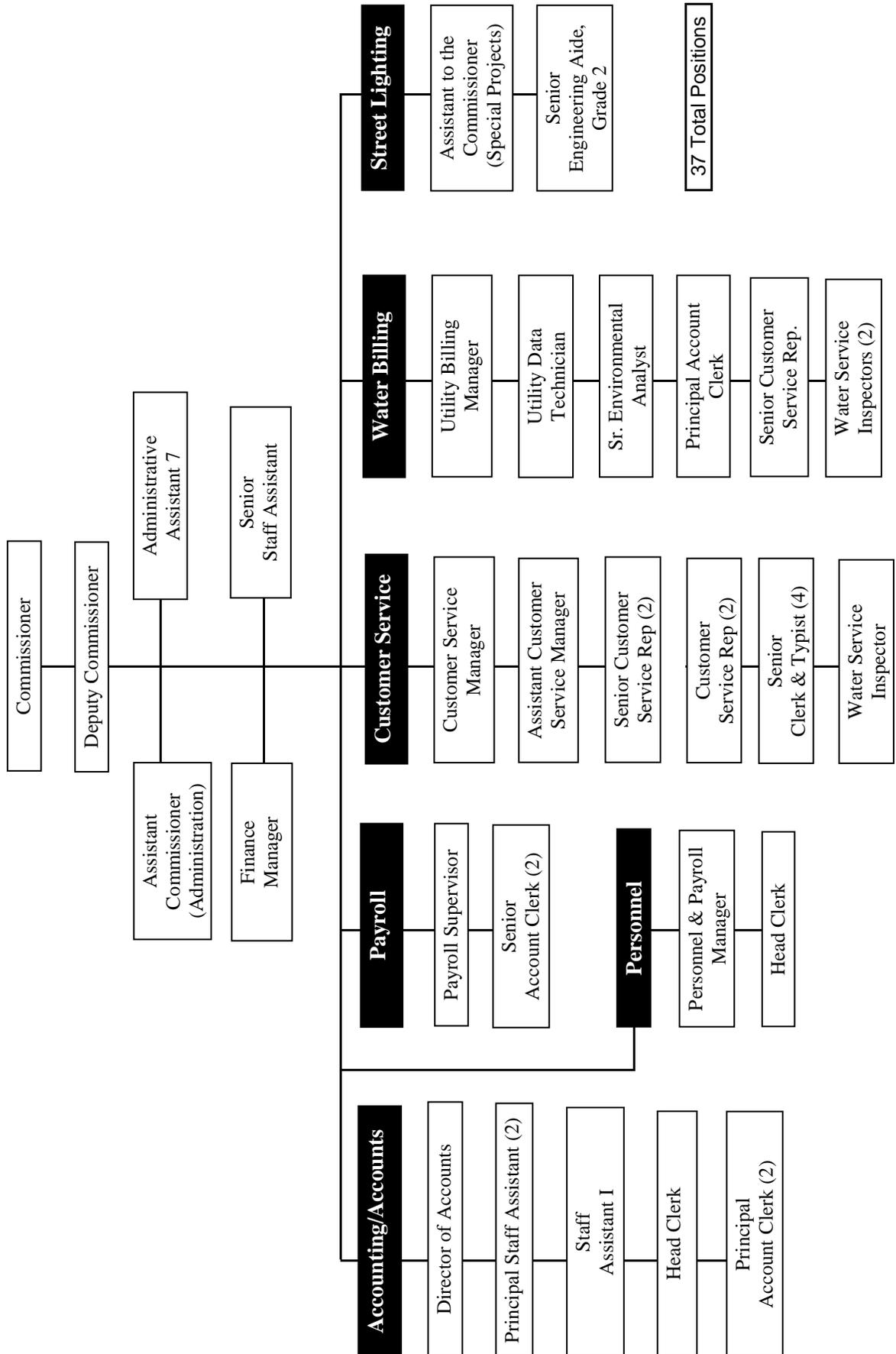
The Administration and Finance Division is responsible for all finances of the Department, including three enterprise funds. The Division monitors grants, tracks and requests reimbursements of Chapter 90 Highway Funds, oversees and monitors departmental programs, administers the Customer Service Center, Water and Sewer billing, capital project cash flows, personnel, payroll, accounts payable and receivable and all other administrative and financial activities. Other responsibilities include management and administration of landfill and solid waste issues, as well as the management of all street lighting equipment.

The Operations Division is responsible for Water and Sewer Operations, Central Garage activities, Streets and Sanitation, including winter snow plowing operations. Services that are part of the Operations Division include street sweeping, the abandoned vehicle program, traffic signs maintenance, pavement marking, street resurfacing, long patch and pothole repairs, streetscape, trash collection, yard waste drop-off, and the Keep Worcester Clean (KWC) Program.

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

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

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



PAUL J. MOOSEY, COMMISSIONER

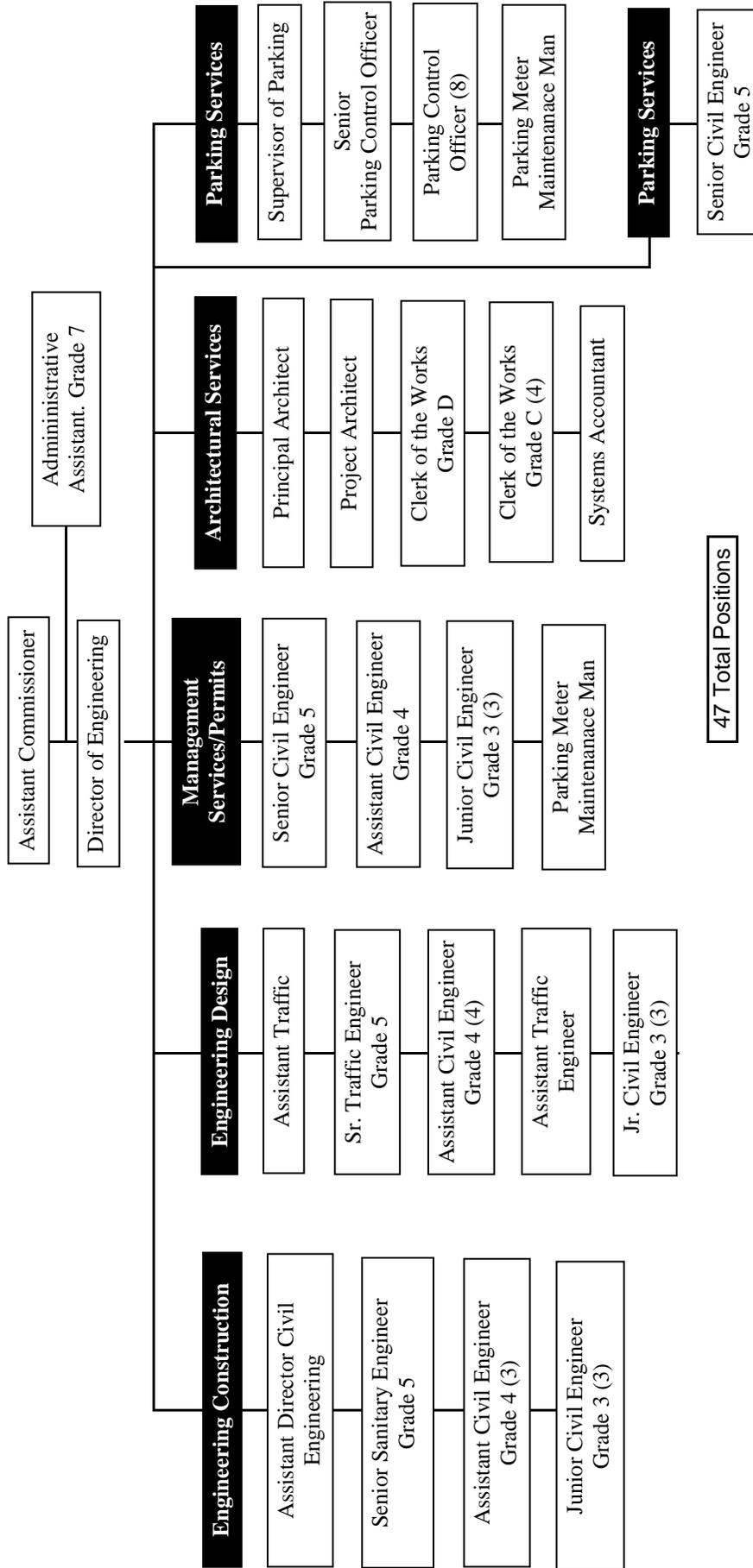
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 159,732.00	58CM	COMMISSIONER DPW	1	\$ 159,120.00
1	119,118.00	53EM	DEPUTY COMMISSIONER	1	118,664.00
1	115,859.00	51EM	ASSISTANT COMMISSIONER	1	115,420.00
1	91,239.00	43EM	ASSISTANT TO COMM. SPECIAL PROJECTS	1	90,896.00
1	98,544.00	48M	DIRECTOR OF ACCOUNTS	1	98,176.00
1	91,516.00	46M	PERSONNEL & PAYROLL MANAGER	1	91,167.00
0	-	45M	FINANCE MANAGER	1	77,085.00
1	88,279.00	45M	UTILITY BILLING MANAGER	1	87,676.00
2	147,082.00	40M	PRINCIPAL STAFF ASSISTANT	1	73,258.00
1	70,943.00	39M	SENIOR STAFF ASSISTANT	1	70,679.00
1	60,486.00	38	CUSTOMER SERVICE MANAGER	1	62,650.00
1	58,249.00	35	ADMINISTRATIVE ASSISTANT 7	1	58,282.00
1	52,943.00	34	UTILITY DATA TECHNICIAN	1	54,703.00
1	52,750.00	34	ASSISTANT CUSTOMER SERVICE MANAGER	1	44,700.00
1	49,215.00	33HC	SENIOR ENVIRONMENTAL ANALYST	1	53,722.00
1	54,623.00	33	SENIOR ENGINEERING AIDE GR 2	1	54,413.00
1	52,102.00	32	PAYROLL SUPERVISOR	1	52,437.00
1	42,568.00	32	STAFF ASSISTANT 1	1	45,234.00
2	98,430.00	30	HEAD CLERK	2	98,052.00
3	133,064.00	28	PRINCIPAL ACCOUNT CLERK	3	133,287.00
3	108,127.00	28	SENIOR CUSTOMER SERVICE REP.	3	118,071.00
3	113,051.00	26	WATER SERVICE INSPECTOR	3	119,491.00
2	82,936.00	25	SENIOR ACCOUNT CLERK	2	82,618.00
2	67,736.00	22	CUSTOMER SERVICE REP.	2	75,006.00
4	130,006.00	22	SENIOR CLERK AND TYPIST	4	134,709.00
<u>37</u>	<u>2,138,598.00</u>		TOTAL REGULAR SALARIES	<u>37</u>	<u>2,169,516.00</u>
	16,163.00		EM INCENTIVE PAY		15,898.00
	(50,000.00)		VACANCY FACTOR		(58,240.00)
	5,005.00		METER REPAIR/INSTALLATION STIPEND		5,005.00
	<u>2,109,766.00</u>		TOTAL RECOMMENDED SALARIES		<u>2,132,179.00</u>
	(8,970.00)		FUNDING SOURCES: GOLF REVENUES		(9,097.00)
	(619,711.00)		SEWER REVENUES		(628,506.00)
	(1,019,410.00)		WATER REVENUES		(1,033,878.00)
	(6,000.00)		PROJECT FUNDING		(6,000.00)
	<u>(1,654,091.00)</u>		TOTAL FUNDING SOURCES		<u>(1,677,481.00)</u>
<u>37</u>	<u>\$ 455,675.00</u>	4101-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>37</u>	<u>\$ 454,698.00</u>
	<u>\$ 31,110.00</u>	4101-97000	REGULAR OVERTIME		<u>\$ 31,110.00</u>
\$ -			BUILDING MAINTENANCE SERVICES	\$ 3,500.00	
61,900.00			ELECTRICITY	62,000.00	
-			LEASES & RENTALS	10,591.00	
11,000.00			HIRED SERVICES	-	
40,200.00			TELEPHONE	40,200.00	
153,500.00			OTHER PERSONAL SERVICES	2,100.00	
-			MAINTENANCE SYSTEM SOFTWARE	1,000.00	
-			CLEANING SERVICES	7,100.00	
-			ENVIRONMENTAL SERVICES	150,000.00	
-			MEMBERSHIP DUES	3,400.00	
3,400.00			OTHER CHARGES & EXPENDITURES	-	
10,000.00			MAINTNANCE & REPAIR	-	
15,100.00			OFFICE SUPPLIES	13,000.00	
51,691.00			NATURAL GAS	58,000.00	
6,600.00			OTHER SUPPLIES	-	
-			COPY PAPER	1,500.00	
-			HARDWARE/DEVICES	1,000.00	
120,000.00			CENTREX TELEPHONES	120,000.00	
<u>473,391.00</u>			TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>473,391.00</u>	
	(46,281.00)		FUNDING SOURCES: SEWER REVENUES	(46,281.00)	
	(41,064.00)		WATER REVENUES	(41,064.00)	
	<u>(87,345.00)</u>		TOTAL FUNDING SOURCES	<u>(87,345.00)</u>	
	<u>\$ 386,046.00</u>	4101-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 386,046.00</u>	
<u>\$ 872,831.00</u>			TOTAL TAX LEVY	<u>\$ 871,854.00</u>	

DEPARTMENT OF PUBLIC WORKS AND PARKS ENGINEERING & ARCHITECTURAL DIVISION



PAUL J. MOOSEY, COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2018
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES- DIVISION #4102

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
ENGINEERING SECTION					
1	\$ 116,785.00	51EM	ASSISTANT COMMISSIONER	1	\$ 116,335.00
1	107,449.00	47EM	DIRECTOR OF DPW ENGINEERING	1	99,653.00
1	98,544.00	48M	ASSISTANT TRAFFIC DIRECTOR	1	98,176.00
1	91,516.00	46M	SUPERVISOR OF PARKING	1	91,167.00
1	87,533.00	48M	ASSISTANT DIRECTOR CIVIL ENGINEERING	1	89,928.00
1	85,084.00	44M	SENIOR TRAFFIC ENGINEER, GRADE 5	1	84,760.00
2	170,168.00	44M	SENIOR CIVIL ENGINEER, GRADE 5	2	169,520.00
1	85,084.00	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	84,760.00
1	58,610.00	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	1	60,618.00
8	564,352.00	41	ASSISTANT CIVIL ENGINEER, GRADE 4	8	572,036.00
9	529,264.00	37	JUNIOR CIVIL ENGINEER, GRADE 3	9	534,652.00
1	58,249.00	35	ADMINISTRATIVE ASSISTANT 7	1	58,282.00
1	52,639.00	32	SENIOR PARKING CONTROL OFFICER	1	52,437.00
2	80,062.00	26	PARKING METER MAINTENANCE MAN	2	81,861.00
8	293,454.00	22	PARKING CONTROL OFFICER	8	286,656.00
39	2,478,793.00		REGULAR SALARIES	39	2,480,841.00
ARCHITECTURAL SECTION					
1	\$ 97,096.00	48EM	PRINCIPAL ARCHITECT	1	\$ 96,720.00
1	69,552.00	46M	PROJECT ARCHITECT	1	69,285.00
1	69,665.00	40	CLERK OF WORKS - BLD. MAINT. GRADE D	1	69,722.00
4	254,538.00	39	CLERK OF WORKS - BLD. MAINT. GRADE C	4	255,050.00
1	53,122.00	38P	SYSTEMS ACCOUNTANT	1	54,773.00
8	543,973.00		REGULAR SALARIES	8	545,550.00
47	3,022,766.00		TOTAL REGULAR SALARIES	47	3,026,391.00
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	37	JUNIOR CIVIL ENGINEER, GRADE 3	1	-
1	-	27	PRINCIPAL CLERK AND TYPIST	1	-
2	-		REGULAR SALARIES	2	-
	3,967.00		EM INCENTIVE PAY		3,188.00
	(35,500.00)		VACANCY FACTOR		(52,188.00)
	-		TEMPORARY STAFF		31,000.00
	41,317.00		EDUCATIONAL STIPENDS- MEO		43,298.00
49	3,032,550.00			49	3,051,689.00
FUNDING SOURCES:					
	(793,641.00)		SEWER REVENUES		(794,890.00)
	(120,634.00)		WATER REVENUES		(120,824.00)
	(308,000.00)		PROJECT FUNDING STREETS		(332,082.00)
	(543,973.00)		PROJECT FUNDING ARCHITECTURAL SERVICES		(545,550.00)
	(1,766,248.00)		TOTAL FUNDING SOURCES		(1,793,346.00)
49	\$ 1,266,302.00	4102-91000	TOTAL RECOMMENDED PERSONAL SERVICES	49	\$ 1,258,343.00
	45,473.00		OVERTIME ENGINEERING SECTION		45,473.00
	22,311.00		GREENWOOD STREET LANDFILL		22,311.00
	14,009.00		OVERTIME TRAFFIC ENGINEERING SECTION		14,009.00
	\$ 81,793.00	4102-97000	TOTAL RECOMMENDED OVERTIME		\$ 81,793.00

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF PUBLIC WORKS & PARKS

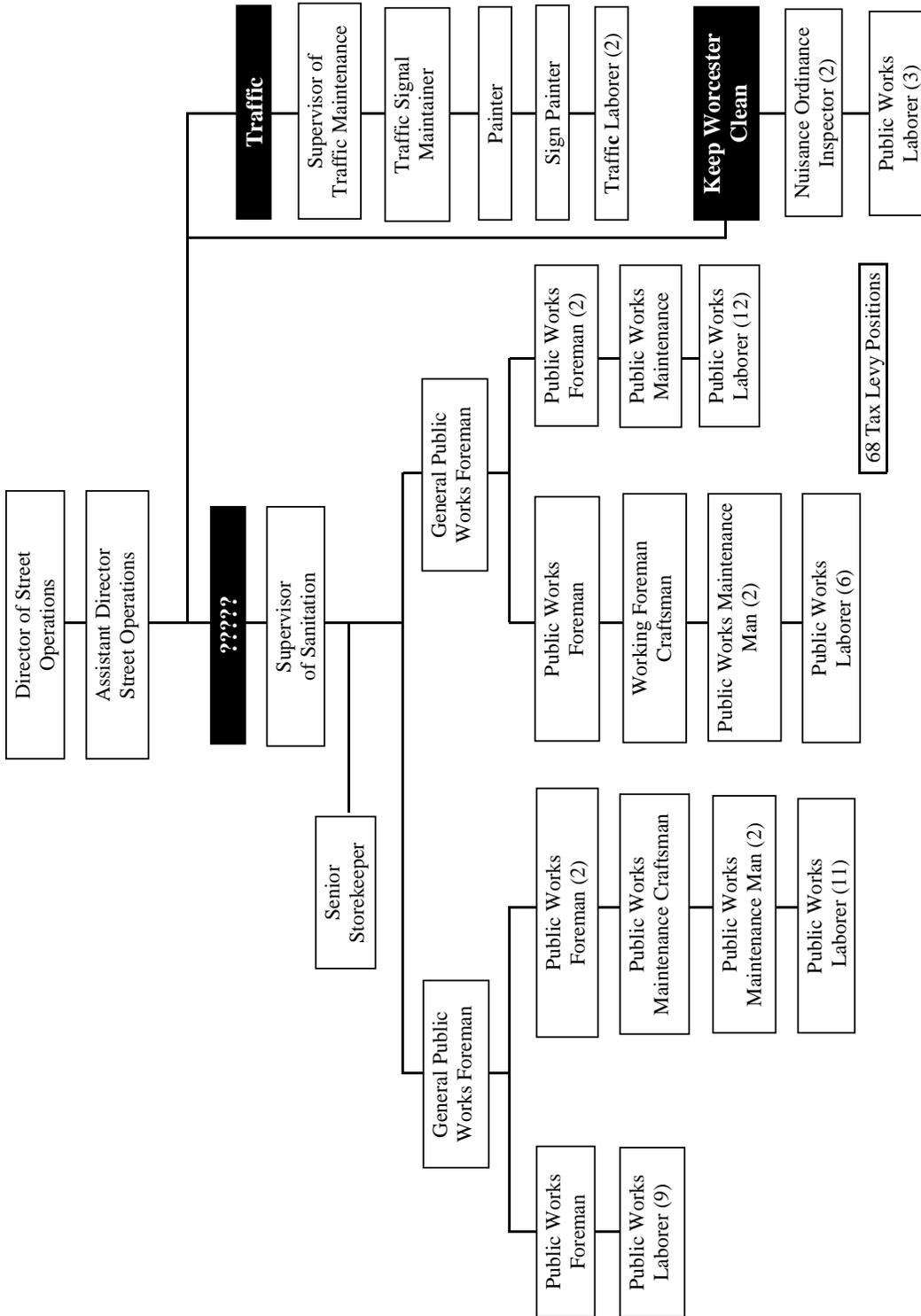
DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES- DIVISION #4102

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
	\$ 109,000.00		ELECTRICITY		\$ 90,000.00
	1,000.00		LEASES & RENTALS		4,500.00
	34,600.00		SPECIAL POLICE		20,000.00
	186,532.00		MAINTENANCE & REPAIR		-
	9,800.00		TELEPHONES		10,000.00
	16,550.00		OTHER PERSONAL SERVICES		-
	-		REGISTRATION FEES		3,500.00
	-		PRINTING		5,200.00
	-		MAINTENANCE/REPAIR EQUIPMENT		203,650.00
	-		ENVIRONMENTAL SERVICES		10,000.00
	-		HARDWARE NETWORK SUPPORT		8,550.00
	750.00		AUTOMOTIVE SUPPLIES		-
	300.00		BOOKS		-
	2,610.00		BUILDING SUPPLIES		5,500.00
	18,000.00		OFFICE SUPPLIES		14,000.00
	12,200.00		OTHER SUPPLIES		-
	-		PARTS/EQUIPMENT SUPPLIES		20,000.00
	11,000.00		OTHER CHARGES & EXPENDITURE		7,500.00
	<u>\$ 402,342.00</u>	4102-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 402,400.00</u>
	<u>\$ 1,750,437.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,742,536.00</u>



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



PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF STREETS- DIVISION #4103

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 101,633.00	51EM	DIRECTOR, STREET OPERATIONS	1	\$ 101,234.00
1	91,516.00	46M	ASSISTANT DIRECTOR STREET OPERATIONS	1	91,167.00
1	70,943.00	39M	SUPERVISOR OF SANITATION	1	70,671.00
1	68,567.00	39M	SUPERVISOR OF TRAFFIC MAINTENANCE	1	70,101.00
2	130,044.00	38	GENERAL PUBLIC WORKS FOREMAN	2	130,084.00
6	338,745.00	34	PUBLIC WORKS FOREMAN	6	336,518.00
2	105,278.00	32	NUISANCE ORDINANCE INSPECTOR	2	104,874.00
1	49,215.00	32	WORKING FOREMAN, CRAFTMAN	1	49,026.00
1	46,568.00	32	TRAFFIC SIGNAL MAINTAINER	1	47,851.00
1	49,215.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	49,026.00
1	41,468.00	28	SENIOR STOREKEEPER	1	41,309.00
1	34,448.00	27	PAINTER	1	35,572.00
1	44,496.00	27	SIGN PAINTER	1	44,325.00
5	175,905.00	26	PUBLIC WORKS MAINTENANCE MAN	5	189,851.00
41	1,493,408.00	24	PUBLIC WORKS LABORER	41	1,535,098.00
2	70,137.00	24	TRAFFIC LABORER	2	73,591.00
68	2,911,586.00		REGULAR SALARIES	68	2,970,298.00
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	24	PUBLIC WORKS LABORER	1	-
1	-			1	-
	-		EM INCENTIVE PAY		3,212.00
	345,745.00		CONTRACTUAL STIPENDS - MEO		345,745.00
	35,000.00		DOWNTOWN STREETSCAPE - POOL LABOR		35,000.00
	(75,000.00)		VACANCY FACTOR		(103,381.00)
	3,217,331.00		TOTAL RECOMMENDED SALARIES		3,250,874.00
	(963,182.00)		FUNDING SOURCES: SEWER REVENUES		(981,298.00)
	(399,591.00)		WATER REVENUES		(407,107.00)
	(1,362,773.00)		TOTAL FUNDING SOURCES		(1,388,405.00)
69	\$ 1,854,558.00	4103-91000	TOTAL RECOMMENDED PERSONAL SERVICES	69	\$ 1,862,469.00
	\$ 40,160.00		SUNDAY YARD WASTE DROP OFF		\$ 40,160.00
	309,948.00		REGULAR OVERTIME		309,948.00
	\$ 350,108.00	4103-97000	TOTAL RECOMMENDED OVERTIME		\$ 350,108.00
	\$ -		BUILDING MAINTENANCE SERVICES		\$ -
	5,492.00		ELECTRICITY		3,500.00
	21,000.00		LEASES & RENTALS		3,200.00
	3,000.00		SPECIAL POLICE		24,800.00
	803,360.00		HIRED SERVICES		820,000.00
	7,900.00		MAINTENANCE & REPAIR		-
	13,080.00		TELEPHONES		3,000.00
	8,590.00		OTHER PERSONAL SERVICES		-
	-		REGISTRATION FEES		6,000.00
	-		EXTERMINATOR SERVICES		2,400.00
	-		MAINTENANCE/REPAIR BUILDING		23,500.00
	-		MAINTENANCE/REPAIR EQUIPMENT		2,700.00
	-		MAINTENANCE/REPAIR VEHICLE		2,500.00
	100.00		AUTOMOTIVE SUPPLIES		3,000.00
	175,067.00		BUILDING SUPPLIES		126,500.00
	7,050.00		OFFICE SUPPLIES		3,000.00
	29,497.00		OTHER SUPPLIES		-
	-		TOOLS		3,200.00
	-		PARTS/EQUIPMENT SUPPLIES		7,000.00
	-		SAFETY SUPPLIES		20,000.00
	-		LANDSCAPING SUPPLIES		10,000.00
	3,500.00		OTHER CHARGES & EXPENDITURES		10,700.00
	1,077,636.00		ORDINARY MAINTENANCE		1,075,000.00

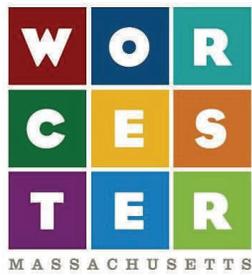
PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF PUBLIC WORKS & PARKS

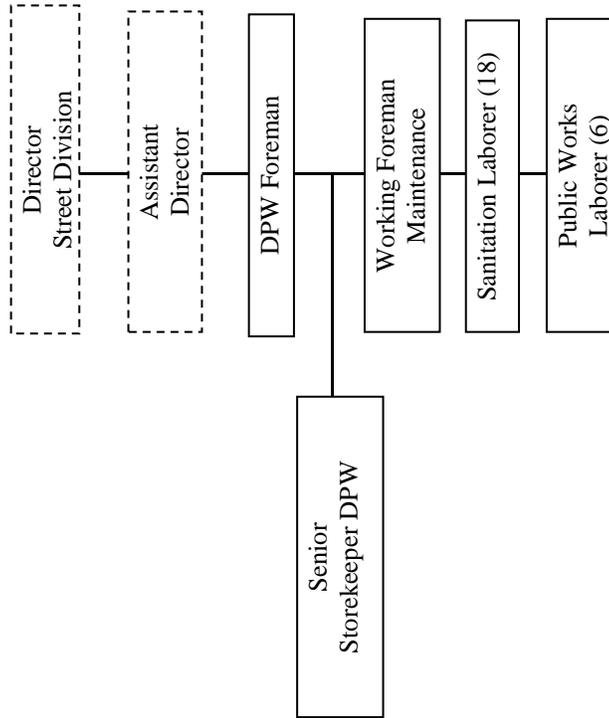
DIVISION OF STREETS- DIVISION #4103

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
	(377,080.00)		FUNDING SOURCES:		
	(377,080.00)		SEWER REVENUES		(376,158.00)
			TOTAL FUNDING SOURCES		(376,158.00)
	<u>\$ 700,556.00</u>	4103-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 698,842.00</u>
	<u>\$ 120,000.00</u>	4103-93000	CAPITAL OUTLAY		<u>\$ -</u>
	<u>\$ 3,025,222.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,911,419.00</u>



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



27 Tax Levy Positions

PAUL J. MOOSEY, COMMISSIONER

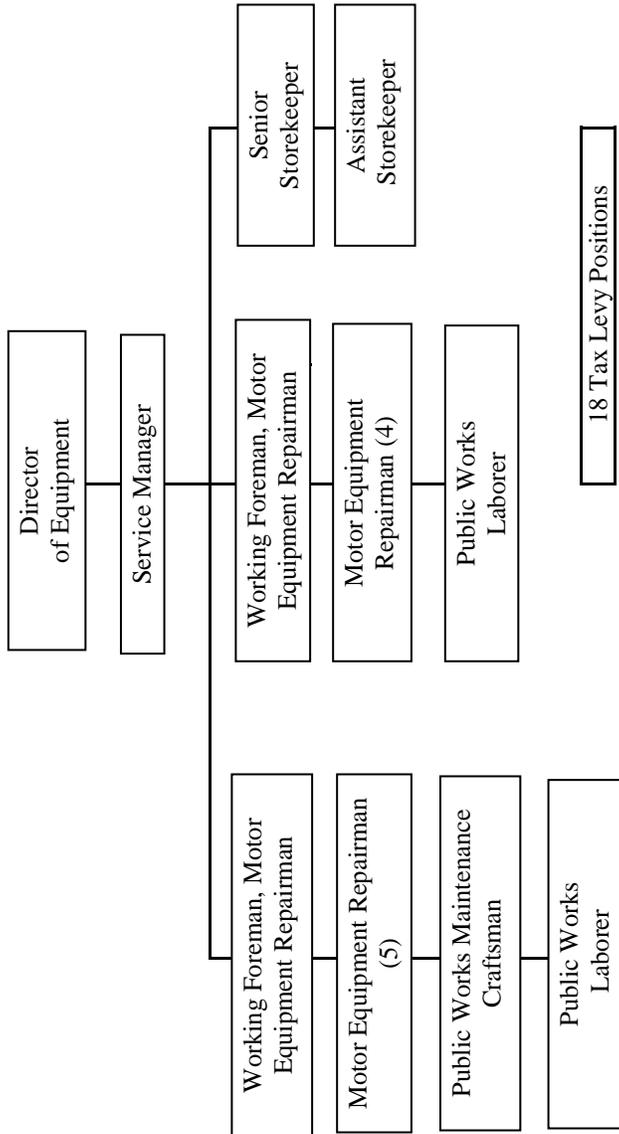
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF SANITATION- DIVISION #4104

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 56,564.00	34	DPW FOREMAN	1	\$ 56,348.00
1	49,215.00	30	WORKING FOREMAN, MAINTENANCE	1	49,026.00
1	46,166.00	28	SENIOR STOREKEEPER	1	45,989.00
18	649,852.00	26	SANITATION LABORER	18	681,434.00
6	220,370.00	24	PUBLIC WORKS LABORER	6	228,645.00
<u>27</u>	<u>1,022,167.00</u>		TOTAL REGULAR SALARIES	<u>27</u>	<u>1,061,442.00</u>
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	-	26	SANITATION LABORER	1	-
<u>1</u>	<u>-</u>			<u>1</u>	<u>-</u>
	117,989.00		CONTRACTUAL STIPENDS/MEO		117,989.00
	20,000.00		POOL LABOR		20,000.00
	(50,000.00)		VACANCY FACTOR		(106,075.00)
<u>28</u>	<u>\$ 1,110,156.00</u>	4104-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>28</u>	<u>\$ 1,093,356.00</u>
	\$ 84,056.00		REGULAR OVERTIME		\$ 84,056.00
	57,358.00		MILLBURY STREET DROP OFF CENTER		57,358.00
	<u>\$ 141,414.00</u>	4104-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 141,414.00</u>
	\$ -		ENGINEERS		\$ 60,000.00
	-		BUILDING MAINTENANCE SERVICES		35,000.00
	13,600.00		ELECTRICITY		17,000.00
			LEASES & RENTALS		2,400.00
	73,000.00		HIRE SERVICES		-
	10,920.00		MAINTENANCE & REPAIRS		-
	3,883,000.00		OTHER PERSONAL SERVICES		-
	-		RUBBISH REMOVAL		4,307,009.00
	-		MAINTENANCE SYSTEM SOFTWARE		6,000.00
	-		BUILDING SUPPLIES		2,300.00
	20,000.00		EDUCATION SUPPLIES		2,200.00
	1,000.00		OFFICE SUPPLIES		4,225.00
	20,000.00		NATURAL GAS		20,000.00
	550,000.00		OTHER SUPPLIES		-
	-		AUTO FUEL NO LEAD GAS		15,000.00
	-		SAFETY SUPPLIES		10,000.00
	500.00		OTHER CHARGES & EXPENDITURES		2,075.00
	3,200.00		CLOTHING & UNIFORM SERVICE		-
	<u>\$ 4,575,220.00</u>	4104-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 4,483,209.00</u>
	<u>\$ 5,826,790.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 5,717,979.00</u>

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



PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF CENTRAL GARAGE- DIVISION #4105

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 93,114.00	45EM	DIRECTOR OF EQUIPMENT	1	\$ 92,748.00
1	70,943.00	39M	SERVICE MANAGER	1	70,671.00
2	108,084.00	34	WORK FOREMAN, MOTOR EQUIP. REPAIRMAN	2	109,416.00
9	389,810.00	30	MOTOR EQUIPMENT REPAIRMAN	9	402,649.00
1	41,911.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	43,233.00
1	46,166.00	28	SENIOR STORE KEEPER	1	45,989.00
1	32,645.00	25	ASSISTANT STOREKEEPER	1	34,207.00
2	75,425.00	24	PUBLIC WORKS LABORER	2	75,132.00
<u>18</u>	<u>858,098.00</u>		TOTAL REGULAR SALARIES	<u>18</u>	<u>874,045.00</u>
	14,908.00		CONTRACTUAL STIPENDS/MEO		14,908.00
	2,274.00		EM INCENTIVE PAY		3,344.00
	(60,000.00)		VACANCY FACTOR		(77,530.00)
	<u>815,280.00</u>		TOTAL RECOMMENDED SALARIES		<u>814,767.00</u>
			FUNDING SOURCES:		
	(167,450.00)		SEWER REVENUES		(170,706.00)
	(64,756.00)		WATER REVENUES		(66,015.00)
	<u>(232,206.00)</u>		TOTAL FUNDING SOURCES		<u>(236,721.00)</u>
<u>18</u>	<u>\$ 583,074.00</u>	4105-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>18</u>	<u>\$ 578,046.00</u>
	<u>\$ 30,613.00</u>	4105-97000	REGULAR OVERTIME		<u>\$ 30,613.00</u>
\$ 38,720.00			ELECTRICITY	\$ 32,000.00	
-			LEASES & RENTALS	2,500.00	
10,000.00			HIRED SERVICES	20,000.00	
11,100.00			TELEPHONES	4,000.00	
1,000.00			OTHER PERSONAL SERVICES	-	
5,000.00			AUTO INSPECTION FEES	5,000.00	
-			PRINTING	3,000.00	
-			MAINTENANCE SYSTEM SOFTWARE	1,500.00	
-			MAINTENANCE & REPAIR BUILDING	9,000.00	
-			MAINTENANCE & REPAIR EQUIPMENT	7,500.00	
280,500.00			MAINTENANCE & REPAIR VEHICLE	872,500.00	
20,000.00			AUTOMOTIVE SUPPLIES	333,000.00	
1,311.00			BOOKS	-	
6,000.00			BUILDING SUPPLIES	6,000.00	
6,000.00			OFFICE SUPPLIES	2,500.00	
131,400.00			NATURAL GAS	75,000.00	
17,500.00			OTHER SUPPLIES	5,000.00	
588,000.00			AUTO FUEL NO LEAD GAS	355,000.00	
573,500.00			DIESEL FUEL	350,000.00	
437,142.00			PARTS/EQUIPMENT SUPPLIES	7,200.00	
-			SUBSCRIPTIONS	1,800.00	
-			CUSTODIAL SERVICES	2,000.00	
7,540.00			OTHER CHARGES & EXPENDITURES	1,400.00	
<u>\$ 2,134,713.00</u>			ORDINARY MAINTENANCE	<u>\$ 2,095,900.00</u>	
			FUNDING SOURCES:		
	(448,046.00)		CREDIT SEWER REVENUES	(439,900.00)	
	(271,755.00)		CREDIT WATER REVENUES	(266,814.00)	
	(200,000.00)		TRANSFER OF SERVICES	(200,000.00)	
	<u>(919,801.00)</u>		TOTAL FUNDING SOURCES	<u>(906,714.00)</u>	
<u>\$ 1,214,912.00</u>	4105-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,189,186.00</u>		
<u>\$ 1,828,599.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,797,845.00</u>		

Department of Public Works & Parks- Parks Division
FY18 Budget Recommendation

Paul J. Moosey
Commissioner

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

Divisional Mission Statement:

The mission of the Parks, Recreation, and Cemetery Division is to provide efficient and effective grounds maintenance for over sixty parks and playgrounds.

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

FY18 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2016	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 2,891,313.18	\$ 3,071,488.00	91000	\$ 3,155,218.00
Overtime	383,342.73	329,062.00	97000	479,062.00
Ordinary Maintenance	1,130,278.40	1,364,691.00	92000	1,894,500.00
Total	\$ 4,404,934.31	\$ 4,765,241.00		\$ 5,528,780.00
Total Positions	54	56		56

**Department of Public Works & Parks- Parks Division
FY18 Budget Recommendation**

Fiscal 2017		Fiscal 2018	
Budget	Regular Salaries	Budget	Change
535,367	Administration	541,760	6,393
1,388,769	Maintenance	1,386,048	(2,721)
424,398	Forestry	423,925	(473)
347,991	Hope Cemetery	356,360	8,369
2,696,525	Total Salaries	2,708,093	11,568
(30,072)	Vacancy Factor	(30,072)	-
6,577	EM Incentive Pay	7,016	439
73,500	Hope Cemetery Temporary Laborers	100,000	26,500
42,000	Temporary parks Staff	65,500	23,500
175,000	Aquatics Program/ Temporary Staff	200,000	25,000
252,909	Contractual Stipends- MEO Rates	252,909	-
(144,951)	Funding Sources	(148,228)	(3,277)
374,963	Total	447,125	72,162
3,071,488	Total Recommended Regular Salaries	3,155,218	83,730
Fiscal 2017		Fiscal 2018	
Budget	Overtime Salaries	Budget	Change
42,000	Recreation Division Overtime	42,000	-
104,304	Maintenance Division Overtime	210,000	105,696
93,162	Forestry Division Overtime	125,000	31,838
43,287	Hope Cemetery Division Overtime	55,753	12,466
46,309	Snow Removal Overtime	46,309	-
329,062	Total Recommended Overtime Salaries	479,062	150,000
Fiscal 2017		Fiscal 2018	
Budget	Ordinary Maintenance	Budget	Change
273,730	Administration- Ordinary Maintenance	297,539	23,809
419,385	Maintenance- Ordinary Maintenance	470,885	51,500
219,600	Forestry- Ordinary Maintenance	619,600	400,000
118,476	Hope Cemetery- Ordinary Maintenance	118,476	-
333,500	Recreational- Ordinary Maintenance	388,000	54,500
1,364,691	Total Recommended Ordinary Maintenance	1,894,500	529,809
4,765,241	Total Salaries, Overtime & Ordinary Maintenance	5,528,780	763,539

Expenditures:

The total recommended budget for Fiscal 2018 for the Parks, Recreation, Hope Cemetery and Forestry is \$5,528,780 which is an increase of \$763,539 from the Fiscal 2017 budget of \$4,765,241.

Department of Public Works & Parks- Parks Division

FY18 Budget Recommendation

The Personal Service Salaries account for Fiscal 2018 is recommended to be \$3,155,218 which is an increase of \$83,730 from the Fiscal 2017 budget amount of \$3,071,488. This increase is a net result of:

- Step increases per the salary ordinance, EM incentive pay, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$12,007
- Increase for Temporary Staff- Hope Cemetery, Parks & Aquatics Program: \$75,000
- Increase in Project funds: (\$3,277)

The Overtime budget for Fiscal 2018 is recommended to be \$479,062 which is an increase of \$150,000 from the Fiscal 2017 budget amount of \$329,062. This increase is a result of:

- Parks general work: \$105,696
- Forestry general work: \$31,838
- Hope Cemetery general work: \$12,466

The Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$1,894,500 which is an increase of \$529,809 from the Fiscal 2017 budget of \$1,364,691. This increase is due to:

- Decrease in overall budget based on spending history: (\$16,191)
- Forestry – stump grinding: \$400,000
- Recreation- Aquatics: \$54,500
- Playground maintenance supplies: \$10,000
- Turf management supplies: \$25,000
- Cameras- connection to Crime Center for parks: \$15,000
- Bike path maintenance: \$10,000
- Dog park supplies: \$4,000
- Bennett field DEP fees: \$2,500
- Parks steward program: \$25,000

Operational Overview

The Administration Division provides the vision, management, and technical support to the diverse operations of the Parks Division. This Division provides technical and clerical services to allow for the efficient day-to-day management of all Parks divisions. These services include customer service, accounting and record keeping, permit allocation, facility management, personnel management, grant management, and other administrative functions. This Division also provides staff and technical support to the Hope Cemetery Commission, the G.A.R. Hall Board of Trustees, the Worcester Memorial Auditorium Board of Trustees as well as the Parks and Recreation Commission.

The Recreation Office operates the City's Crompton Park Pool, two spray parks and four City beaches which include Bell Hill, Coes Pond, Indian Lake and Shore Park. This office also oversees the City's availability of recreational field use, and coordinates other recreational and athletic programming.

Department of Public Works & Parks- Parks Division

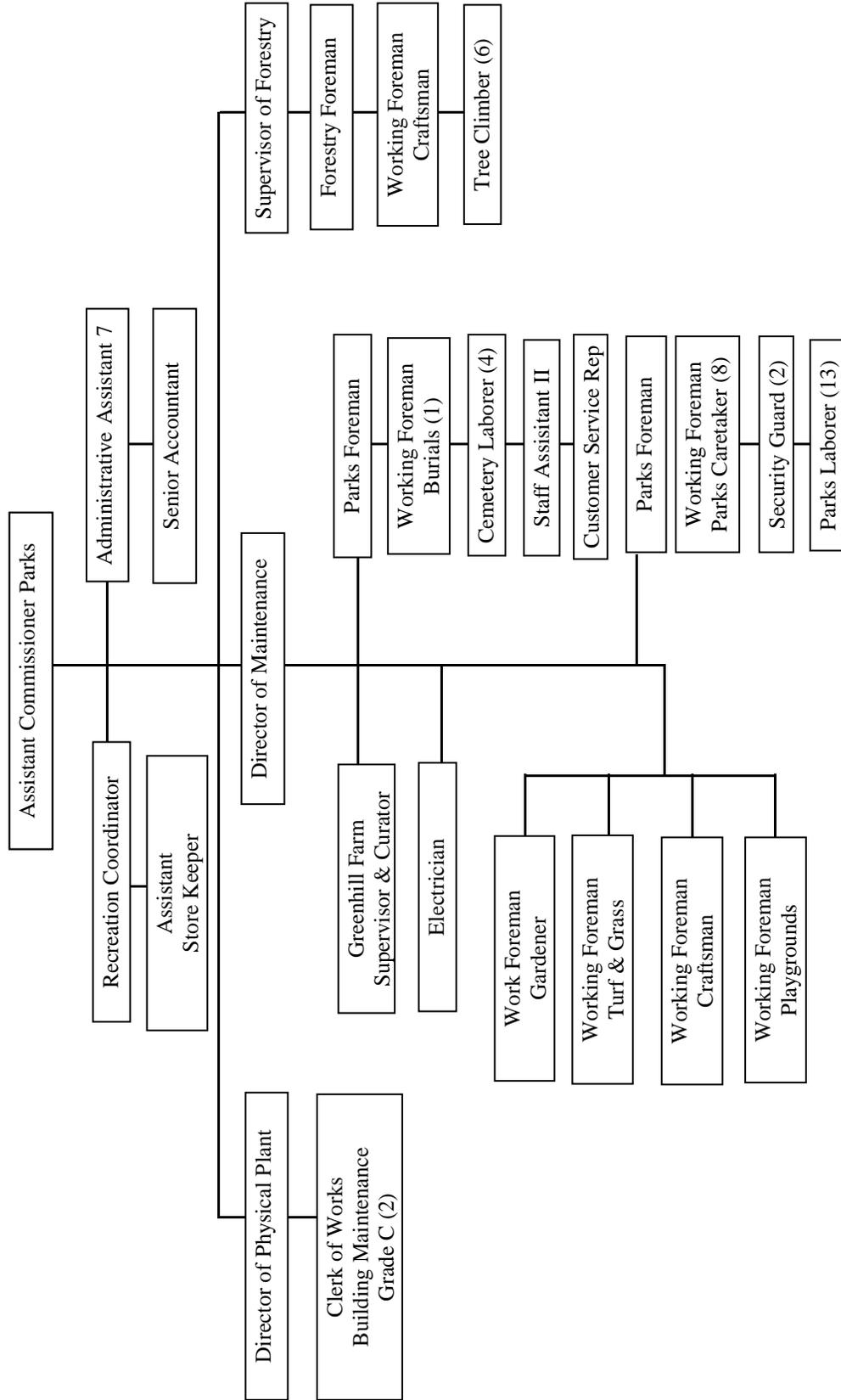
FY18 Budget Recommendation

Parks Maintenance and Construction provides 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. They also provide primary and general election set up for various City and statewide elections.

Forestry provides the maintenance and management of all City owned street and park trees. Primary functions include planting, trimming, removing trees and stumps, inspecting trees, and conducting tree hearings.

Hope Cemetery provides public and private interments, sale of lots, installment of markers and monuments, and proper overall maintenance and management of the Cemetery's one hundred sixty plus acres.

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



56 Tax Levy Positions

PAUL J. MOOSEY, COMMISSIONER**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF PUBLIC WORKS & PARKS****DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION # 720**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 119,118.00	51EM	ASSISTANT COMMISSIONER PARKS	1	\$ 118,664.00
1	76,076.00	46EM	DIRECTOR OF PHYSICAL PLANT	1	75,775.00
1	60,770.00	40M	RECREATION COORDINATOR	1	62,807.00
2	131,252.00	39	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE C	2	134,576.00
1	58,249.00	35	ADMINISTRATIVE ASSISTANT 7	1	58,282.00
1	56,290.00	34	SENIOR ACCOUNTANT	1	56,348.00
1	33,612.00	25	ASSISTANT STORE KEEPER	1	35,308.00
<u>8</u>	<u>\$ 535,367.00</u>		REGULAR SALARIES #7201	<u>8</u>	<u>\$ 541,760.00</u>
1	\$ 78,695.00	45EM	DIRECTOR OF MAINTENANCE PARKS/CEMETERY	1	\$ 78,396.00
1	56,126.00	40M	GREENHILL FARM SUPERVISOR & CURATOR	1	55,911.00
1	65,292.00	38	ELECTRICIAN	1	65,042.00
1	56,564.00	34	PARKS FOREMAN	1	56,348.00
1	52,639.00	32	WORKING FOREMAN, CRAFTSMAN	1	48,735.00
1	52,639.00	32	WORKING FOREMAN, TURF & GRASS	1	52,437.00
1	52,639.00	32	WORKING FOREMAN, GARDENER	1	52,437.00
9	443,888.00	32	WORKING FOREMAN PARKS	9	461,346.00
2	72,353.00	2	SECURITY GUARD	2	75,178.00
13	457,934.00	24	PARK LABORER	13	440,218.00
<u>31</u>	<u>\$ 1,388,769.00</u>		REGULAR SALARIES #7203	<u>31</u>	<u>\$ 1,386,048.00</u>
1	\$ 77,288.00	42EM	SUPERVISOR OF FORESTRY	1	\$ 77,023.00
1	56,564.00	34	FORESTRY FOREMAN	1	56,348.00
1	42,930.00	32	WORKING FOREMAN, CRAFTSMAN	1	42,765.00
6	247,616.00	26	TREE CLIMBER	6	247,789.00
<u>9</u>	<u>\$ 424,398.00</u>		REGULAR SALARIES #7204	<u>9</u>	<u>\$ 423,925.00</u>
1	\$ 54,368.00	35	STAFF ASSISTANT 2	1	\$ 57,426.00
1	56,564.00	34	PARKS FOREMAN	1	56,348.00
1	52,639.00	32	WORKING FOREMAN BURIALS	1	52,437.00
4	146,773.00	24	CEMETERY LABORER	4	152,646.00
1	37,647.00	22	CUSTOMER SERVICE REP	1	37,503.00
<u>8</u>	<u>\$ 347,991.00</u>		REGULAR SALARIES #7206	<u>8</u>	<u>\$ 356,360.00</u>
<u>56</u>	<u>\$ 2,696,525.00</u>		TOTAL SALARIES - ALL DIVISIONS	<u>56</u>	<u>\$ 2,708,093.00</u>
	(30,072.00)		VACANCY FACTOR		(30,072.00)
	6,577.00		EM INCENTIVE PAY		7,016.00
	73,500.00		HOPE CEMETERY TEMPORARY LABORERS		100,000.00
	42,000.00		PARKS TEMPORARY STAFF		65,500.00
	175,000.00		AQUATICS PROGRAM/TEMPORARY STAFF		200,000.00
	252,909.00		CONTRACTUAL STIPENDS-MEO RATES		252,909.00
<u>56</u>	<u>\$ 3,216,439.00</u>		TOTAL RECOMMENDED SALARIES-ALL DIVISIONS	<u>56</u>	<u>\$ 3,303,446.00</u>
	\$ (134,421.00)		FUNDING SOURCES:		\$ (137,698.00)
	(10,530.00)		PROJECT FUNDS		(10,530.00)
	\$ (144,951.00)		CREDIT FROM GOLF COURSE		\$ (148,228.00)
			TOTAL FUNDING SOURCES		
<u>56</u>	<u>\$ 3,071,488.00</u>	720-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>56</u>	<u>\$ 3,155,218.00</u>

PAUL J. MOOSEY, COMMISSIONER**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF PUBLIC WORKS & PARKS****DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION # 720**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
	\$ 42,000.00		RECREATION DIVISION OVERTIME		\$ 42,000.00
	104,304.00		MAINTENANCE DIVISION OVERTIME		210,000.00
	93,162.00		FORESTRY DIVISION OVERTIME		125,000.00
	43,287.00		HOPE CEMETERY DIVISION OVERTIME		55,753.00
	46,309.00		SNOW REMOVAL OVERTIME		46,309.00
	<u>\$ 329,062.00</u>	720-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 479,062.00</u>
\$ -			ENGINEERS	\$ -	35,000.00
153,785.00			ELECTRICITY		153,789.00
30,100.00			LEASES & RENTALS		94,600.00
7,500.00			SPECIAL POLICE		9,500.00
230,500.00			HIRED SERVICES		507,700.00
135,800.00			MAINTENANCE & REPAIR		500.00
4,200.00			TELEPHONE		6,200.00
-			VETERINARIANS		5,000.00
-			NETWORK, HARDWARE, SOFTWARE		19,275.00
413,980.00			OTHER PERSONAL SERVICES		-
-			SECURITY SERVICES		4,200.00
-			NEWSPAPER ADVERTISING		4,150.00
-			EXTERMINATOR SERVICES		4,000.00
-			REGISTRATION FEES		4,000.00
-			HIRED SERVICES & EQUIPMENT		12,500.00
-			PRINTING		6,200.00
-			MAINTENANCE SYSTEM EQUIPMENT		18,500.00
-			MAINTENANCE SYSTEM SOFTWARE		4,100.00
-			MAINTENANCE/REPAIR BUILDING		348,000.00
-			MAINTENANCE/REPAIR EQUIPMENT		72,500.00
-			MAINTENANCE/REPAIR VEHICLE		95,135.00
-			CLEANING SERVICES		3,200.00
-			RECREATION PROGRAMS		20,000.00
-			PREPARED MEALS		3,800.00
15,000.00			AUTOMOTIVE SUPPLIES		15,250.00
2,000.00			BUILDING SUPPLIES		95,000.00
3,500.00			OFFICE SUPPLIES		8,250.00
3,000.00			FUEL OIL		3,000.00
16,896.00			NATURAL GAS		17,000.00
260,180.00			OTHER SUPPLIES		-
-			RECREATIONAL SUPPLIES		59,500.00
-			ELECTRIC SUPPLIES		20,000.00
48,800.00			AUTO FUEL NO LEAD GAS		48,800.00
30,000.00			DIESEL FUEL		30,000.00
-			PARTS/EQUIPMENT SUPPLIES		32,500.00
-			SAFETY SUPPLIES		18,650.00
-			CHEMICAL SUPPLIES		15,150.00
-			CUSTODIAL SUPPLIES		28,500.00
9,450.00			OTHER CHARGES & EXPENDITURES		71,051.00
<u>\$ 1,364,691.00</u>	720-92000		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,894,500.00</u>
<u>\$ 4,765,241.00</u>			TOTAL RECOMMENDED TAX LEVY		<u>\$ 5,528,780.00</u>



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Worcester Municipal Golf Course FY18 Budget Recommendation

Paul J. Moosey

Commissioner

1929 Skyline Drive

Worcester, Massachusetts 01605

(508) 799-1359

Departmental Mission Statement:

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

FY18 Budget Overview

	Actual	Approved		Recommended
Expenditures	Fiscal 2016	Budget for	Account	Appropriation
		Fiscal 2017	Number	Fiscal 2018
Salaries	\$ 243,574.18	\$ 242,014.00	91000	\$ 241,383.00
Ordinary Maintenance	15,796.73	847,513.00	92000	848,000.00
Debt Service	223,302.31	219,950.00	94000	226,096.00
Transfer of Services	30,600.00	30,743.00	95000	30,954.00
Fringe Benefits	98,771.00	119,654.00	96000	99,303.00
Total Expenditures	\$ 612,044.22	\$ 1,459,874.00		\$ 1,445,736.00
Total Positions	2	2		2

Expenditures:

The total Fiscal 2018 budget is recommended to be \$1,445,736 which is a decrease of \$14,138 from the Fiscal 2017 budget of \$1,459,874. The Fiscal 2018 budget for the Golf Course operations is funded through golf course revenues in the amount of \$1,295,736 and a projected level funded tax levy subsidy of \$150,000. This subsidy addresses expenditures including over \$100,000 in water expenses paid to the City's Water enterprise. It also includes \$100,000 in debt service for the access road that will be paid off in Fiscal 2020.

The Fiscal 2018 Personal Services budget is recommended to be \$241,383 which is a decrease of \$631 from the Fiscal 2017 budget of \$242,014. There are only two full time employees at the Golf Course. All others are temporary employees. This decrease is a net result of:

- Step increases per the salary ordinance, EM incentive pay, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: (\$631)

The Fiscal 2018 Ordinary Maintenance budget is recommended to be \$848,000 which is an increase of \$487 from the Fiscal 2017 budget of \$847,513. This increase is a result of:

- Increase in overall budget based on spending history: \$487

Worcester Municipal Golf Course FY18 Budget Recommendation

The Fiscal 2018 Debt Service budget is recommended to be \$226,096 which is an increase of \$6,146 from the Fiscal 2017 amount of \$219,950. The increase is a result of:

- Debt Principal: \$4,968
- Debt Interest: \$1,178

This allocation will be used to fund the repayment of principal and interest costs for bonded debt authorized for improvements to the Golf Course, Green Hill Park and the debt service cost for the Golf Access Road.

Total Fiscal 2018 Transfer of Services budget is recommended to be \$30,954 which is an increase of \$211 from the Fiscal 2017 amount of \$30,743. This amount is used to fund Public Works and Parks, and other City departments providing administrative services for the Golf Course.

The Fiscal 2018 Fringe Benefits budget is recommended to be \$99,303 which is a decrease of \$20,351 from the Fiscal 2017 budget of \$119,654. The decrease is a result of:

- Health Insurance decrease: (\$22,579)
- Pension Obligation Bonds increase: \$64
- Contributory Pensions of \$2,164

Operational Overview:

The 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 golfers. Through management and operational changes, the course continues to expand the facilities and player base, by offering golf skill training classes and 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 of preventative and scheduled maintenance programs. These investments focus on continued improvement to the image, playability, and overall golf experience of Green Hill.

The 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.

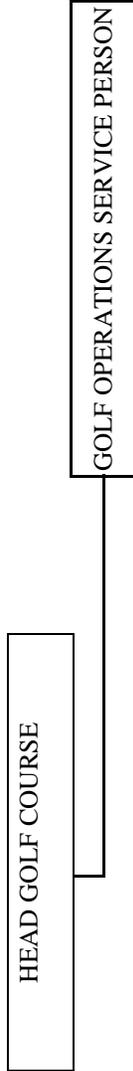
Green Hill Golf Course is one of the oldest courses in the area situated on acres of beautiful park land, capturing the natural beauty of New England. Whether you are in a cart winding down a path or setting out on foot, it is hard not to admire the beauty or be impressed with the character that makes 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

Worcester Municipal Golf Course FY18 Budget Recommendation

long lazy days of summer make for excellent golfing. Some members say the fall presents some of the best golfing experiences, with Indian summer-like days and brilliant foliage colors. All of these 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.

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



TOTAL GOLF COURSE POSITIONS = 2

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

PAUL J. MOOSEY, COMMISSIONER

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #710**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 98,538.00	44EM	HEAD GOLF COURSE PROFESSIONAL	1	\$ 98,170.00
1	70,943.00	39M	GOLF OPERATIONS SERVICE PERSON	1	70,679.00
2	\$ 169,481.00		REGULAR SALARIES	2	\$ 168,849.00
	3,964.00		EM INCENTIVE PAY		3,965.00
	9,000.00	FLT	GOLF COURSE TEMPORARY STAFF: ASSISTANT HEAD GOLF COURSE PROFESSIONAL		9,000.00
	8,094.00	FLT	HEAD GOLF COURSE RANGER		8,094.00
	8,818.00	FLT	SENIOR GOLF COURSE RANGER		8,818.00
	42,657.00		GOLF COURSE TEMPORARY STAFF		42,657.00
	68,569.00		TOTAL RECOMMENDED PERSONAL SERVICES		68,569.00
2	\$ 242,014.00	710-91000	TOTAL RECOMMENDED PERSONAL SERVICES	2	\$ 241,383.00
	\$ 40,000.00		ELECTRICITY		\$ 36,000.00
	47,000.00		LEASES & RENTALS		47,000.00
	-		HIRED SERVICES		15,000.00
	2,000.00		MAINTENANCE & REPAIR		-
	-		TELEPHONE		2,000.00
	-		TRANSPORTATION		-
	435,150.00		OTHER PERSONAL SERVICES		-
	-		SERCUIITY SERVICES		300.00
	100,000.00		WATER		100,000.00
	-		MAINTENANCE SYSTEM SOFTWARE		8,000.00
	-		MAINTENANCE/REPAIR BUILDING		473,500.00
	-		MAINTENANCE/REPAIR EQUIPMENT		3,000.00
	-		MAINTENANCE/REPAIR VEHICLE		1,000.00
	-		PREPARED MEALS		12,000.00
	-		MEMBERSHIP DUES		10,000.00
	-		BUILDING SUPPLIES		600.00
	28,000.00		FOOD SUPPLIES		8,000.00
	2,000.00		OFFICE SUPPLIES		1,600.00
	7,150.00		NATURAL GAS		6,500.00
	73,863.00		OTHER SUPPLIES		-
	-		RECREATIONAL SUPPLIES		96,000.00
	8,500.00		AUTO FUEL NO LEAD GAS		5,500.00
	103,850.00		OTHER CHARGES & EXPENDITURES		22,000.00
	\$ 847,513.00	710-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 848,000.00
	\$ -	710-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		\$ -
	\$ 167,523.00		DEBT PRINCIPAL		\$ 172,491.00
	52,427.00		DEBT INTEREST		53,605.00
	\$ 219,950.00		DEBT SERVICE		\$ 226,096.00
	\$ 219,950.00	710-94000	TOTAL RECOMMENDED DEBT SERVICE		\$ 226,096.00
	\$ 30,743.00	710-95000	TRANSFER OF SERVICES		\$ 30,954.00

PAUL J. MOOSEY, COMMISSIONER

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #710**

<u>FY17 TOTAL POSITIONS</u>	<u>APPROVED FY17 AMOUNT</u>	<u>PAY GRADE</u>	<u>TITLE</u>	<u>FY18 TOTAL POSITIONS</u>	<u>RECOMMENDED FY18 AMOUNT</u>
			FRINGE BENEFITS:		
	\$ 42,604.00		HEALTH INSURANCE		20,025.00
	10,000.00		UNEMPLOYMENT COMPENSATION		10,000.00
	46,562.00		CONTRIBUTORY PENSIONS		48,785.00
	527.00		EARLY RETIREMENT		468.00
	19,961.00		PENSION OBLIGATION BONDS		20,025.00
	<u>\$ 119,654.00</u>	710-96000	FRINGE BENEFITS		<u>\$ 99,303.00</u>
<hr/>					
	<u>\$ 1,459,874.00</u>		SUMMARY:		
			TOTAL BUDGET		<u>\$ 1,445,736.00</u>
	(1,309,874.00)		FUNDING SOURCES:		
	(150,000.00)		GOLF COURSE REVENUES		(1,295,736.00)
	<u>\$ (1,459,874.00)</u>		TAX LEVY SUBSIDY		<u>(150,000.00)</u>
			TOTAL FUNDING SOURCES		<u>\$ (1,445,736.00)</u>

**Department of Public Works & Parks- Snow Removal
FY18 Budget Recommendation**

Paul J. Moosey, Commissioner

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

Divisional Mission Statement:

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

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Overtime	\$ 297,268.60	\$ 481,065.00	97000	\$ 500,000.00
Ordinary Maintenance	2,679,838.18	3,718,935.00	92000	5,500,000.00
Total	\$ 2,977,106.78	\$ 4,200,000.00		\$ 6,000,000.00

Expenditures:

The City’s snow removal budget for Fiscal 2018 is recommended to be \$6,000,000, which is an increase of \$1,800,000 from the Fiscal 2017 amount of \$4,200,000. This amount reflects the average cost of snow removal per year.

This budget includes \$500,000 for snow removal overtime expenditures for this 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 for Fiscal Year 2017 were above the budget by approximately \$2,589,802. This increase is a result of an increase in rates for some hired services, a lower plowing threshold, and greater than average snowfall in Fiscal 2017. There were 38 winter/snow related events and 78.3 inches of snow and ice in Fiscal 2017.

The following charts illustrate the actual fiscal 2017 snow related events/expenditures and a comparison of snow removal costs from fiscal 2013 through 2017.

Department of Public Works & Parks- Snow Removal FY18 Budget Recommendation

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Expenditures	4,590,477	4,566,196	6,484,620	2,974,739	6,789,802
Total Snow Budget	3,472,571	3,846,639	4,000,000	4,000,000	4,200,000
FEMA Grant	-	-	842,852	-	-
Budget Transfers	1,117,906	719,557	1,641,768	-	-
Total Budget	4,590,477	4,566,196	6,484,620	4,000,000	4,200,000
Snow Deficit	-	-	-	1,025,261	(2,589,802)
Snow Fall in Inches	108.3	78.6	112.2	36.2	78.3
Cost per Inch	42,387	58,094	57,795	82,175	86,715

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF PUBLIC WORKS & PARKS - SNOW REMOVAL #411

<u>APPROVED FY17 AMOUNT</u>		<u>TITLE</u>	<u>RECOMMENDED FY18 AMOUNT</u>
<u>\$ 481,065.00</u>	411-97000	SNOW REMOVAL DPW OVERTIME	<u>\$ 500,000.00</u>
\$ 16,500.00		SPECIAL POLICE	\$ 16,500.00
-		MAINTENANCE & REPAIR	10,000.00
31,900.00		TELEPHONES	20,000.00
2,662,277.00		HIRED SERVICES & EQUIPMENT	3,947,537.00
9,438.00		BUILDING SUPPLIES	-
30,000.00		CITY PROPERTY SIDEWALK SNOW REMOVAL	-
963,377.00		SAND & GRAVEL SUPPLIES	1,500,000.00
5,443.00		OTHER ORDINARY MAINTENANCE	5,963.00
<u>\$ 3,718,935.00</u>	411-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 5,500,000.00</u>
<u>\$ 4,200,000.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 6,000,000.00</u>



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**Department of Public Works & Parks- Streetlights
FY18 Budget Recommendation**

**Paul J. Moosey
Commissioner**

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

Divisional Mission Statement:

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

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

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Ordinary Maintenance	\$ 2,252,540.19	\$ 2,352,828.00	92000	\$ 2,352,828.00
Total	\$ 2,252,540.19	\$ 2,352,828.00		\$ 2,352,828.00

Expenditures:

The budget for Fiscal 2018 is recommended to be level funded at \$2,352,900.

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF PUBLIC WORKS & PARKS - STREET LIGHTS #412

RECOMMENDED FY17 AMOUNT	TITLE	RECOMMENDED FY18 AMOUNT
\$ 1,312,000.00	PURCHASE OF SERVICE - ELECTRICITY	\$ 1,310,000.00
-	SPECIAL POLICE	15,000.00
1,600.00	HIRED SERVICES	1,600.00
1,012,978.00	MAINTENANCE & REPAIR	884,628.00
-	MAINTENANCE SYSTEM EQUIPMENT	130,000.00
15,000.00	NATURAL GAS	5,000.00
-	OTHER SUPPLIES	6,000.00
11,250.00	OTHER CHARGES & EXPENDITURES	600.00
<u>\$ 2,352,828.00</u>	412-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 2,352,828.00</u>
<hr/>		
<u>\$ 2,352,828.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 2,352,828.00</u>

Department of Public Works & Parks- Sewer Division

FY18 Budget Recommendation

Paul J. Moosey Commissioner

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

Mission Statement:

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

FY18 Budget Overview

	Actual	Approved Budget for	Account	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 2,560,614.51	\$ 3,211,468.00	91000	\$ 3,324,509.00
Overtime	349,403.02	250,000.00	97000	250,000.00
Ordinary Maintenance	21,133,880.83	23,440,189.00	92000	23,283,909.00
Capital Outlay	345,569.42	24,500.00	93000	24,500.00
Debt Service	8,453,558.82	8,912,721.00	94000	9,721,051.00
Transfer of Services	3,551,718.00	3,607,345.00	95000	3,636,756.00
Fringe Benefits	3,023,412.64	3,284,852.00	96000	3,579,006.00
Total Expenditures	\$39,418,157.24	\$42,731,075.00		\$43,819,731.00
Total Positions	68	68		69

Expenditures:

The total Fiscal 2018 budget is recommended to be \$43,819,731 which is an increase of \$1,088,656 from the Fiscal 2017 budget of \$42,731,075.

The Personal Services budget for Fiscal 2018 is recommended to be \$3,324,509 which is an increase of \$113,041 from the Fiscal 2017 budget of \$3,211,468. This increase is a net result of:

- Step increases per the salary ordinance, EM incentive pay, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$70,318
- Upgrade Jr. Civil Engineer, Gr. 3 to Assistant Civil Engineer, Gr. 4: \$2,392
- Fund an unfunded FY17 Sr. Engineering Aide, Gr. 2 position: \$40,331

The Overtime budget for Fiscal 2018 is recommended to be level funded at \$250,000.

Department of Public Works & Parks- Sewer Division

FY18 Budget Recommendation

The Fiscal 2018 budget for Ordinary Maintenance expenses is recommended to be \$23,283,909 which is a decrease of \$156,280 from the Fiscal 2017 budget of \$23,440,189. This decrease is a result of:

- Decrease in overall budget based on spending history: (\$156,280)

The following illustrates the ten year cost schedule for the Upper Blackstone Water Pollution Abatement Treatment facility.

	Actual	Actual	
	Previous	Current	
	Year	Year	Variance
Fiscal 2018 (Budget)	19,755,777	20,278,959	523,182
Fiscal 2017 (Budget)	18,183,037	19,755,777	1,572,740
Fiscal 2016	17,036,240	18,183,037	1,146,797
Fiscal 2015	16,116,693	17,036,240	919,547
Fiscal 2014	15,182,564	16,116,693	934,129
Fiscal 2013	14,696,096	15,182,564	486,468
Fiscal 2012	14,100,026	14,696,096	596,070
Fiscal 2011	12,858,772	14,100,026	1,241,254
Fiscal 2010	12,305,373	12,858,772	553,399
Fiscal 2009	11,570,918	12,305,373	734,455

The Capital Outlay for Fiscal 2018 is recommended to be level funded at \$24,500.

The Debt Service budget for Fiscal 2018 is recommended to be \$9,721,051 which is an increase of \$808,330 from the Fiscal 2017 budget of \$8,912,721. The increase is a result of:

- Debt Principal: \$516,703
- Debt Interest: \$291,627

The projected debt service will be used to fund \$9,133,103 in existing principal and interest debt outstanding as well as pay for \$440,546 of BAN interest.

The Indirect Services budget for Fiscal 2018 is recommended to be \$3,636,756 which is an increase of \$29,411 from the Fiscal 2017 budget of \$3,607,345. 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 Fringe Benefits budget for Fiscal 2018 Fringe Benefits is recommended to be \$3,579,006 which is an increase of \$294,154 from the Fiscal 2017 budget of \$3,284,852. The increase is a result of:

- Health Insurance: \$77,528
- Pensions: \$105,809

Department of Public Works & Parks- Sewer Division

FY18 Budget Recommendation

- Pension Obligation Bonds: \$15,817
- Worker's Compensation: \$100,000
- Unemployment: (\$5,000)

Operational Overview:

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

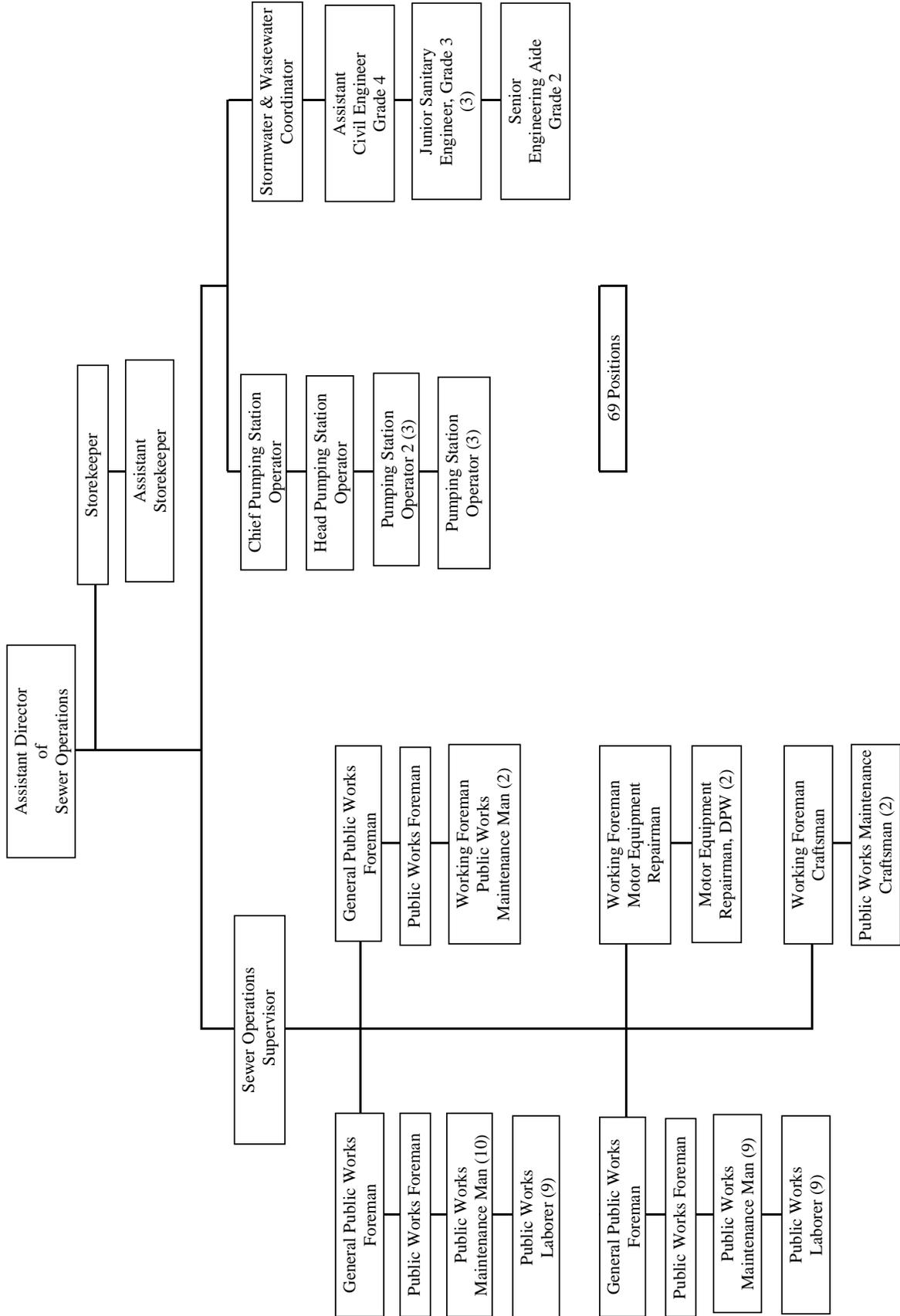
The Sewer Division is responsible for catch basin cleaning, sewage pumping station maintenance, inspection and diagnosis of sewer systems, general infrastructure maintenance, easement clearing and flood control, including street drainage. The Sewer Division is funded entirely from revenues provided through a user fee. The sewer user fee for Fiscal 2018 is recommended to be \$7.08 per hundred cubic feet (approximately 748 gallons). The rate is 2.3% above the Fiscal Year 2017 rate, or \$0.16 per ccfs. The most significant impact on the rate, as in the past few years, is associated with the continued upgrades at the Upper Blackstone Treatment Plant. This year's increase of \$523,182 to the City's annual assessment adds \$0.09 to the sewer rate just this year.

Debt service is another cost center adding to the rate increase, an important example of the sustained effort and focus to modernize an older infrastructure. This is the cost of existing debt as well as anticipated new borrowings (principal and interest) for the Fiscal 2018 Sewer Capital Programs. Investments in the City's infrastructure through borrowing (debt service) pay great dividends both for today and far into the future.

The ongoing success of the City's sewer infrastructure is accomplished by maintaining a systematic capital plan. Continually investing in the infrastructure results in an environmentally sound system benefiting all those living and doing business in the city.

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

DEPARTMENT OF PUBLIC WORKS & PARKS SEWER DIVISION



PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF SEWER- DIVISION #440

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 95,329.00	47M	ASSISTANT DIRECTOR SEWER OPERATIONS	1	\$ 94,973.00
1	85,084.00	44M	STORMWATER & WASTEWATER COORDINATOR	1	84,760.00
1	70,943.00	39M	SEWER OPERATIONS SUPERVISOR	1	70,679.00
1	70,943.00	39M	CHIEF PUMPING STATION OPERATOR	1	70,679.00
0	-	39	ASSISTANT CIVIL ENGINEER, GRADE 4	1	65,042.00
3	192,679.00	38	GENERAL PUBLIC WORKS FOREMAN	3	195,126.00
1	65,022.00	38	HEAD PUMPING STATION OPERATOR	1	65,042.00
4	248,210.00	37	JUNIOR SANITARY ENGINEER, DPW	3	187,950.00
3	135,865.00	34	PUBLIC WORKS FOREMAN	3	147,203.00
1	56,564.00	34	WORKING FOREMAN MOTOR EQUIPMENT REPAIRMAN	1	56,348.00
0	-	33	SENIOR ENGINEERING AIDE, GRADE 2	1	40,332.00
1	52,639.00	32	WORKING FOREMAN, CRAFTSMAN	1	52,437.00
3	156,722.00	32	PUMPING STATION OPERATOR 2	3	150,489.00
2	94,812.00	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	95,015.00
2	94,856.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	98,052.00
2	85,776.00	30	WORKING FOREMAN, PUBLIC WORKS MAINTENANCE MAN	2	90,335.00
3	122,073.00	30	PUMPING STATION OPERATOR	3	130,323.00
19	727,933.00	26	PUBLIC WORKS MAINTENANCE MAN	19	744,491.00
1	31,905.00	26	STOREKEEPER (DPW)	1	36,276.00
1	41,468.00	25	ASSISTANT STOREKEEPER (DPW)	1	41,309.00
18	637,822.00	24	PUBLIC WORKS LABORER	18	662,825.00
68	3,066,645.00		TOTAL REGULAR SALARIES	69	3,179,686.00

AUTHORIZED POSITIONS WITHOUT FUNDING

1	-	34	PUBLIC WORKS FOREMAN	1	-
1	-	33	SENIOR ENGINEERING AIDE, GRADE 2	0	-
1	-	26	PUBLIC WORKS MAINTENANCE MAN	1	-
3	-		TOTAL REGULAR SALARIES	2	-
	195,342.00		CONTRACTUAL STIPENDS - MEO		195,342.00
	(50,519.00)		VACANCY FACTOR		(50,519.00)
71	\$ 3,211,468.00	440-91000	TOTAL RECOMMENDED PERSONAL SERVICES	71	\$ 3,324,509.00

	\$ 250,000.00	440-97000	TOTAL OVERTIME		\$ 250,000.00
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\$ -	CONSTRUCTION SERVICES	\$ 6,000.00
-	BUILDING MAINTENANCE SERVICES	180,000.00
468,576.00	ELECTRICITY	440,000.00
2,500.00	LEASES & RENTALS	50,000.00
10,000.00	SPECIAL POLICE	130,000.00
1,857,746.00	HIRED SERVICES	850,000.00
93,024.00	MAINTENANCE & REPAIR	530,000.00
39,720.00	TELEPHONE	75,000.00
12,250.00	OTHER PERSONAL SERVICES	-
-	REGISTRATION SERVICES	9,000.00
250,000.00	HIRED SERVICES & EQUIPMENT	231,650.00
-	EXTERMINATOR SERVICES	5,000.00
-	PRINTING	2,700.00
-	MAINTENANCE SYSTEM EQUIPMENT	2,600.00
-	MAINTENANCE SYSTEM SOFTWARE	10,000.00
-	MAINTENANCE/REPAIR BUILDING	50,000.00
-	MAINTENANCE/REPAIR EQUIPMENT	25,000.00
-	MAINTENANCE/REPAIR VEHICLE	18,500.00
-	CLEANING SERVICES	35,000.00
563,003.00	CHARGES FOR SERVICES	-
-	MEMBERSHIP DUES	9,000.00
3,245.00	AUTOMOTIVE SUPPLIES	33,000.00
31,175.00	BUILDING SUPPLIES	37,000.00

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF SEWER- DIVISION #440

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	PROPOSED FY18 AMOUNT
	\$ 1,150.00		OFFICE SUPPLIES		\$ 5,500.00
	16,000.00		FUEL OIL		-
	18,000.00		NATURAL GAS		40,000.00
	312,075.00		OTHER SUPPLIES		-
	-		CONSTRUCTION SUPPLIES		22,000.00
	-		HARDWARE SUPPLIES		6,000.00
	-		AUO FUEL NO LEAD GAS		45,000.00
	-		DIESEL GAS		75,000.00
	-		HOUSEHOLD SUPPLIES		3,500.00
	-		CLEANING SUPPLIES		2,500.00
	-		MEDICAL SUPPLIES		3,000.00
	-		LABORATORY SUPPLIES		3,500.00
	-		PARTS/EQUIPMENT SUPPLIES		19,000.00
	-		SAFETY SUPPLIES		15,000.00
	-		CHEMICAL SUPPLIES		30,000.00
	19,755,777.00		SEWAGE TREATMENT		20,278,959.00
	5,948.00		OTHER CHARGES & EXPENDITURES		5,500.00
	<u>\$ 23,440,189.00</u>	440-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 23,283,909.00</u>
	<u>\$ 24,500.00</u>	440-93000	TOTAL OTHER CAPITAL OUTLAY		<u>\$ 24,500.00</u>
	\$ 5,251,105.00		DEBT SERVICE:		\$ 5,767,808.00
	3,661,616.00		REDEMPTION OF BONDS		3,953,243.00
	<u>\$ 8,912,721.00</u>	440-94000	INTEREST ON BONDS		<u>\$ 9,721,051.00</u>
	<u>\$ 3,607,345.00</u>	440-95000	TOTAL DEBT SERVICES		<u>\$ 3,636,756.00</u>
	\$ 1,238,286.00		TRANSFER OF SERVICES		\$ 1,315,814.00
	12,731.00		FRINGE BENEFITS:		13,113.00
	1,291,771.00		HEALTH INSURANCE		1,387,666.00
	178,286.00		NON CONTRIBUTORY PENSIONS		187,818.00
	553,778.00		CONTRIBUTORY PENSIONS		569,595.00
	-		EARLY RETIREMENT		100,000.00
	10,000.00		PENSION OBLIGATION BONDS		5,000.00
	<u>\$ 3,284,852.00</u>	440-96000	WORKERS COMPENSATION		<u>\$ 3,579,006.00</u>
	<u>\$ 42,731,075.00</u>		UNEMPLOYMENT COMPENSATION		<u>\$ 43,819,731.00</u>
			TOTAL FRINGE BENEFITS		
			TOTAL SEWER		

**Department of Public Works & Parks- Water Division
FY18 Budget Recommendation**

**Paul J. Moosey
Commissioner**

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

Division Mission Statement:

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

FY18 Budget Overview

	Actual	Approved		Recommended
Expenditures	Fiscal 2016	Budget for	Account	Appropriation
		Fiscal 2017	Number	Fiscal 2018
Salaries	\$ 5,594,842.97	\$ 6,602,296.00	91000	\$ 6,739,690.00
Overtime	537,229.74	643,000.00	97000	643,000.00
Ordinary Maintenance	3,622,927.09	3,706,023.00	92000	3,595,150.00
Capital Outlay	25,167.12	25,000.00	93000	25,000.00
Debt Service	11,677,468.11	9,430,984.00	94000	8,094,593.00
Transfer of Services	2,236,383.00	2,287,654.00	95000	2,313,991.00
Fringe Benefits	4,132,952.62	4,954,515.00	96000	4,870,514.00
Total Expenditures	\$ 27,826,970.65	\$ 27,649,472.00		\$ 26,281,938.00
Total Positions	135	135		136

Expenditures:

The total budget for Fiscal 2018 is recommended to be \$26,281,938, which is a decrease of \$1,367,534 from the Fiscal 2017 budget of \$27,649,472.

The Personal Services budget for Fiscal 2018 is recommended to be \$6,739,690, which is an increase of \$137,394 from the Fiscal 2017 budget of \$6,602,296. This increase is a net result of:

- Step increases per the salary ordinance, EM Incentive, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$97,160
- New Water Filtration Laboratory Technician position: \$41,850
- Vacant Water Filtration Chemist position to a Chemist position: (\$1,831)
- Water Filtration Electrical Technician to Water Filtration Plant Operator: \$267
- Increase in Enterprise funding: (\$52)

The Overtime budget for Fiscal 2018 is recommended to be level funded at \$643,000.

The Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$3,595,150, which is a decrease of \$110,873 from the Fiscal 2017 amount of \$3,706,023. This decrease is a result of:

- Decrease in overall budget based on spending history: (\$110,873)

Department of Public Works & Parks- Water Division FY18 Budget Recommendation

The Capital Outlay budget for Fiscal 2018 is recommended to be level funded at \$25,000.

The Debt Service budget for Fiscal 2018 is recommended to be \$8,094,593, which is a decrease of \$1,336,391 from the Fiscal 2017 budget of \$9,430,984. The decrease is a result of:

- Debt Principal: (\$1,297,643)
- Debt Interest: (\$38,748)

The projected debt service will be used to fund \$7,878,785 in existing principal and interest debt outstanding as well as pay for \$216,012 of BAN interest.

The Transfer of Services budget for Fiscal 2018 is recommended to be \$2,313,991, which is an increase of \$26,337 from the Fiscal 2017 budget of \$2,287,654. This account is used to pay for salary and ordinary maintenance costs of other departments that provide service to this enterprise.

The Fringe Benefits budget for Fiscal 2018 is recommended to be \$4,870,514, which is a decrease of \$84,001 from the Fiscal 2017 budget of \$4,954,515. The decrease is a result of:

- Health Insurance: \$4,321
- Pensions: (\$23,876)
- Pension Obligation Bonds: (\$43,577)
- Worker's Compensation: (\$15,869)
- Unemployment: (\$5,000)

Operational Overview:

The Water Division is an Enterprise operation, meaning its operations are supported by the revenues collected for the services provided. This Division is responsible for the supply and conveyance of potable water throughout the City. The Water Division provides an average of 24 million gallons of water 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 2018 is recommended to be \$3.67 per 100 cubic feet (CCF) of water used, an increase of 7 cents, or 2%. The water rate for out of town users will increase to \$3.93, an increase of 7 cents or 1.8% per 100 cubic feet.

Since 1989, water use in Worcester has remained well below long-term historical averages. This trend has been witnessed in urban centers across Massachusetts and in much of the nation. Usage declines, despite population increases, are due to many factors including improved water system maintenance, new metering, low-flow plumbing fixtures, better educated consumers and increased costs to customers for water and sewer service. With fixed costs dominating the Water Enterprise budget, declining or steady but lower billed usage necessitates higher water rates just to maintain water system operations. The projected billable water use for was

Department of Public Works & Parks- Water Division
FY18 Budget Recommendation

lowered by 20,000 ccf's in Fiscal 2017 to reflect the lower water consumption in the City. That consumption level is maintained for Fiscal 2018 This usage will generate sufficient funding to cover the Water Enterprise projected budget needs.

PAUL J. MOOSEY, COMMISSIONER**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF PUBLIC WORKS & PARKS****DIVISION OF WATER- DIVISION #450**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 109,580.00	47EM	DIRECTOR, WATER & SEWER OPERATIONS	1	\$ 109,159.00
1	98,544.00	48M	ASSISTANT DIRECTOR OF WATER OPERATIONS	1	98,176.00
1	86,803.00	46M	WATER FILTRATION PLANT MANAGER	1	89,516.00
1	91,516.00	46M	PRINCIPAL SANITARY ENGINEER	1	69,285.00
1	83,310.00	44M	CHIEF PLANT OPERATOR	1	84,701.00
1	69,552.00	44M	ENVIRONMENTAL MANAGER	1	71,823.00
1	78,929.00	42M	WATER SUPPLY MANAGER	1	78,624.00
1	54,247.00	39M	WATER DISTRIBUTION SUPERVISOR	1	54,039.00
1	70,943.00	39M	SENIOR STAFF ASSISTANT	1	70,679.00
2	135,408.00	41	ASSISTANT SANITARY ENGINEER, GRADE 4	2	134,889.00
1	73,541.00	40P	SYSTEMS ACCOUNTANT (DPW)	1	73,258.00
1	72,135.00	41	SENIOR GIS ANALYST (DPW)	1	72,239.00
1	72,135.00	41	WATER FILTRATION CHEMIST	0	-
0	-	40	CHEMIST	1	51,356.00
1	69,665.00	40	WATER FILTRATION INSTRUMENT TECHNICIAN	1	69,722.00
1	67,216.00	39	FORESTER	1	67,288.00
1	67,216.00	39	WATER RESOURCE COORDINATOR	1	67,288.00
2	130,412.00	39	SENIOR WATER FILTRATION PLANT OPERATOR	2	134,576.00
1	52,639.00	38	CHIEF LAB TECHNICIAN	1	61,092.00
2	127,913.00	38	GENERAL PUBLIC WORKS FOREMAN	2	127,692.00
1	59,620.00	38	HEAD PUMPING STATION OPERATOR	1	63,009.00
1	44,454.00	38	WATER FILTRATION ELECTRICAL TECHNICIAN	0	-
4	245,237.00	37	JUNIOR CIVIL ENGINEER, GRADE 3 (DPW)	4	240,387.00
1	58,249.00	37	STAFF ASSISTANT III	1	58,282.00
1	53,184.00	37	SUPPORT TECHNICIAN	1	56,206.00
1	60,486.00	36	SENIOR FILTRATION MECHANICAL TECHNICIAN	1	62,650.00
4	210,234.00	36	PUBLIC WORKS FOREMAN AND INSPECTOR	4	216,175.00
1	56,058.00	34	UTILITY DATA TECHNICIAN	1	56,348.00
5	295,685.00	34	PUBLIC WORKS FOREMAN	6	323,616.00
3	166,784.00	34	WATER FILTRATION PLANT OPERATOR	4	225,392.00
1	46,982.00	34	FILTRATION PLANT LABORATORY TECHNICIAN	2	93,080.00
1	65,022.00	34	WORKING FOREMAN, MOTOR EQUIP REPAIRMAN	1	65,042.00
1	49,215.00	33HC	SENIOR ENVIRONMENTAL ANALYST	1	50,794.00
5	179,876.00	33	SENIOR ENGINEERING AIDE, GRADE 2 (DPW)	4	191,470.00
1	54,395.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	54,413.00
1	40,487.00	33	ASSISTANT FORESTER	1	45,989.00
1	47,565.00	33	ENVIRONMENTAL ANALYST	1	40,332.00
1	52,639.00	32	PRINCIPAL STOREKEEPER	1	45,989.00
3	141,025.00	32	WORKING FOREMAN, CRAFTSMAN	3	141,202.00
1	46,586.00	32	WATER FILTRATION MECHANICAL TECHNICIAN	1	49,189.00
3	157,917.00	32	PUMPING STATION OPERATOR II	3	153,900.00
2	82,936.00	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	82,618.00
2	88,262.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	90,124.00
4	182,974.00	30	WORKING FOREMAN, DPW MAINTENANCE MAN	4	196,104.00
2	98,430.00	30	HEAD CLERK	2	85,447.00
1	44,496.00	27	PRINCIPAL CLERK & STENOGRAPHER	1	44,325.00
30	1,111,701.00	26	PUBLIC WORKS MAINTENANCE MAN	30	1,148,150.00
1	42,930.00	26	WATER SERVICE INSPECTOR	1	42,765.00
2	73,373.00	26	STOREKEEPER (DPW)	2	79,041.00
3	103,692.00	25	ASSISTANT STOREKEEPER (DPW)	3	110,174.00
3	119,544.00	24	ASSISTANT FILTRATION PLANT OPERATOR	3	119,685.00
1	31,905.00	24	SENIOR CLERK AND STENOGRAPHER	1	31,783.00
15	545,880.00	24	PUBLIC WORKS LABORER	15	556,231.00
1	30,089.00	22	SENIOR CLERK AND TYPIST	1	29,973.00
1	47,675.00	4	SENIOR SECURITY GUARD (DPW)	1	49,161.00
4	142,325.00	1	SECURITY GUARD	4	142,419.00
135	6,489,616.00		REGULAR SALARIES	136	6,626,867.00

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	45EM	DIRECTOR OF ENVIROMENTAL SYSTEMS	1	-
1	-	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	-
1	-	34	GENERAL PUBLIC WORKS FOREMAN	1	-
1	-	32	WORKING FOREMAN, CRAFTSMAN	1	-
1	-	32	STAFF ASSISTANT I	1	-
1	-	27	PRINCIPAL CLERK AND TYPIST	1	-
3	-	26	PUBLIC WORKS MAINTENANCE MAN	3	-
<u>9</u>	<u>-</u>		REGULAR SALARIES	<u>9</u>	<u>-</u>
	1,852.00		EM INCENTIVE PAY		2,047.00
	252,398.00		CONTRACTUAL STIPENDS - MEO		252,398.00
	(105,502.00)		VACANCY FACTOR		(105,502.00)
	<u>6,638,364.00</u>		TOTAL RECOMMENDED SALARIES		<u>6,775,810.00</u>
	(36,068.00)		FUNDING SOURCES: CREDIT SEWER REVENUES		(36,120.00)
	<u>(36,068.00)</u>				<u>(36,120.00)</u>
<u>144</u>	<u>\$ 6,602,296.00</u>	450-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>145</u>	<u>\$ 6,739,690.00</u>
	<u>\$ 643,000.00</u>	450-97000	TOTAL OVERTIME		<u>\$ 643,000.00</u>
\$ -			BUILDING MAINTENANCE SERVICES		\$ 100,000.00
1,120,155.00			ELECTRICITY		1,280,000.00
-			LEASES & RENTALS		21,000.00
47,000.00			SPECIAL POLICE		80,000.00
148,250.00			HIRED SERVICES		50,000.00
409,520.00			MAINTENANCE & REPAIR		-
45,200.00			TELEPHONE		55,000.00
73,600.00			OTHER PERSONAL SERVICES		-
-			SECURITY SERVICES		2,500.00
-			REGISTRATION FEES		10,000.00
-			HIRED SERVICES & EQUIPMENT		79,000.00
-			PRINTING SUPPLIES		18,000.00
-			RUBBISH REMOVAL		3,700.00
-			MAINTENANCE SYSTEM EQUIPMENT		34,000.00
-			MAINTENANCE SYSTEM SOFTWARE		4,000.00
-			MAINTENANCE/REPAIR BUILDING		50,000.00
-			MAINTENANCE/REPAIR EQUIPMENT		250,000.00
362,500.00			CHARGES FOR SERVICES		-
2,500.00			AUTOMOTIVE SUPPLIES		2,500.00
339,500.00			BUILDING SUPPLIES		589,000.00
14,000.00			OFFICE SUPPLIES		15,000.00
17,000.00			FUEL OIL		-
117,050.00			NATURAL GAS		114,000.00
659,850.00			OTHER SUPPLIES		-
-			CONSTRUCTION SUPPLIES		11,200.00
-			HARDWARE SUPPLIES		10,000.00
-			SAND & GRAVEL SUPPLIES		6,000.00
-			PRINTING SUPPLIES		5,000.00
-			ELECTRIC SUPPLIES		2,800.00

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
	\$ -		AUTO FUEL NO LEAD GAS		\$ 52,000.00
	-		HEATING FUEL OIL		5,000.00
	-		DIESEL FUEL		52,000.00
	-		CLEANING SUPPLIES		15,000.00
	-		LABORATORY SUPPLIES		125,000.00
	-		TOOLS		16,000.00
	-		PARTS/EQUIPMENT SUPPLIES		10,000.00
	-		SAFETY SUPPLIES		23,000.00
	-		CHEMICAL SUPPLIES		350,000.00
	349,898.00		OTHE CHARGES & EXPENDITURES		14,450.00
	-		TAXES		140,000.00
	<u>\$ 3,706,023.00</u>	450-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 3,595,150.00</u>
	<u>\$ 25,000.00</u>	450-93000	TOTAL OTHER CAPITAL OUTLAY		<u>\$ 25,000.00</u>
	\$ 7,001,440.00		DEBT SERVICES:		
	2,429,544.00		REDEMPTION OF BONDS		\$ 5,703,797.00
	<u>\$ 9,430,984.00</u>	450-94000	INTEREST ON BONDS		2,390,796.00
			TOTAL RECOMMENDED DEBT SERVICES		<u>\$ 8,094,593.00</u>
	<u>\$ 2,287,654.00</u>	450-95000	TRANSFER OF SERVICES		<u>\$ 2,313,991.00</u>
	\$ 1,956,076.00		FRINGE BENEFITS		
	1,836,456.00		HEALTH INSURANCE		1,960,397.00
	258,831.00		CONTRIBUTORY PENSIONS		1,811,842.00
	787,283.00		EARLY RETIREMENT		259,569.00
	105,869.00		PENSION OBLIGATION BONDS		743,706.00
	10,000.00		WORKERS COMPENSATION		90,000.00
	<u>\$ 4,954,515.00</u>	450-96000	UNEMPLOYMENT COMPENSATION		5,000.00
			TOTAL FRINGE BENEFITS		<u>\$ 4,870,514.00</u>
	<u>\$ 27,649,472.00</u>		TOTAL WATER		<u>\$ 26,281,938.00</u>

Department of Public Works & Parks- Off Street Parking FY18 Budget Recommendation

Paul J. Moosey Commissioner

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

Divisional Mission Statement:

The mission of Off-Street Parking Division is to:

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

FY18 Budget Overview

	Actual	Approved	Recommended
	Fiscal 2016	Budget for	Appropriation
		Fiscal 2017	Fiscal 2018
Expenditures			
Pearl Elm Garage	\$ 459,249.10	\$ 511,780.00	\$ 507,997.00
Federal Plaza Garage	594,732.88	643,900.00	624,808.00
Parking Meters	237,692.96	50,415.00	50,415.00
Off Street Parking Lots	143,347.86	374,792.00	400,398.00
Union Station Garage	878,112.60	772,097.00	748,006.00
Major Taylor Blvd Garage	1,125,607.38	1,182,485.00	1,179,038.00
Worcester Common Garage	46,496.40	277,835.00	295,000.00
Total Expenditures	\$ 3,485,239.18	\$ 3,813,304.00	\$ 3,805,662.00
Funding Sources			
Pearl Elm Garage	\$ 459,249.10	\$ 1,210,262.00	\$ 1,159,849.00
Federal Plaza Garage	594,732.88	500,000.00	500,000.00
Parking Meters	237,692.96	50,415.00	50,415.00
Off Street Parking Lots	143,347.86	374,792.00	400,398.00
Union Station Garage	878,112.60	400,000.00	400,000.00
Major Taylor Blvd Garage	1,125,607.38	1,000,000.00	1,000,000.00
Worcester Common Garage	46,496.40	277,835.00	295,000.00
Total Funding Sources	\$ 3,485,239.18	\$ 3,813,304.00	\$ 3,805,662.00

Department of Public Works & Parks- Off Street Parking FY18 Budget Recommendation

Expenditures:

The Operational budget for Fiscal 2018 is recommended to be \$3,805,662 which is a decrease of \$7,642 from the Fiscal 2017 budget of \$3,813,304. The net operational increase is attributable to \$17,165 in ordinary maintenance expenditures for the new Worcester Common Garage. The increase is offset by a decrease in the Debt Service costs of \$24,807. The following is breakdown of costs associated with the various garages:

Pearl Elm Garage:

The Fiscal 2018 Operational budget for the Pearl Elm Garage is projected at \$507,997 which is a decrease of \$3,783 or 0.74% from the Fiscal 2017 budget of \$511,780. Ordinary Maintenance expenditure is funded at \$387,520 and \$120,477 for principal and interest payments for debt service cost.

Federal Plaza Garage:

The Fiscal 2018 Operational budget for the Federal Plaza Garage is projected at \$624,808 which is a decrease of \$19,092 or 2.97% from the Fiscal 2017 budget of \$643,900. Ordinary Maintenance expenditure is funded at \$352,385 and \$272,423 for principal and interest payments for debt service cost.

Parking Meter Program:

The Fiscal 2018 Operational budget for the Parking Meter Program is projected to be level funded at \$50,415

Off Street Parking Lots:

The Fiscal 2018 Operational budget for the Off Street Parking is projected at \$400,398 which is an increase of \$25,606 or 6.40% from the Fiscal 2017 budget of \$374,792. Ordinary Maintenance expenditure is funded at \$151,250 and \$249,148 for principal and interest payments for debt service cost.

Union Station Garage:

The Fiscal 2018 Operational budget for the Union Station Garage is projected at \$748,006 which is a decrease of \$24,091 or 3.12% from the Fiscal 2017 budget of \$772,097. Ordinary Maintenance expenditure is funded at \$366,740 and \$381,266 for principal and interest payments for debt service cost.

Major Taylor Boulevard Garage:

The Fiscal 2018 Operational budget for the Major Taylor Garage is projected at \$1,179,038 which is a decrease of \$3,447 or .29% from the Fiscal 2017 budget of \$1,182,485. Ordinary Maintenance expenditure is funded at \$535,290 and \$643,748 for principal and interest payments for debt service cost.

Worcester Common Garage:

The Fiscal 2018 Operational budget for the new Worcester Common Garage is projected at \$295,000 which is an increase of \$17,165 from the Fiscal 2017 amount of \$277,835.

Department of Public Works & Parks- Off Street Parking FY18 Budget Recommendation

Operational Overview:

The Off-Street Parking Program presently consists of five municipal parking garages and thirteen open-air parking lots. Three garages located in the Central Business District: Pearl Elm, Federal Plaza, and Worcester Common, supply 1,380 parking spaces for workers and visitors. The Major Taylor Boulevard Garage supplies 983 spaces and the Union Station Garage supplies an additional 500 spaces. The total number of parking garage spaces is 2,813. The thirteen open-air parking lots are located throughout the City.

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

PAUL J. MOOSEY, COMMISSIONER**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF PUBLIC WORKS & PARKS****OFF STREET PARKING PROGRAM #46S**

RECOMMENDED FY17 AMOUNT	TITLE	RECOMMENDED FY18 AMOUNT
\$ 387,520.00	PEARL / ELM GARAGE ORDINARY MAINTENANCE	\$ 387,520.00
40,615.00	INTEREST ON BONDS	36,797.00
83,645.00	REDEMPTION ON BONDS	83,680.00
<u>\$ 511,780.00</u>	TOTAL PEARL ELM GARAGE	<u>\$ 507,997.00</u>
\$ 352,385.00	FED/PLAZA GARAGE ORDINARY MAINTENANCE	\$ 352,385.00
77,561.00	INTEREST ON BONDS	71,717.00
213,954.00	REDEMPTION ON BONDS	200,706.00
<u>\$ 643,900.00</u>	TOTAL FEDERAL PLAZA GARAGE	<u>\$ 624,808.00</u>
\$ 50,415.00	PARKING METERS ORDINARY MAINTENANCE	\$ 50,415.00
<u>\$ 50,415.00</u>	TOTAL PARKING METERS	<u>\$ 50,415.00</u>
\$ 151,250.00	OFF STREET PARKING LOT ORDINARY MAINTENANCE	\$ 151,250.00
31,542.00	INTEREST ON BONDS	79,307.00
192,000.00	REDEMPTION ON BONDS	169,841.00
<u>\$ 374,792.00</u>	TOTAL OFF STREET PARKING LOT	<u>\$ 400,398.00</u>
\$ 366,740.00	UNION STATION ORDINARY MAINTENANCE	\$ 366,740.00
134,357.00	INTEREST ON BONDS	109,802.00
271,000.00	REDEMPTION ON BONDS	271,464.00
<u>\$ 772,097.00</u>	TOTAL UNION STATION GARAGE	<u>\$ 748,006.00</u>
\$ 535,290.00	MAJOR TAYLOR BOULEVARD GARAGE ORDINARY MAINTENANCE	\$ 535,290.00
114,195.00	INTEREST ON BONDS	85,748.00
533,000.00	REDEMPTION ON BONDS	558,000.00
<u>\$ 1,182,485.00</u>	TOTAL WORCESTER CENTER BOULEVARD GARAGE	<u>\$ 1,179,038.00</u>
\$ 277,835.00	WORCESTER COMMON GARAGE ORDINARY MAINTENANCE	\$ 295,000.00
<u>\$ 277,835.00</u>	TOTAL WORCESTER COMMON GARAGE	<u>\$ 295,000.00</u>
<u>\$ 3,813,304.00</u>	TOTAL OFF - STREET PARKING	<u>\$ 3,805,662.00</u>
	FUNDING SOURCES	
\$ (1,210,262.00)	PEARL ELM GARAGE	\$ (1,159,849.00)
(500,000.00)	FEDERAL PLAZA	(500,000.00)
(50,415.00)	PARKING METERS	(50,415.00)
(374,792.00)	OFF STREET PARKING LOTS	(400,398.00)
(400,000.00)	UNION STATION GARAGE	(400,000.00)
(1,000,000.00)	MAJOR TAYLOR BOULEVARD GARAGE	(1,000,000.00)
(277,835.00)	WORCESTER COMMON GARAGE	(295,000.00)
<u>\$ (3,813,304.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (3,805,662.00)</u>
<u>\$ -</u>	RECOMMENDED TAX LEVY	<u>\$ -</u>

Administration & Finance FY18 Budget Recommendation

Thomas F. Zidelis
Chief Financial Officer

City Hall – Room 203
 455 Main Street
 Worcester, Massachusetts 01608
 (508) 799 – 1180

Departmental Mission Statement:

The Department of Administration and Finance is comprised of the Budget Division, Purchasing Division and Treasurer and Collection Division. The mission of the Department is to oversee all aspects of Worcester’s financial functions and to achieve and complete the missions of the Assessing, Technical Services, and Treasury Divisions. To accomplish this mission the Department:

- Serves as the City’s receipting and disbursing agent of public financial assets in order to maximize the utilization and safekeeping of City funds;
- Prepares and monitors each fiscal year’s capital, grant, and tax levy budgets;
- Performs financial analyses on various projects and annual City programs;
- Coordinates grants acquisition and financial oversight; and
- Procures materials, supplies, equipment, and services at the lowest possible cost, consistent with the quality necessary for the proper operation of various City Departments.

FY18 Budget Overview

	Actual	Approved		Recommended
		Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 1,743,768.64	\$ 1,741,365.00	91000	\$ 1,752,731.00
Overtime	31,697.04	30,000.00	97000	30,500.00
Ordinary Maintenance	1,152,141.50	775,016.00	92000	768,752.00
Total	\$ 2,927,607.18	\$ 2,546,381.00		\$ 2,551,983.00

Expenditures:

The total tax levy budget for Fiscal 2018 is recommended to be \$2,551,983, which is an increase of \$5,602 from the Fiscal 2017 budget of \$2,546,381.

The tax levy Personal Services budget for Fiscal 2018 is recommended to be \$1,752,731, which is an increase of \$11,366 from the Fiscal 2017 budget of \$1,741,365. This is a result of:

- Step increase, EM incentive, and FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$11,527
- Decrease Budget Director/Assistant City Treasury Salary: (\$26,764)
- Decrease City Treasurer & Collector Salary: (\$10,457)
- Add WRA Financial Manager: \$2,500
- Increase Vacancy Factor: (\$4,366)

Administration & Finance FY18 Budget Recommendation

- Decrease Purchasing Project Accounts: \$22,609
- Decrease Funding Sources (Sewer, Water, Golf, Grants): \$16,317

The Overtime budget for Fiscal 2018 is recommended to be \$30,500, which is an increase of \$500 from the approved Fiscal 2017 budget of \$30,000. This is due to overall history of spending.

The tax levy Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$768,752 which is a decrease of \$6,264 from the approved Fiscal 2017 budget of \$775,016. This is due to realignment of OM and overall spending history.

Operational Overview:

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

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

The Treasurer and Collector Division is responsible for the timely billing and collection of all of the City's revenues, disbursing all payments by the City and the Worcester Retirement System, and the safekeeping of all City funds. The Treasurer's 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 in compliance with Federal and State laws and local contracts. The Division is also chiefly responsible for long-term debt management. The Treasurer's Division coordinates the issuance of short term and long term debt obligations to fund the City's capital improvement program. The Collector's Division issues and receipts more than 600,000 tax, utility, and departmental bills annually.

The Parking Division is responsible for the administration of the collection of revenues from parking tickets and abandoned vehicle violations as well as the City's resident parking program. This Division also provides municipal hearings for parking appeals, as well as other eligible appeal processes, including nuisance violations and dangerous dog hearings.

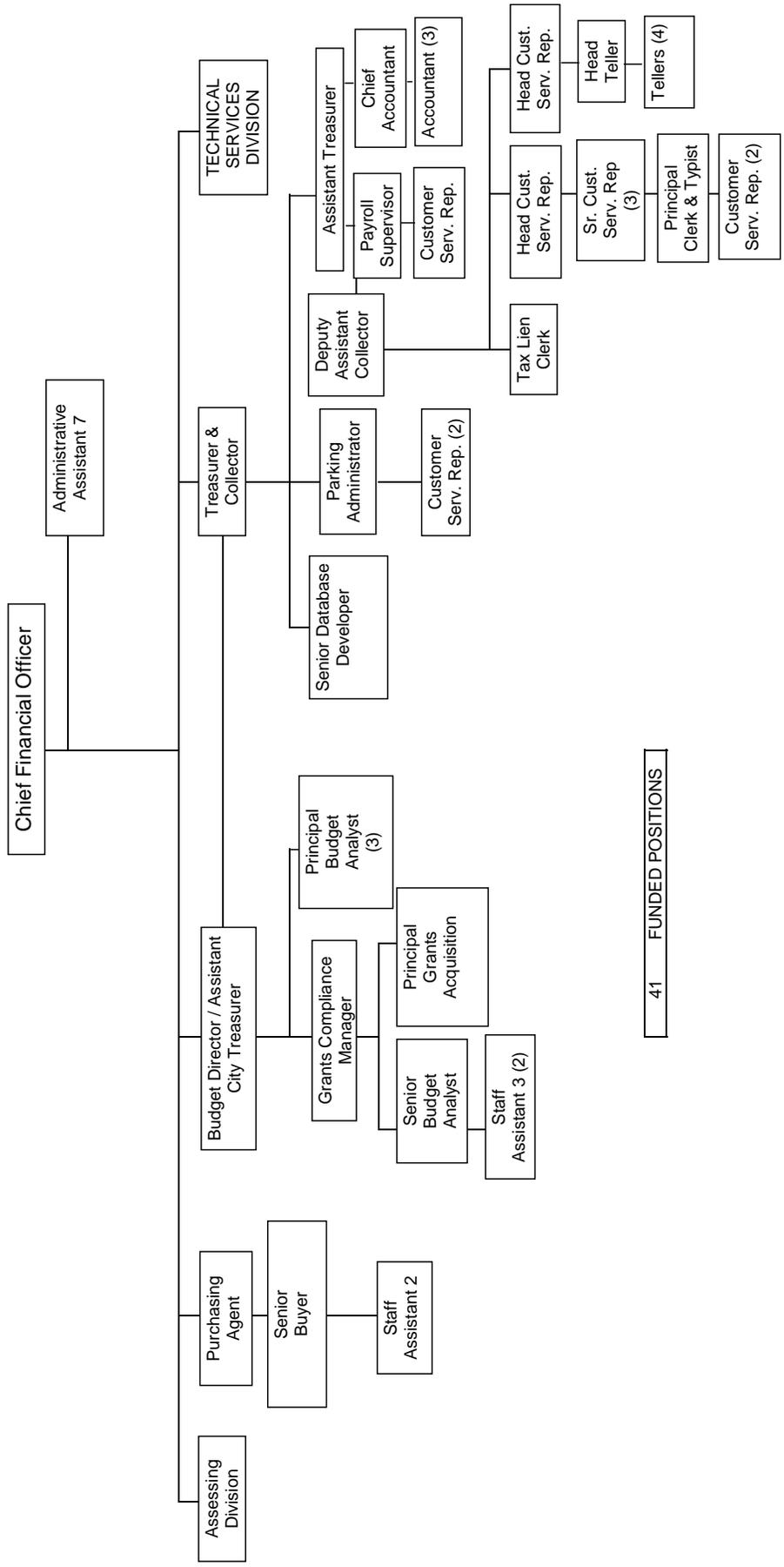
The Tax Title Foreclosure Division is charged with the prosecution of Land Court foreclosure complaints, the preparation and filing of legal documents effecting property owner's title, and the disposition of tax foreclosed properties in compliance with Chapter 60 of the Massachusetts General Laws. This Division is also responsible for compiling and conducting tax liens for assignment sales.

Administration & Finance FY18 Budget Recommendation

The Administration & Finance Department office is charged with the oversight of all outgoing mail issued by the City. This encompasses over one million pieces of mail being issued to taxpayers, residents and employees of the City.

The Purchasing Division serves as the conduit for all City department procurements, in addition to communication with the local business community and the Commonwealth.

DEPARTMENT OF ADMINISTRATION & FINANCE
ORGANIZATIONAL CHART



41 FUNDED POSITIONS

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF ADMINISTRATION & FINANCE****DIVISION OF PURCHASING, FINANCE & TREASURY**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
<u>ADMINISTRATION</u>					
1	\$ 148,338.00	58CM	CHIEF FINANCIAL OFFICER	1	\$ 147,764.00
1	58,249.00	35	ADMINISTRATIVE ASSISTANT 7	1	58,282.00
2	\$ 206,587.00		REGULAR SALARIES ADMINISTRATION	2	\$ 206,046.00
	-		VACANCY FACTOR		-
	4,365.00		EM INCENTIVE PAY		5,861.00
	\$ 210,952.00		TOTAL REGULAR SALARIES ADMINISTRATION		\$ 211,907.00
<u>FINANCE / BUDGET</u>					
1	108,363.00	47EM	BUDGET DIRECTOR/ASSISTANT CITY TREASURER	1	81,599.00
1	78,929.00	42M	GRANTS COMPLIANCE MANAGER	1	78,624.00
3	190,311.00	40M	PRINCIPAL BUDGET ANALYST	3	204,014.00
1	62,615.00	39M	SENIOR BUDGET ANALYST	1	65,845.00
1	67,335.00	39M	PRINCIPAL GRANTS ACQUISITION	1	66,272.00
2	125,230.00	37	STAFF ASSISTANT 3	2	112,175.00
9	\$ 632,783.00		REGULAR SALARIES ADMIN & FINANCE	9	\$ 608,529.00
	(8,500.00)		VACANCY FACTOR		(26,980.00)
	-		EM INCENTIVE PAY		-
	-		WRA FINANCIAL MANAGER		2,500.00
	\$ 624,283.00		TOTAL REGULAR SALARIES FINANCE & BUDGET		\$ 584,049.00
<u>FUNDING SOURCES:</u>					
	\$ (93,803.00)		FEDERAL & STATE GRANTS		\$ (83,548.00)
	(57,398.00)		PUBLIC HEALTH GRANTS		(57,375.00)
	(660.00)		GOLF REVENUES		(635.00)
	(79,765.00)		SEWER REVENUES		(76,708.00)
	(40,428.00)		WATER REVENUES		(38,878.00)
	\$ (272,054.00)		TOTAL FUNDING SOURCES		\$ (257,144.00)
11	\$ 563,181.00	610-91000	TOTAL PERSONAL SERVICES ADMIN. & FINANCE	11	\$ 538,812.00

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF ADMINISTRATION & FINANCE****DIVISION OF PURCHASING, FINANCE & TREASURY**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
<u>TREASURY</u>					
1	\$ 117,478.00	53EM	CITY TREASURER & COLLECTOR	1	\$ 107,021.00
1	81,911.00	47EM	ASSISTANT TREASURER	1	81,599.00
1	98,544.00	48P	SENIOR DATABASE DEVELOPER	1	98,176.00
1	85,084.00	44M	DEPUTY ASSISTANT COLLECTOR	1	84,760.00
1	78,929.00	42M	PARKING ADMINISTRATOR	1	78,624.00
1	63,839.00	39P	CHIEF ACCOUNTANT	1	65,801.00
2	121,522.00	36	HEAD CUSTOMER SERVICE REPRESENTATIVE	2	121,056.00
1	54,623.00	33	HEAD TELLER	1	54,413.00
1	45,932.00	32	SUPERVISOR OF PAYROLL	1	47,996.00
3	127,841.00	32	ACCOUNTANT	3	137,833.00
1	52,639.00	32	TAX-LIEN CLERK	1	52,437.00
4	189,087.00	30	TELLER	4	189,826.00
3	138,498.00	28	SR. CUSTOMER SERVICE REPRESENTATIVE	3	137,967.00
2	44,496.00	22	PRINCIPAL CLERK & TYPIST (P.G 27)	2	35,060.00
4	139,339.00	22	CUSTOMER SERVICE REPRESENTATIVE	4	143,240.00
<u>27</u>	<u>\$ 1,439,762.00</u>		REGULAR SALARIES FINANCE & TREASURY	<u>27</u>	<u>\$ 1,435,809.00</u>
	(90,000.00)		VACANCY FACTOR		(80,266.00)
	5,216.00		EM INCENTIVE PAY		1,883.00
	2,500.00		MUNICIPAL HEARING OFFICER STIPEND		2,500.00
	<u>\$ 1,357,478.00</u>		TOTAL REGULAR SALARIES TREASURY		<u>\$ 1,359,926.00</u>
<u>FUNDING SOURCES:</u>					
	\$ (2,198.00)		GOLF REVENUES		\$ (2,187.00)
	(170,808.00)		SEWER REVENUES		(169,947.00)
	(189,176.00)		WATER REVENUES		(188,222.00)
	<u>\$ (362,182.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (360,356.00)</u>
<u>27</u>	<u>\$ 995,296.00</u>	660-91000	TOTAL PERSONAL SERVICES TREASURY	<u>27</u>	<u>\$ 999,570.00</u>

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF ADMINISTRATION & FINANCE****DIVISION OF PURCHASING, FINANCE & TREASURY**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
<u>PURCHASING DIVISION</u>					
1	\$ 102,527.00	50EM	PURCHASING AGENT	1	\$ 102,128.00
1	69,552.00	43M	SENIOR BUYER	1	71,823.00
1	53,328.00	35	STAFF ASSISTANT 2	1	56,348.00
3	<u>\$ 225,407.00</u>		REGULAR SALARIES PURCHASING	3	<u>\$ 230,299.00</u>
	(4,380.00)		VACANCY FACTOR		-
	4,125.00		EM INCENTIVE PAY		4,124.00
	<u>\$ 225,152.00</u>		TOTAL REGULAR SALARIES PURCHASING		<u>\$ 234,423.00</u>
	(22,609.00)		<u>FUNDING SOURCES:</u> PROJECT ACCOUNTS		-
	(407.00)		GOLF REVENUES		(416.00)
	(7,232.00)		SEWER REVENUES		(7,386.00)
	(12,016.00)		WATER REVENUES		(12,272.00)
	<u>(42,264.00)</u>		TOTAL FUNDING SOURCES		<u>(20,074.00)</u>
3	<u>\$ 182,888.00</u>	600-91000	TOTAL PERSONAL SERVICES PURCHASING	3	<u>\$ 214,349.00</u>
41	<u>\$ 1,741,365.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	41	<u>\$ 1,752,731.00</u>
	\$ 30,000.00		TREASURER & COLLECTOR OVERTIME		\$ 30,500.00
	-		TRANSFER IN CONTRACTUAL		-
	<u>\$ 30,000.00</u>	660-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 30,500.00</u>

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF ADMINISTRATION & FINANCE****DIVISION OF PURCHASING, FINANCE & TREASURY**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
	\$ 2,000.00		TUITION		\$ 2,000.00
	500.00		MAINTENANCE & REPAIR		250.00
	100.00		POSTAGE		100.00
	500.00		NETWORK, HARDWARE, SOFTWARE		1,000.00
			TELEPHONE		400.00
	450.00		OTHER PERSONAL SERVICES		450.00
	2,500.00		NEWSPAPER ADVERTISEMENT		2,500.00
	5,500.00		OFFICE SUPPLIES		4,000.00
	-		COPY PAPER		1,000.00
	-		PRINTING		2,000.00
	500.00		OTHER SUPPLIES		400.00
	2,000.00		FORMS SUPPLIES		-
	1,250.00		SUBSCRIPTIONS		1,000.00
	-		MEMBERSHIP DUES		500.00
	500.00		TRAVELING		300.00
	<u>\$ 15,800.00</u>	600-92000	SUBTOTAL PURCHASING ORDINARY MAINTENANCE		<u>\$ 15,900.00</u>
	\$ 3,500.00		LEASES & RENTALS		\$ 4,000.00
	500.00		MAINTENANCE & REPAIR		-
	1,000.00		POSTAGE		1,000.00
	2,000.00		NETWORK, HARDWARE, SOFTWARE		3,000.00
	6,685.00		OTHER PERSONAL SERVICES		-
	4,000.00		OFFICE SUPPLIES		1,500.00
	-		COPY PAPER		1,000.00
	-		PRINTING		1,500.00
	3,000.00		OTHER SUPPLIES		-
	-		SUBSCRIPTIONS		1,500.00
	-		MEMBERSHIP DUES		400.00
	19,000.00		OTHER CHARGES & EXPENDITURES		1,000.00
	30,000.00		TRAVEL		30,000.00
	<u>\$ 69,685.00</u>	610-92000	SUBTOTAL BUDGET ORDINARY MAINTENANCE		<u>\$ 44,900.00</u>
	\$ 500.00		LEASES & RENTALS- TREASURY		\$ 500.00
	3,000.00		MAINTENANCE & REPAIR- TREASURY		3,200.00
	3,000.00		POSTAGE- TREASURY		3,000.00
	800.00		NETWORK, HARDWARE, SOFTWARE- TREASURY		400.00
	87,000.00		OTHER PERSONAL SERVICES- TREASURY		50,300.00
	2,000.00		NEWSPAPER ADVERTISING		5,000.00
	25,000.00		OFFICE SUPPLIES- TREASURY		18,200.00
	1,600.00		OTHER SUPPLIES- TREASURY		700.00
	500.00		OTHER CHARGES & EXPENDITURES- TREASURY		-
	-		PRINTING - TREASURY		12,500.00
	100.00		TRAVEL- TREASURY		-
	-		REGISTRATION & MEMBERSHIP DUES		2,700.00
	5,000.00		LEASES & RENTALS- COLLECTORS		5,400.00
	35,000.00		OTHER PERSONAL SERVICES- COLLECTORS		-
	2,500.00		OFFICE SUPPLIES- COLLECTORS		2,000.00
	-		TELEPHONE - COLLECTORS		1,600.00
	-		LEGAL FILING FEES		18,900.00
	500.00		OTHER CHARGES & EXPENDITURES- COLLECTORS		-

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF ADMINISTRATION & FINANCE****DIVISION OF PURCHASING, FINANCE & TREASURY**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
	2,000.00		LEASES & RENTALS- MAILING		2,000.00
	1,500.00		MAINTENANCE & REPAIR- MAILING		1,500.00
	260,000.00		POSTAGE- MAILING		430,000.00
	250,000.00		OTHER PERSONAL SERVICES- MAILING		8,000.00
	-		PRINTING - MAILING		83,500.00
	500.00		OFFICE SUPPLIES- MAILING		500.00
	-		LEGAL FILING FEES - TAX TITLE		15,000.00
	-		MAINT/REP BUILDINGS - TAX TITLE		15,000.00
	29,500.00		OTHER PERSONAL SERVICES- TAX TITLE		-
	48,500.00		OTHER PERSONAL SERVICES- PARKING		-
	-		PARKING VIO. PROCESSING		96,000.00
	2,500.00		OFFICE SUPPLIES- PARKING		2,000.00
	<u>\$ 761,000.00</u>	660-92000	SUBTOTAL TREASURY ORDINARY MAINTENANCE		<u>\$ 777,900.00</u>
			FUNDING SOURCES:		
	\$ (31,482.00)		SEWER REVENUES		\$ (30,908.00)
	<u>(39,987.00)</u>		WATER REVENUES		<u>(39,040.00)</u>
	<u>\$ (71,469.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (69,948.00)</u>
			TOTAL ORDINARY MAINTENANCE		<u>\$ 768,752.00</u>
			FRINGE BENEFITS:		
	\$ 12,458.00		HEALTH INSURANCE		\$ 12,458.00
	<u>15,801.00</u>		RETIREMENT		<u>15,771.00</u>
	<u>\$ 28,259.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 28,229.00</u>
			FUNDING SOURCES:		
	<u>(28,259.00)</u>		FEDERAL & STATE GRANTS		<u>(28,229.00)</u>
	<u>(28,259.00)</u>		TOTAL FUNDING SOURCES		<u>(28,229.00)</u>
			TOTAL FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 2,546,381.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,551,983.00</u>



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Assessing FY18 Budget Recommendation

William J. Ford

City Assessor

City Hall - Room 209

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1098

Divisional Mission Statement:

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

- Applies Assessing Division practices to the appraisal of real and personal property and maintains the level of assessment at its full and fair cash value, as required by the laws of the Commonwealth of Massachusetts, in conformance with the regulations of the Department of Revenue;
- Develops and maintains accurate records of all real estate parcels and personal property accounts within the City, including property record folders, electronic databases, tax maps, deed references, etc.;
- Continues the cyclical building inspection program to improve existing data integrity and capture new growth from building improvements;
- Periodically inspects and reviews all City property and updates electronic data files;
- Updates neighborhood assessing districts in conjunction with improvements to the statistical model for valuing residential property;
- Maintains an accurate personal property database by continuing a six-year data collection cycle for existing personal property accounts and ensures that new businesses which opened are valued and billed; and
- Administers motor vehicle excise tax programs that include commitment of excise tax bills and the abatement /appeal process related to individual taxpayer's excise bills.

Assessing FY18 Budget Recommendation

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$575,107.13	\$ 590,481.00	91000	\$ 594,995.00
Overtime	-	1,000.00	97000	1,000.00
Ordinary Maintenance	166,669.05	167,500.00	92000	156,700.00
Total	\$ 741,776.18	\$ 758,981.00		\$ 752,695.00
Total Positions	10	10		10

Expenditures:

The total Fiscal 2018 budget is recommended to be \$752,695 which is a decrease of \$6,286 from the Fiscal 2017 budget of \$758,981.

The recommended Personal Services budget for Fiscal 2018 is \$594,995 which is an increase of \$4,514 from the Fiscal 2017 amount of \$590,481. This increase is a result of:

- Step increases, and FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$5,207.
- Upgrade (2) Positions: Senior Assistant Assessor of Taxes P.G 37 to P.G 39: \$7,137
- Decrease EM Incentive Pay: (\$330)
- Increase Vacancy Factor: (\$7,500)

The recommended Overtime budget for Fiscal 2018 is recommended to be level funded at \$1,000.00.

The recommended Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$156,700 which is a decrease of \$10,800 from the Fiscal 2017 budget of \$167,500. This decrease is a result of a decrease in overall budget based on spending history (\$10,800).

Divisional Overview:

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

The Assessing Division provides information to the City Council for the Tax Classification Hearing annually so that a tax rate(s) can be established. The Assessing Division then commits to the Treasurer/Collector the annual real and personal property taxes to be collected, including betterments – sewer, street, sidewalk; and liens – sewer, water; handles requests for real estate

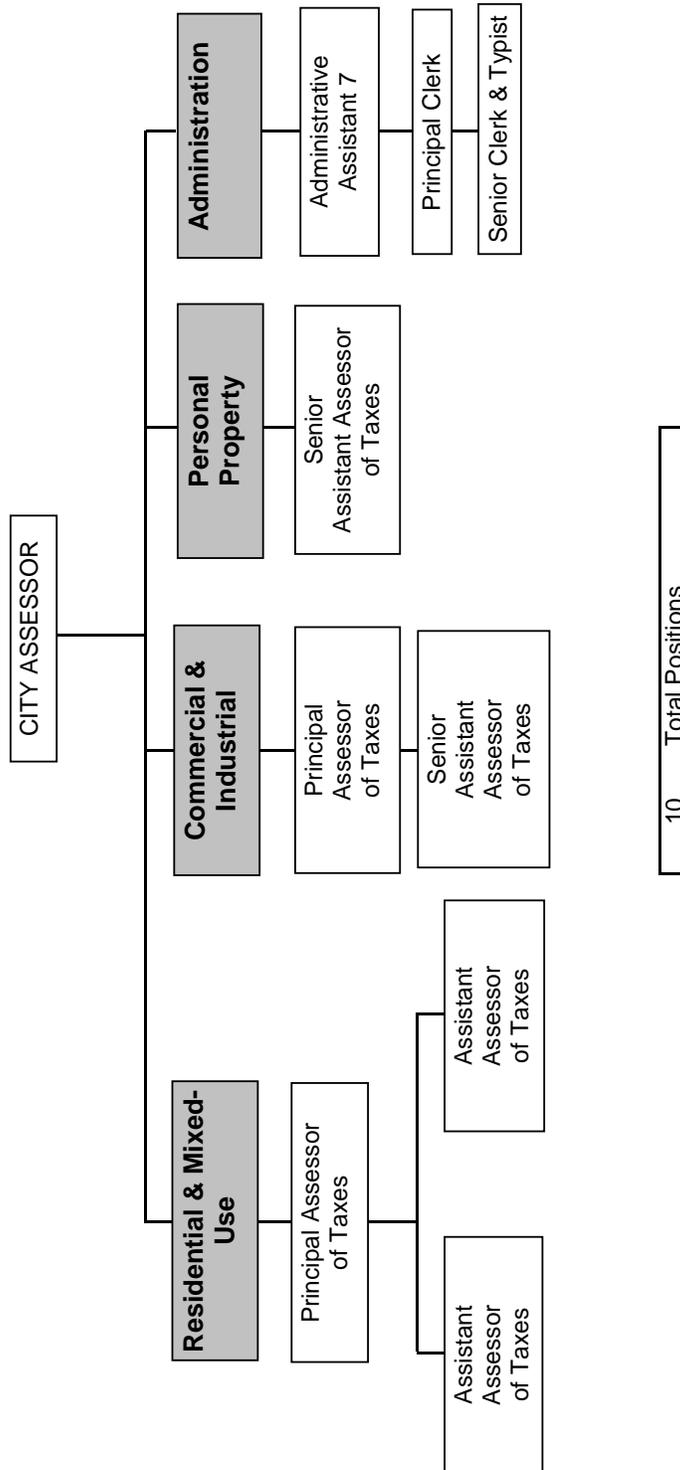
Assessing FY18 Budget Recommendation

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.

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

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

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



WILLIAM J. FORD, CITY ASSESSOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018****DEPARTMENT OF ADMINISTRATION & FINANCE****ASSESSING DIVISION - DIVISION #670**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 114,880.00	54EM	CITY ASSESSOR	1	\$ 114,442.00
2	141,878.00	40M	PRINCIPAL ASSESSOR OF TAXES	2	144,534.00
2	122,947.00	39	SENIOR ASSISTANT ASSESSOR OF TAXES	2	130,084.00
1	58,506.00	35	ADMINISTRATIVE ASSISTANT 7	1	58,282.00
2	83,146.00	32	ASSISTANT ASSESSOR OF TAXES	2	86,674.00
1	44,496.00	27	PRINCIPAL CLERK	1	44,325.00
1	37,647.00	22	SENIOR CLERK AND TYPIST	1	37,503.00
<u>10</u>	<u>\$ 603,500.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 615,844.00</u>
	1,981.00		EM INCENTIVE PAY		1,651.00
	(15,000.00)		VACANCY FACTOR		(22,500.00)
<u>10</u>	<u>\$ 590,481.00</u>	670-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 594,995.00</u>
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	<u>\$ 1,000.00</u>	670-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 1,000.00</u>
	\$ 2,000.00		LEASES & RENTALS		\$ 2,700.00
	-		TELEPHONE		500.00
	1,800.00		MAINTENANCE & REPAIR		2,500.00
	-		NEWSPAPER ADVERTISING		500.00
	25,300.00		OTHER PERSONAL SERVICES		2,500.00
	45,000.00		PERSONAL PROPERTY VALUATION		62,500.00
	25,000.00		RESIDENTIAL PROPERTY VALUATION		20,000.00
	50,000.00		UTILITY VALUATION SERVICES		25,000.00
	8,000.00		SOFTWARE MAINTENANCE		26,500.00
	1,500.00		BOOKS		1,000.00
	4,000.00		OFFICE SUPPLIES		3,000.00
	-		COPY PAPER		1,000.00
	-		PRINTING		1,500.00
	400.00		OTHER SUPPLIES		-
	2,000.00		AUTO FUEL		1,300.00
	1,500.00		OTHER CHARGES & EXPENDITURES		-
	-		REGISTRATION FEES		3,500.00
	-		MEMBERSHIP DUES		1,500.00
	-		SUBSCRIPTIONS		200.00
	1,000.00		TRAVELING		1,000.00
	<u>\$ 167,500.00</u>	670-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 156,700.00</u>
	<u>\$ 758,981.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 752,695.00</u>



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Technical Services FY18 Budget Recommendation

Paul R. Covello

Chief Information Officer

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

Divisional Mission Statement:

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

FY18 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2016	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 1,882,786.43	\$ 2,110,205.00	91000	\$ 2,262,911.00
Overtime	44,449.80	36,593.00	97000	40,000.00
Ordinary Maintenance	1,331,040.45	1,355,976.00	92000	1,357,219.00
Total	\$ 3,258,276.68	\$ 3,502,774.00		\$ 3,660,130.00
Total Positions	27	29		31

Expenditures:

The total budget for Fiscal 2018 is recommended to be \$3,660,130 which is an increase of \$157,356 from the Fiscal 2017 budget of \$3,502,774.

The Personal Services budget for Fiscal 2018 is recommended to be \$2,262,911 which is an increase of \$152,706 from the Fiscal 2017 budget of \$2,110,205. This increase is a result of:

- Step increases, EM incentive, and FY18 has 52.0 weeks whereas FY17 had 52.2 weeks: \$48,591
- Add Position: Web Support Specialist: \$60,175
- Add Position: Client Server Programmer/Analyst: \$60,175
- Increase Vacancy Factor: (\$3,662)
- Funding Source increase (Golf, Sewer, Water, Workforce, Cable Credits): (\$12,573)

The Overtime budget for Fiscal 2018 is recommended to be \$40,000 which is an increase of \$3,407 from the Fiscal 2017 budget of \$36,593. This is due to the overall spending history.

The tax levy Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$1,357,219 which is an increase of \$1,243 from the Fiscal 2017 budget of \$1,355,976. This increase is a result of:

- OM increase for video surveillance software support: \$26,500
- Realignment of OM and overall spending history: (\$25,257)

Technical Services FY18 Budget Recommendation

Operational Overview:

The Technical Services Division offers technical solutions to city departments so they in turn can provide more efficient and timely services to the public. New applications continue to be developed to help departments automate a service, complete a transaction, support efficient and effective business operations and directly impact the City's overall services to its constituents.

The Division provides a wide-range of centralized support services to City departments including: networks and systems management, production and financial operations, application support and program development, geographic information system (GIS), office automation, desktop support, document imaging, citywide video surveillance, website development and support and Internet services. Divisional operations are organized as follows:

The **Production Services Division** supports the daily operational processes of the City's integrated financial management system such as payroll, benefits, budget, auditing, purchasing, miscellaneous receivables, utility billing, tax billing and collections and the corresponding procedural documentation. Staff members also manage the printing requirements for payrolls, year-end tax forms, purchase orders, elections reports and labels, charitable giving forms, dog license renewals, fire permit forms/letters and many customized reports. The Division also provides system management and security of the City's Integrated Financial Management System's Unix-based IBM platform and several Linux-based systems.

The **Client Services Applications Division** provides in-house programming development, software maintenance and support of key financial and HR software applications including the City's integrated Financial Management System; which processes all City revenues and expenditures. The staff also responds to ongoing requests from departments for ad hoc reporting and data extracts. In addition, staff is responsible for developing and modifying programs to calculate collective bargaining and retroactive payments, medical rates and continues to perform extensive programming development to meet the Federal Government's new ACA (Affordable Care Act) reporting requirements on an annual basis.

The **PC Applications Division** analyzes, designs, implements and supports applications designed to meet the needs of departments such as the City Clerk, DPW, Auditing, Purchasing, Fire, Police, Treasury, Health, Law, Inspectional Services, Planning and Regulatory, City Manager, Veteran's and Human Resources. Their broad range of knowledge has enabled them to make database changes, modify programs, improve existing processes and develop new applications to meet the ever-growing business needs of city departments. This group continues to re-engineer legacy systems into applications that enable user departments to increase their business performance and replace outdated methods of doing business. The Client/Server programming staff and the PC developers also respond to ongoing requests from user departments for data extracts and ad hoc reports. Staff members in this group continue to automate key business functions and developed new applications such as:

Technical Services FY18 Budget Recommendation

- **Recreation Worcester Administration**
A new Windows desktop application was developed to support the administrative functions of the Recreation Worcester program.
 - **New Online Customer Service on the Website**
A new web-based Customer Service application has been developed for the public and will be accessed from the City's web site.
 - **Emergency Operations Center Mapping**
A new Windows map-based application was developed for the City Manager and his staff to use during snow emergency operations to view the status of sanding, salting and plowing operations, as well as view active public safety incidents. The application provides live integration to the GIS mapping system as well as the Public Safety System.
- Fire Department New 24-Hour Schedule**
- Performed extensive programming changes to the WFD Work Schedule System to accommodate the Fire Department's new 24-hour work schedule. Extensive programming changes were also made to the integrated financial management system to accommodate the new schedule.
 - **Law Assignments Application**
This new application will be used by the Law Dept. to enter and track 1) all internal legal-related requests received from other departments and includes linking to related documents/contracts and various reporting features, 2) all Litigation activity, and 3) a Claims tracking option will also be included in the near future.
 - **Human Resources Customer Service**
This application is used by Human Resources to log and track various HR customer service-related requests.
 - **Domestic Violence Application**
A new Domestic Violence application was developed for the Police Department to log and track all domestic violence-related incidents.

Technical Services FY18 Budget Recommendation

- **Planning and Regulatory License Tracking**

This internal application will provide a streamlined and centralized system to track, review and approve license applications for liquor, non-liquor, lodging house, planning board and zoning board of appeals.

- **Unlicensed Dog First Notice**

- Developed a new module within the Animal License Application for an Unlicensed Dog First Notice Issuance for the City Clerk's Office.

The **Technical Support Division** provides critical support to the City's technical infrastructure, maintains network access and device support including over 1,500 computer users, 1,250 personal computers and laptops, 200 printers, 200 smart phones, 185 iPads, 105 remote routers in vehicles, 100 virtual servers and over 300 software applications. The staff troubleshoots and resolves problems that require extensive knowledge of networks, operating systems, desktops, hardware, software, document imaging and system security. This Division supports remote system access of laptops in police cruisers as well as inspectors in the field. The responsibility for data back-ups, disaster recovery, off-site storage and media retention lies with this Division. Through the Help Desk, departmental staff members respond to more than 10,000 annual user requests for both on-site and remote assistance. This Division also supports the City's extensive, wide-area network, city-wide video surveillance, network firewalls and provides system management services for various operating systems. In addition, technical support is also provided to the Workforce Development Division and its satellite locations. Key accomplishments include:

- Provided the overall technical project management and support for the relocation of the City's new Regional Communications and Emergency Operations Center including the state of the art EOC audio visual system.
- Migrated and relocated the Town of Leicester Police Dispatching System to the new Regional Communications location.
- Designed and built the Worcester Radio System communications backbone.
- Designed and implemented a new dark fiber network connecting key locations throughout the City.
- Implemented a Next Generation network security platform to further safeguard the City's data.

Technical Services FY18 Budget Recommendation

- Continue to deploy and support video surveillance cameras throughout the City and manage the Video Management System. Deployed, installed and configured 80 cameras at the Worcester Police Station Head Quarters. Set up and configured the cameras into the Video Management System.
- Upgraded the City's data storage platform to state of the art technology.
- Digital Signage at Union Station - assisted with installation and deployment of digital signage boards at Union Station.
- Implemented the new citywide Cisco VOIP phone system within City Hall departments.
- Installed Verizon Cell network extenders to the Fire Department and Regional Emergency Communications Center to further enhance data coverage.
- Upgraded the Point of Sale System at the Green Hill Golf Course to ensure PCI compliancy.

The **GIS Division** provides Geographic Information System (GIS) support and expertise to City departments, as well as GIS services to outside agencies. These responsibilities include integrating GIS with existing or planned computer applications, performing regular database updates, providing data and completing custom map making requests. This Division ensures that GIS applications and their supporting hardware, software and databases are kept on-line and available to City staff via the City's Intranet. In addition, the Division manages data acquisition projects and regular software upgrades. As time permits, the Division works with various City departments to assess how users can best utilize GIS tools to improve their business processes.

The City's GIS is comprised of hardware, software, network, data and trained personnel that support the management, manipulation, analysis, and display of geographically referenced data for solving complex municipal management and planning problems, and for serving the public better and more efficiently. Technical Services assists other city departments in using the 100+ data layers and various maps that GIS provides in new and useful ways. Many departments are dependent on GIS data in their business processes. Applications integrated with GIS include CSRS (Customer Service Center), Property Analysis, ViewPermit, Geographic Pavement Management System (GPMS), CrimeView, and Lucity Computerized Maintenance Management System (CMMS) and Spotshotter. Project consulting services are also provided, such as:

- DPW: CMMS; Bridge Inspection app
- City Manager: Olympics rowing bid
- Parks: Open Space Master Plan
- Citywide: Master Address Database Project

Technical Services FY18 Budget Recommendation

GIS custom maps are created, such as:

- City Manager: neighborhood meetings/crime watch
- WPS: school quadrants and facilities
- Assessor: parcels per council district
- Emergency Communications: tow zones
- City Council: police districts/sectors, crime watch groups per council district
- Deploy customized GIS applications:
 - Worcester Property Viewer
 - Early Voting Polling Place Locator
 - Various maps are offered on the website, including hydrant/catch basins

The **Internet Services Division** continues to focus its efforts on citizen-centric services and expanding its e-government offerings on the City's website. Extensive effort continues on the redesign of the City's website including: the porting over of hundreds of links, reprogramming and re-scripting of all current applications and automated features to function in the new redesign. The website is a powerful tool, averaging 1,000,000 "hits" per month. It provides a valuable service to City departments, residents, visitors and businesses alike, and effectively disseminates information to a large audience 24 hours a day. The City's web presence is a marketing vehicle and the first impression offered to visitors outside Worcester. Simply, the website makes it easier for individuals and outside entities to communicate and conduct business with the City of Worcester. Continued improvements with technology, the ever-increasing comfort level with computers and a desire by the public to conduct business online suggest that the City's website is a keystone for providing municipal services.

Value-added services include a 24/7 online customer service request system, online bill payments, vendor check register, public records search, certificate requests and various license renewals, live and archived video streaming of City Council and Committee meetings, City Council/City Manager calendar attachments, Assessing Property Valuation search with links to GIS maps, Tax Title property listing with accompanying maps, Winter Parking Ban and Street Sweeping notifications. In addition, the following services are included on the City website: a calendar of events, a "Where Do I Vote?" search for the Election Commission, submission of anonymous crime tips, crime statistics and various forms and reports available for downloading. The City's website is available with translation services in many languages.

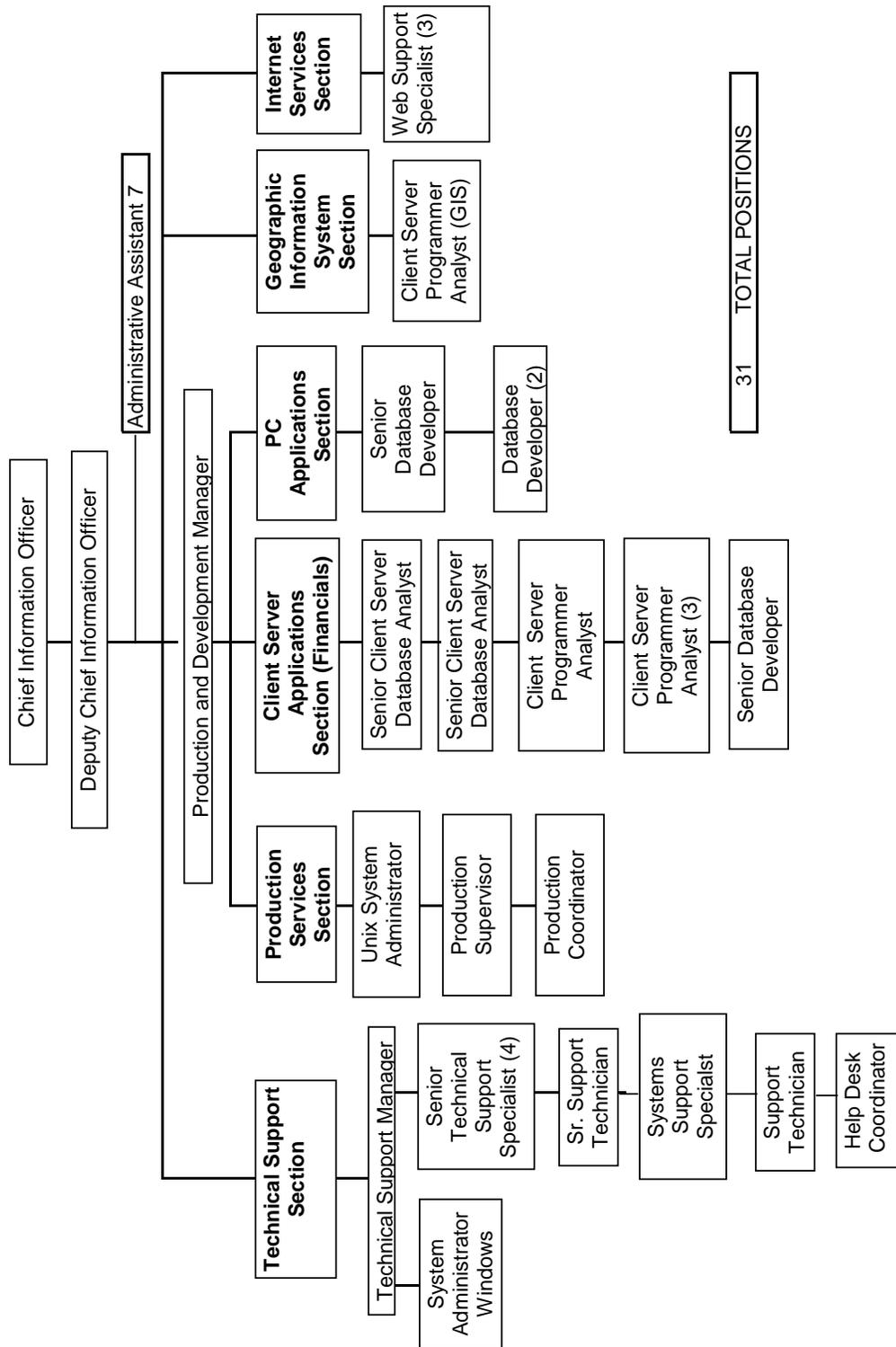
The Internet Services Division provides content management, database administration and third party integration to ensure connectivity to: Unibank, the City's online payment partner; LaserFiche – the document imaging system that links to the City Council and Standing Committee Agendas; EarthChannel – the streaming media partner for the Video on Demand web page; social media feeds; property card data via Vision Appraisals and online permitting through ViewPermit.

Technical Services FY18 Budget Recommendation

It also develops applications and search features, such as the Online Job Postings/Resume Submissions, Parking Ticket Appeal Submissions, Tax Payment History, Vendor Check Register, Purchasing & Architectural Services Bids, Property Values, etc.

The Division also provides system administration and support of the hardware, operating system, http server, database engine, and application dependencies for the City's website. The City's website support includes administering and maintaining two Linux servers (one production and one development) which host ten websites and the Intranet.

TECHNICAL SERVICES DIVISION ORGANIZATIONAL CHART



31 TOTAL POSITIONS

PAUL R. COVELLO, CHIEF INFORMATION OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

DEPARTMENT OF ADMINISTRATION & FINANCE

DIVISION OF TECHNICAL SERVICES- DIVISION #680

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 122,206.00	53EM	CHIEF INFORMATION OFFICER	1	\$ 121,743.00
1	111,919.00	48EM	DEPUTY CHIEF INFORMATION OFFICER	1	111,488.00
1	110,642.00	47EM	PRODUCTION AND DEVELOPMENT MANAGER	1	110,220.00
1	107,489.00	47EM	TECHNICAL SUPPORT MANAGER	1	107,079.00
2	197,088.00	48P	SENIOR DATABASE DEVELOPER	2	196,352.00
2	197,088.00	48P	SENIOR CLIENT SERVER DATABASE ANALYST	2	196,352.00
2	197,088.00	48P	SYSTEM ADMINISTRATOR	2	196,352.00
4	352,322.00	48P	SENIOR TECHNICAL SUPPORT SPECIALIST	4	360,824.00
1	86,548.00	48P	SENIOR CLIENT SERVER PROGRAMMER/ANALYST	3	249,643.00
3	210,973.00	42P	CLIENT SERVER PROGRAMMER/ANALYST	2	138,799.00
2	157,858.00	42P	DATABASE DEVELOPER	2	157,248.00
2	146,080.00	42P	WEB SUPPORT SPECIALIST	3	200,253.00
1	66,298.00	42P	SYSTEM SUPPORT SPECIALIST	1	68,411.00
1	73,541.00	40P	PRODUCTION SUPERVISOR	1	73,258.00
1	62,274.00	40	SENIOR SUPPORT TECHNICIAN	1	65,880.00
1	65,022.00	38	PRODUCTION COORDINATOR	1	65,042.00
1	55,863.00	37	SUPPORT TECHNICIAN	1	59,077.00
1	53,456.00	35	ADMINISTRATIVE ASSISTANT 7	1	56,496.00
1	45,999.00	35	PRODUCTION SUPPORT SPECIALIST	1	54,178.00
29	\$ 2,419,754.00		REGULAR SALARIES	31	\$ 2,588,695.00
	18,194.00		EM INCENTIVE PAY		18,194.00
	(70,906.00)		VACANCY FACTOR		(74,568.00)
	20,000.00		TEMPORARY STAFF		20,000.00
29	\$ 2,387,042.00		TOTAL RECOMMENDED SALARIES	31	\$ 2,552,321.00
			FUNDING SOURCES:		
	\$ (2,685.00)		GOLF REVENUES		\$ (2,870.00)
	(53,717.00)		SEWER REVENUES		(57,409.00)
	(81,403.00)		WATER REVENUES		(86,998.00)
	(74,539.00)		WORKFORCE DEVELOPMENT FUNDS		(77,886.00)
	(64,493.00)		CABLE REVENUES		(64,247.00)
	\$ (276,837.00)		TOTAL FUNDING SOURCES		\$ (289,410.00)
29	\$ 2,110,205.00	680-91000	TOTAL RECOMMENDED PERSONAL SERVICES	31	\$ 2,262,911.00
	\$ 36,593.00		OVERTIME		\$ 40,000.00
	\$ 36,593.00	680-97000	TOTAL RECOMMENDED OVERTIME		\$ 40,000.00
	\$ 40,250.00		ELECTRICITY		\$ 38,000.00
	230,000.00		LEASE AND RENTALS		210,000.00
	25,000.00		MAINTENANCE & REPAIR		10,000.00
	5,500.00		TELEPHONES		245,000.00
	-		POSTAGE		600.00
	100,000.00		OTHER PERSONAL SERVICES		-
	-		SECURITY SERVICES		500.00
	-		REGISTRATION FEES		6,500.00
	6,000.00		OFFICE SUPPLIES		8,500.00
	80,000.00		OTHER SUPPLIES		11,000.00
	-		COPY PAPER		4,000.00
	-		PRINTING		300.00
	500.00		OTHER CHARGES & EXPENDITURES		-
	-		MAINTENANCE/REPAIR BUILDINGS		54,000.00
	-		MEMBERSHIP DUES		300.00
	-		BOOKS		500.00
	-		TRAVELING		3,000.00
	472,900.00		REGULAR SYSTEM MAINTENANCE		342,725.00
	261,578.00		MICROSOFT LICENSES--ASSURANCE AGREEMENT		261,578.00
	88,653.00		NETWORK HARDWARE		88,653.00
	48,395.00		NETWORK SOFTWARE SUPPORT		48,395.00
	94,229.00		EMC DATA STORAGE SUPPORT		94,229.00
	96,420.00		EMC BACKUP HW/SW SUPPORT		96,420.00

49,000.00		GIS HARDWARE/SOFTWARE	49,000.00
-		VIDEO SURVEILLANCE SOFTWARE SUPPORT	26,500.00
<u>36,000.00</u>		SQL ORDINARY MAINTENANCE	<u>36,000.00</u>
<u>\$ 1,634,425.00</u>		TOTAL ORDINARY MAINTENANCE	<u>\$ 1,635,700.00</u>
		FUNDING SOURCES:	
\$ (151,983.00)		CREDIT INET	\$ (151,916.00)
(1,252.00)		CREDIT FROM GOLF	(1,253.00)
(50,640.00)		CREDIT FROM SEWER	(50,680.00)
<u>(74,574.00)</u>		CREDIT FROM WATER	<u>(74,632.00)</u>
<u>\$ (278,449.00)</u>		TOTAL FUNDING SOURCES	<u>\$ (278,481.00)</u>
<u>\$ 1,355,976.00</u>	680-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,357,219.00</u>
<u>\$ 3,502,774.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 3,660,130.00</u>

Department of Administration & Finance
City Energy and Asset Management FY18 Budget Recommendation

John W. Odell
Director of City Energy & Asset Management
 City Hall
 455 Main Street
 Worcester, Massachusetts 01608
 (508) 799-1255

Divisional Mission Statement:

The cornerstones of a sustainable facility are proper, timely maintenance and energy efficiency. These are important, not only from a cost of operation standpoint, but also to ensure that the work environment for employees maximizes productivity and minimizes discomfort and down time.

We will improve the sustainability of city facilities by using the following methods:

1. Openly promoting energy conservation throughout all City Departments.
2. Developing a plan of continuous improvement that incorporates the upgrading and replacement of older, less efficient equipment, and challenges the way in which we currently operate to develop new ways of operating more efficiently.
3. Measuring energy data and developing maintenance cycles that provide useful and pertinent information about facility energy consumption in such a way that it is easily understandable and accessible.
4. Administering lifecycle cost analysis wherever possible for maintenance repairs and upgrades.

FY18 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Salaries	\$ 296,498.98	\$ 262,850.00	91000	\$ 277,293.00
Overtime	9,319.93	21,851.00	97000	21,000.00
Ordinary Maintenance	781,897.09	955,920.00	92000	1,112,177.00
Total	\$ 1,087,716.00	\$ 1,240,621.00		\$ 1,410,470.00
Total Positions	13	13		14

Department of Administration & Finance

City Energy and Asset Management FY18 Budget Recommendation

Expenditures:

The recommended tax levy budget for Fiscal 2018 is \$1,410,470, which is an increase of \$169,849 from Fiscal 2017 tax levy budget of \$1,240,621.

The tax levy Personal Services budget for Fiscal 2018 is recommended to be \$277,293, which is an increase of \$14,443 from the Fiscal 2017 tax levy budget of \$262,850. This increase is a net result of:

- Step increases per the salary ordinance, EM Incentive, Vacancy factor, FY18 has 52.0 weeks whereas FY17 had 52.2 weeks, Add position: \$81,012
 - Add: Sustainability Project Manager (re-located from the Economic Development Department to reflect actual job duties)
- Funding source increases (ESCO, Power Aggregation fund, and Union Station): (\$82,001)
- Funding source decrease (Library Custodian Intergovernmental Charge): \$15,432

The tax levy Overtime budget for Fiscal 2018 is recommended to be \$21,000, which is a decrease of \$851 from the Fiscal 2017 tax levy budget of \$21,851. This decrease is due to the trend in spending history.

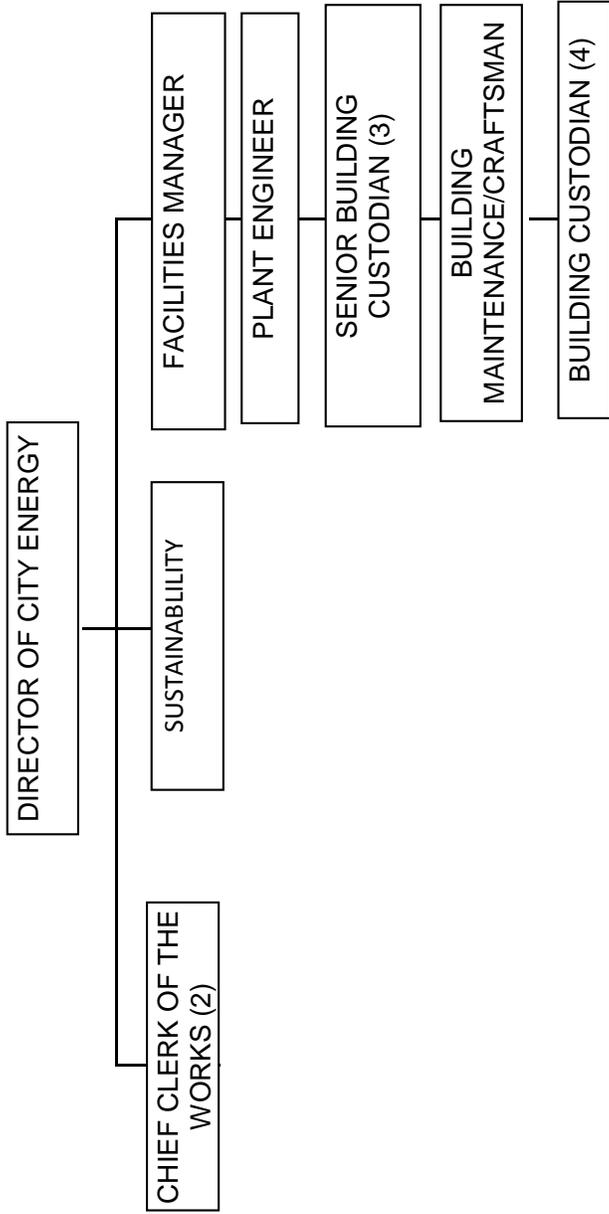
The tax levy Ordinary Maintenance budget for Fiscal 2018 is recommended to be \$1,112,177, which is an increase of \$156,257 from the Fiscal 2017 amount of \$955,920. This increase is the net result of:

- Increase in overall budget based on spending history: \$87,998
- Add funding for consultants to review feasibility of merging schools and City building maintenance: \$50,000
- Remove funding for the ESCO Service Maintenance Agreement (\$428,738)
- Increase funding for Building Maintenance Services: \$200,000
- Funding source decrease: \$246,997

Operational Overview:

The City Energy and Asset Management Division (EAM) is responsible for overseeing energy procurement for municipal operations, municipal energy efficiency and related projects, and the improvement and maintenance of six (6) of the City's most high profile facilities: City Hall, Union Station, DCU Center, Senior Center, Health & Inspectional Services, and the Libraries (excluding school branches). The long-term goal of EAM is to improve the efficiencies of all City facilities and promote sustainable practices in all City functions.

CITY OF WORCESTER
EXECUTIVE OFFICE OF THE CITY MANAGER
CITY ENERGY AND ASSET MANAGEMENT



14 POSITIONS

JOHN W. ODELL, DIRECTOR OF CITY ENERGY & ASSET MANAGEMENT
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
DEPARTMENT OF ADMINISTRATION & FINANCE
CITY ENERGY AND ASSET MANAGEMENT-DIVISION#110

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY18 TOTAL POSITIONS	RECOMMENDED FY18 AMOUNT
1	\$ 110,407.00	47EM	DIRECTOR OF CITY ENERGY & ASSET MANAGEMEN	1	\$ 109,991.00
2	199,585.00	50M	CHIEF CLERK OF THE WORKS	2	201,969.00
1	78,929.00	44M	FACILITIES MANAGER	1	80,039.00
0	-	42M	SUSTAINABILITY PROJECT MANAGER	1	77,085.00
1	58,506.00	35	PLANT ENGINEER - CITY HALL	1	58,282.00
3	145,995.00	30	SENIOR BUILDING CUSTODIAN	3	147,078.00
1	37,315.00	30	BUILDING MAINTENANCE/CRAFTSMAN	1	38,480.00
4	170,258.00	25	BUILDING CUSTODIAN	4	169,604.00
13	\$ 800,995.00		REGULAR SALARIES	14	\$ 882,528.00
	(16,725.00)		VACANCY FACTOR		(18,515.00)
	1,269.00		EM INCENTIVE PAY		2,538.00
13	\$ 785,539.00		TOTAL SALARIES	14	\$ 866,551.00
	\$ (334,067.00)		FUNDING SOURCES:		\$ (318,635.00)
	(137,622.00)		LIBRARY INTERGOVERNMENTAL CHARGE		(140,238.00)
	-		ESCO PROJECT		(77,085.00)
	(51,000.00)		POWER AGGREGATION FUNDS		(53,300.00)
	\$ (522,689.00)		UNION STATION		\$ (589,258.00)
			TOTAL FUNDING SOURCES		
13	\$ 262,850.00	110-91000	TOTAL RECOMMENDED PERSONAL SERVICES	14	\$ 277,293.00
	\$ 50,590.00		OVERTIME		\$ 53,000.00
	\$ 50,590.00		RECOMMENDED OVERTIME		\$ 53,000.00
	\$ (28,739.00)		FUNDING SOURCES:		\$ (32,000.00)
	\$ (28,739.00)		LIBRARY INTERGOVERNMENTAL CHARGE		\$ (32,000.00)
			TOTAL FUNDING SOURCES		
	\$ 21,851.00	110-97000	TOTAL RECOMMENDED OVERTIME		\$ 21,000.00
	\$ -		AUTO FUEL		\$ 1,800.00
	164,500.00		CLEANING SERVICES		150,000.00
	408,456.00		CONSULTANTS		50,000.00
	400,000.00		ELECTRICITY		430,000.00
	-		ESCO SERVICE MAINTENANCE AGREEMENT		-
	1,500.00		EXTERMINATOR SERVICES		7,000.00
	-		FUEL OIL		-
	2,000.00		HARDWARE,NETWORK, SOFTWARE		3,500.00
	-		LEASE AND RENTALS		-
	277,600.00		BUILDING MAINTENANCE SERVICES		200,150.00
	175,000.00		MAINTENANCE & REPAIR		253,000.00
	2,000.00		NATURAL GAS		172,000.00
	10,000.00		OFFICE SUPPLIES		1,500.00
	64,661.00		OTHER CHARGES & EXPENDITURES		6,615.00
	34,000.00		OTHER PERSONAL SERVICES		82,512.00
	-		OTHER SUPPLIES		57,900.00
	-		PRINTING		1,000.00
	-		RUBBISH REMOVAL		8,400.00
	-		SECURITY SERVICES		12,000.00
	-		SNOW REMOVAL		10,000.00
	-		SUBSCRIPTIONS		1,600.00
	\$ 1,539,717.00		TOTAL ORDINARY MAINTENANCE		\$ 1,448,977.00
	\$ (343,797.00)		FUNDING SOURCES:		\$ (336,800.00)
	(240,000.00)		LIBRARY INTERGOVERNMENTAL CHARGE		\$ (336,800.00)
	\$ (583,797.00)		ESCO FUNDING		-
			TOTAL FUNDING SOURCES		\$ (336,800.00)
	\$ 955,920.00	110-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 1,112,177.00
	\$ 1,240,621.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,410,470.00

Finance- Debt Service Obligations FY18 Budget Recommendation

Thomas F. Zidelis

Chief Financial Officer

City Hall – Room 203

455 Main Street

Worcester, Massachusetts 01608

(508) 799 – 1180

Debt Service Principal- #661

	Actual	Approved		Recommended
Expenditures	Fiscal 2016	Budget for	Account	Appropriation
		Fiscal 2017	Number	Fiscal 2018
Debt Principal	\$ 54,867,076.90	\$ 50,159,417.00		\$ 48,701,936.00
Total Principal	\$ 54,867,076.90	\$ 50,159,417.00	94000	\$ 48,701,936.00
Funding Sources				
CREDIT WATER ENTERPRISE	\$ 9,286,170.93	\$ 7,001,440.00	94972	\$ 5,703,797.00
CREDIT SEWER ENTERPRISE	5,151,038.16	5,251,105.00	94938	5,767,808.00
STABILIZATION-BUILDING CAMPAIGN	6,818,369.51	6,852,545.00	94903	6,886,099.00
STABILIZATION-NORTH HIGH SCHOOL	821,334.00	825,333.00	94909	832,333.00
MAJOR TAYLOR BOULEVARD GARAGE	514,000.00	533,000.00	94904	558,000.00
CREDIT AIRPORT FUNDS	474,899.55	56,437.00	94973	8,597.00
CREDIT OFF STREET PARKING	459,523.68	489,599.00	94944	454,227.00
CREDIT UNION STATION GARAGE	417,000.00	271,000.00	94980	271,464.00
CREDIT DCU CENTER SPECIAL DISTRICT	1,294,644.74	1,079,482.00	94975	1,451,411.00
CREDIT CITY SQUARE FUND	129,722.00	413,937.00	94910	608,146.00
CREDIT GOLF REVENUES	166,888.00	167,523.00	94970	172,491.00
CREDIT INSITUTE PARK PROJECTS	125,000.00	124,000.00	94929	128,000.00
CREDIT CSX PARKS PROJECTS	104,000.00	103,000.00	94928	103,000.00
CREDIT PILOT LIBRARY EQUIPMENT	135,000.00	156,289.00		70,200.00
CREDIT UNIVERSITY PARK PROJECTS	112,000.00	112,000.00	94983	111,000.00
CREDIT SOLAR NET METERING	-	-		864,229.00
CREDIT PREMIUM ON LOANS	-	750,000.00	33008	-
GENERAL FUND	28,857,486.33	25,972,727.00		24,711,134.00
Total	\$ 54,867,076.90	\$ 50,159,417.00		\$ 48,701,936.00

Expenditures:

The amount of principal payments the City of Worcester will make on long-term debt for Fiscal 2018 is \$48,701,936 which is a decrease of \$1,457,481 from the Fiscal 2017 amount of \$50,159,417. Of this amount, it is recommended that \$23,990,802 be repaid from sources other than tax levy funds that includes: Water, Sewer, Airport, Off Street Parking, Capital Campaign Stabilization Funds, Golf Course, Major Taylor Boulevard Garage, as well as other financial sources listed. In Fiscal 2018, the City will receive \$864,229 from credits from the Greenwood Solar Net Metering which will also be used to pay down debt. The remaining balance of \$24,711,134 is recommended to be financed with tax levy funds in Fiscal 2018 which is a decrease of \$1,261,593 from the Fiscal 2017 budget of \$25,972,727.

Finance- Debt Service Obligations FY18 Budget Recommendation

Thomas F. Zidelis

Chief Financial Officer

City Hall – Room 203

455 Main Street

Worcester, Massachusetts 01608

(508) 799 – 1180

Debt Service Interest- #662

	Actual	Approved		Recommended
Expenditures	Fiscal 2016	Budget for	Account	Appropriation
		Fiscal 2017	Number	Fiscal 2018
Debt Interest	\$ 20,226,060.16	\$ 21,545,031.00		\$ 22,985,869.00
Total Interest	\$ 20,226,060.16	\$ 21,545,031.00	94000	\$ 22,985,869.00
Funding Sources				
CREDIT WATER ENTERPRISE	\$ 2,391,297.18	\$ 2,429,544.00	94972	\$ 2,390,796.00
CREDIT SEWER ENTERPRISE	3,302,520.66	3,661,616.00	94938	3,953,243.00
STABILIZATION-BUILDING CAMPAIGN	2,340,362.29	2,036,468.00	94903	1,728,074.00
STABILIZATION-NORTH HIGH SCHOOL	575,250.50	550,091.00	94909	495,365.00
MAJOR TAYLOR BOULEVARD GARAGE	140,230.00	114,195.00	94904	85,748.00
CREDIT AIRPORT FUNDS	10,707.02	-	94973	2,180.00
CREDIT OFF STREET PARKING	153,578.98	149,718.00	94944	187,821.00
CREDIT UNION STATION GARAGE	140,018.38	134,357.00	94980	109,802.00
CREDIT DCU CENTER SPECIAL DISTRICT	1,469,661.74	1,410,303.00	94975	1,518,820.00
CREDIT CITY SQUARE FUND	1,324,147.03	2,523,887.00	94910	2,254,058.00
CREDIT GOLF REVENUES	56,414.31	52,427.00	94970	53,605.00
CREDIT INSITUTE PARK PROJECTS	53,691.06	45,720.00	94929	43,035.00
CREDIT CSX PARKS PROJECTS	39,800.00	35,660.00	94928	31,540.00
CREDIT PILOT LIBRARY EQUIPMENT	13,500.00	5,930.00		1,404.00
CREDIT UNIVERSITY PARK PROJECTS	54,091.25	49,726.00	94929	45,036.00
GENERAL FUND	8,160,789.76	8,345,389.00		10,085,342.00
Total	\$ 20,226,060.16	\$ 21,545,031.00		\$ 22,985,869.00

Expenditures:

The total budget for both long-term debt interest and short term borrowing interest for Fiscal 2018 is recommended to be \$22,985,869 which is an increase of \$1,440,838 from the Fiscal 2017 budget of \$21,545,031. This amount represents \$19,223,327 for long-term bond interest for debt issued through Fiscal 2016, and \$3,762,542 for short-term interest incurred by the City.

Finance- Debt Service Obligations FY18 Budget Recommendation

Short-Term Financing for Capital Projects:

The City periodically borrows money to fund capital improvements of the City. The instrument through which the money is borrowed is called a Bond Anticipation Note (BAN). A BAN is a short-term obligation, ranging from three to sixteen months in term, which the City utilizes to generate a cash flow for 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 will then issue an official statement of its intent. This statement provides financial and demographic information about the City, which investors utilize to determine how much they are willing to bid on the bond. Upon acceptance of the bids, the City will receive the proceeds on the bond sale. These proceeds will be used to pay back the BAN obligation. The City then recognizes a long-term obligation in which annual interest and principal must be paid to the bondholders until the entire debt is satisfied. To meet this obligation the City must annually budget for these expenses, called debt service.

Short Term Borrowing:

The projected \$113,144,577 of BAN(s) borrowed in FY17 to be bonded in FY18 includes: \$28,944,210 in tax levy funded projects, \$12,307,967 for Sewer Enterprise infrastructure, equipment and rehabilitation improvements; \$5,855,000 for Water Enterprise infrastructure, equipment and rehabilitation improvements; \$3,555,000 for Off Street Parking projects, \$27,660,041 for City Square projects; \$31,002,359 for ESCO energy efficiency projects, \$290,000 for Golf, and \$3,530,000 for the DCU Center, funded by the Special District Financing Zone.

Funding Sources for Debt Interest Payment:

The gross interest expense for Fiscal 2018 is anticipated to be in the amount of \$22,985,869. Funding from non tax levy is estimated in the amount of \$12,900,527 to include Water and Sewer Enterprise accounts, Golf Course, Off Street Parking revenues, as well as other financial sources listed. The remaining balance of \$10,085,342 is recommended to be financed with tax levy funds which represents an increase of \$1,739,953 from the Fiscal 2017 tax levy debt service interest budget of \$8,345,389.

Finance- Debt Service Obligations FY18 Budget Recommendation

The amounts illustrated in the following tables are the actual and projected borrowings for the various City entities for Fiscal 2017.

Funding Source	Project	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Grand Total
Water	FILTRATION PLANT MODIFICATION				250,000.00	250,000.00
Water	RESERVOIR REHABILITATION				200,000.00	200,000.00
Water	WATER ACCOUNTABILITY ANALYSIS/LEAK DETECTION				150,000.00	150,000.00
Water	Water Accountability/Leak Detection	35,000.00				35,000.00
Water	Water Capital Equipment	55,000.00				55,000.00
Water	WATER CROSS CONNECTION SURVEY	100,000.00			40,000.00	140,000.00
Water	WATER EQUIPMENT				125,000.00	125,000.00
Water	Water Filtration Plant Modification	900,000.00				900,000.00
Water	WATER HYDRANTS				150,000.00	150,000.00
Water	WATER LAND ACQUISITION				500,000.00	500,000.00
Water	WATER MAIN & GATES				1,000,000.00	1,000,000.00
Water	Water Mains Gates	1,300,000.00				1,300,000.00
Water	Water Meters			250,000.00	300,000.00	550,000.00
Water	Water Pump Station Rehab	100,000.00			325,000.00	425,000.00
Water	WATER SYSTEM SECURITY				75,000.00	75,000.00
	Water Total	2,490,000.00		250,000.00	3,115,000.00	5,855,000.00
Sewer	Infiltration/Inflow	200,000.00				200,000.00
Sewer	INFILTRATION/INFLOW LAKE A VENUE PUMP STATION				1,500,000.00	1,500,000.00
Sewer	Rt.20 Sewer	400,000.00				400,000.00
Sewer	SEWER BUILDING REHABILITATION				100,000.00	100,000.00
Sewer	Sewer CSO	650,000.00				650,000.00
Sewer	SEWER EQUIPMENT				145,000.00	145,000.00
Sewer	Sewer Generator Rehab	112,967.00				112,967.00
Sewer	Sewer Green Island Flood Study	25,000.00			125,000.00	150,000.00
Sewer	Sewer Infiltration/Inflow Lake Ave			800,000.00		800,000.00
Sewer	Sewer Interceptors	325,000.00			1,000,000.00	1,325,000.00
Sewer	SEWER LAKE AVE PUMP				75,000.00	75,000.00
Sewer	SEWER PUMP STATION REHABILITATION				50,000.00	50,000.00
Sewer	Sewer Reconstruction	2,550,000.00		500,000.00	3,000,000.00	6,050,000.00
Sewer	SEWER RT.20				100,000.00	100,000.00
Sewer	Sewer StormWater Permit	200,000.00				200,000.00
Sewer	Sewer Surface Drains	450,000.00				450,000.00
	Sewer Total	4,912,967.00		1,300,000.00	6,095,000.00	12,307,967.00
Off St	Garage Improvements	265,000.00				265,000.00
Off St	OFF STREET IMPROVEMENTS				3,290,000.00	3,290,000.00
	Off St Total	265,000.00			3,290,000.00	3,555,000.00
DCU	DCU CENTER	1,130,500.00				1,130,500.00
DCU	DCU SPECIAL DISTRICT				2,399,500.00	2,399,500.00
	DCU Total	1,130,500.00			2,399,500.00	3,530,000.00
City Square	CITY SQUARE DELEGATED		26,620,000.00			26,620,000.00
City Square	CITY SQUARE DIRECT		820,000.00			820,000.00
City Square	CitySquare	220,041.00				220,041.00
	City Square Total	220,041.00	27,440,000.00			27,660,041.00
Golf	Golf Facilities Improvement	150,000.00			140,000.00	290,000.00
	Golf Total	150,000.00			140,000.00	290,000.00

Cont.

Finance- Debt Service Obligations FY18 Budget Recommendation

General Fund	Building Rehab-City /School ESCO	31,002,359.00				31,002,359.00
General Fund	Building Rehabilitation LIBRARY	55,000.00				55,000.00
General Fund	Building Rehabilitation MSBA FLAGG ST	380,000.00				380,000.00
General Fund	Building Rehabilitation MSBA JACOB HIATT	200,000.00				200,000.00
General Fund	Building Rehabilitation MSBA MCGRATH	100,000.00				100,000.00
General Fund	Building Rehabilitation PARKS	191,926.00				191,926.00
General Fund	Building Rehabilitation- Public School			750,000.00		750,000.00
General Fund	Capital Equipment Citywide	1,818,570.00				1,818,570.00
General Fund	Capital Equipment- Schools			210,000.00		210,000.00
General Fund	Capital Equipment-combined			267,000.00		267,000.00
General Fund	CITYWIDE BUILDING REHAB				68,000.00	68,000.00
General Fund	Citywide Building Rehabilitation	636,270.00				636,270.00
General Fund	CITYWIDE CAPITAL EQUIPMENT				600,000.00	600,000.00
General Fund	CITYWIDE PARK IMPROVEMENTS	635,000.00				635,000.00
General Fund	DAM REPAIRS				250,000.00	250,000.00
General Fund	DPW BUILDING REHAB				70,000.00	70,000.00
General Fund	MILLBURY STREET GARAGE				150,000.00	150,000.00
General Fund	MSBA 2016 SCHOOLS				332,577.00	332,577.00
General Fund	NELSON PLACE MSBA				1,106,793.40	1,106,793.40
General Fund	NELSON PLACE SCHOOL	3,000,000.00				3,000,000.00
General Fund	NORTH LAKE AVE STREETS				625,000.00	625,000.00
General Fund	PARK BUILDING IMPROVEMENTS				528,074.00	528,074.00
General Fund	Park Imp-HADWEN PARK	25,000.00				25,000.00
General Fund	Park Imp-HOPE CEMETERY	50,000.00				50,000.00
General Fund	Park Imp-LAKE PARK	50,000.00				50,000.00
General Fund	PARK IMPROVEMENT VARIOUS				3,135,000.00	3,135,000.00
General Fund	Parks Imp- COES RESERVOIR	355,000.00				355,000.00
General Fund	Parks Imp-Crompton Park	100,000.00				100,000.00
General Fund	Parks Imp-HOLMES FIELD	250,000.00				250,000.00
General Fund	Private Street Construction	350,000.00				350,000.00
General Fund	RECC BUILDING REHAB	300,000.00				300,000.00
General Fund	SCHOOL REHAB MSBA FLAGG ST			10,000.00		10,000.00
General Fund	SCHOOL REHAB MSBA FRANCIS MCGRATH			95,000.00		95,000.00
General Fund	SCHOOL REHAB MSBA GRAFTON ST			545,000.00		545,000.00
General Fund	SCHOOL REHAB MSBA JACOB HIATT			65,000.00		65,000.00
General Fund	SCHOOL REHAB MSBA NELSON PL.			2,500,000.00		2,500,000.00
General Fund	SCHOOL REHAB MSBA SOUTH HIGH			315,000.00		315,000.00
General Fund	STREETS SIDEWALKS				340,000.00	340,000.00
General Fund	STREET CONST GUARD RAILS				25,000.00	25,000.00
General Fund	STREET CONST PRIVATE STREET				1,500,000.00	1,500,000.00
General Fund	Street Const/SIDEWALKS	200,000.00				200,000.00
General Fund	Street Const-RESURFACING	1,500,000.00				1,500,000.00
General Fund	Street Construction	1,320,000.00				1,320,000.00
General Fund	STREET CONSTRUCTION SIDEWALKS				250,000.00	250,000.00
General Fund	STREET CONSTRUCTION VARIOUS STREETS				2,450,000.00	2,450,000.00
General Fund	TRAFFIC IMPROVEMENT- STREET LIGHT REPLACEMENT				350,000.00	350,000.00
General Fund	TRAFFIC SIGNAL IMPROVEMENT				100,000.00	100,000.00
General Fund	TRAFFIC SIGNAL IMPROVEMENTS	60,000.00				60,000.00
General Fund	VARIOUS STREETS PROJECTS				730,000.00	730,000.00
	General Total	42,579,125.00		4,757,000.00	12,610,444.40	59,946,569.40
	Grand Total	51,747,633.00	27,440,000.00	6,307,000.00	27,649,944.40	113,144,577.40

Finance- Debt Service Obligations FY18 Budget Recommendation

Operational Overview:

Massachusetts General Law rigorously defines the scope and intent of municipal finance.

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

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

Cities and towns within the Commonwealth are restricted to the maximum amount of debt authorized for certain defined purposes, at any one time. Massachusetts General Law (M.G.L.), Chapter 44, Section 10 defines the “debt limit” for cities at 2 1/2% of the total Equalized Valuation of all property subject to local taxation. Following the provisions set forth within M.G.L. Chapter 8B, the Commissioner of the State Department of Revenue determines the equalized valuation of all municipalities every two years. Worcester’s last equalized valuation was completed and effective in January of 2016. At that time, the actual value and limits were set and exist as of the time of this budget submission. The Equalized Valuation for Worcester is \$12,237,662,200.

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

FINANCE - DEBT SERVICE PRINCIPAL- #661

APPROVED FY17 AMOUNT	TITLE	RECOMMENDED FY18 AMOUNT
\$ 50,159,417.00	REDEMPTION ON BONDS	\$ 48,701,936.00
<u>\$ 50,159,417.00</u>	TOTAL PRINCIPAL	<u>\$ 48,701,936.00</u>
	FUNDING SOURCES:	
\$ (7,001,440.00)	CREDIT WATER ENTERPRISE	\$ (5,703,797.00)
(5,251,105.00)	CREDIT SEWER ENTERPRISE	(5,767,808.00)
(6,852,545.00)	STABILIZATION-BUILDING CAMPAIGN	(6,886,099.00)
(825,333.00)	STABILIZATION-NORTH HIGH SCHOOL	(832,333.00)
(533,000.00)	MAJOR TAYLOR BOULEVARD GARAGE	(558,000.00)
(56,437.00)	CREDIT AIRPORT FUNDS	(8,597.00)
(489,599.00)	CREDIT OFF STREET PARKING	(454,227.00)
(271,000.00)	CREDIT UNION STATION GARAGE	(271,464.00)
(1,079,482.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(1,451,411.00)
(413,937.00)	CREDIT CITY SQUARE FUND	(608,146.00)
(167,523.00)	CREDIT GOLF REVENUES	(172,491.00)
(124,000.00)	CREDIT INSITUTE PARK PROJECTS	(128,000.00)
(103,000.00)	CREDIT CSX PARKS PROJECTS	(103,000.00)
(156,289.00)	CREDIT PILOT LIBRARY EQUIPMENT	(70,200.00)
(112,000.00)	CREDIT UNIVERSITY PARK PROJECTS	(111,000.00)
-	CREDIT SOLAR NET METERING	(864,229.00)
(750,000.00)	CREDIT PREMIUM ON LOANS	-
<u>\$ (24,186,690.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (23,990,802.00)</u>
<u>\$ 25,972,727.00</u>	661-94000 TOTAL RECOMMENDED PRINCIPAL PAYMENT	<u>\$ 24,711,134.00</u>
<u>\$ 25,972,727.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 24,711,134.00</u>

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018

FINANCE - DEBT SERVICE INTEREST - #662

<u>APPROVED FY17 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY18 AMOUNT</u>
\$ 18,665,646.00	EXISTING LONG TERM DEBT	\$ 19,223,327.00
1,471,533.00	1/2 YEAR BOND	-
<u>1,407,852.00</u>	BAN INTEREST	<u>3,762,542.00</u>
<u>\$ 21,545,031.00</u>	TOTAL INTEREST	<u>\$ 22,985,869.00</u>
	FUNDING SOURCES:	
\$ (2,429,544.00)	CREDIT WATER ENTERPRISE	\$ (2,390,796.00)
(3,661,616.00)	CREDIT SEWER ENTERPRISE	(3,953,243.00)
(2,036,468.00)	STABILIZATION-BUILDING CAMPAIGN	(1,728,074.00)
(550,091.00)	STABILIZATION-NORTH HIGH SCHOOL	(495,365.00)
(114,195.00)	MAJOR TAYLOR BOULEVARD GARAGE	(85,748.00)
-	CREDIT AIRPORT FUNDS	(2,180.00)
(149,718.00)	CREDIT OFF STREET PARKING	(187,821.00)
(134,357.00)	CREDIT UNION STATION GARAGE	(109,802.00)
(1,410,303.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(1,518,820.00)
(2,523,887.00)	CREDIT CITY SQUARE FUND	(2,254,058.00)
(52,427.00)	CREDIT GOLF REVENUES	(53,605.00)
(45,720.00)	CREDIT INSITUTE PARK PROJECTS	(43,035.00)
(35,660.00)	CREDIT CSX PARKS PROJECTS	(31,540.00)
(5,930.00)	CREDIT PILOT LIBRARY EQUIPMENT	(1,404.00)
<u>(49,726.00)</u>	CREDIT UNIVERSITY PARK PROJECTS	<u>(45,036.00)</u>
<u>\$ (13,199,642.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (12,900,527.00)</u>
<u>\$ 8,345,389.00</u>	662-94000 TOTAL RECOMMENDED INTEREST PAYMENT	<u>\$ 10,085,342.00</u>
<u>\$ 8,345,389.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 10,085,342.00</u>

Pension Obligation Bond FY18 Budget Recommendation

Thomas F. Zidelis Chief Financial Officer

City Hall Room 203
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1075

Introduction:

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

FY18 Budget Overview

	Actual	Approved Budget	Account Number	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
Fringe Benefits	\$10,470,831.00	\$ 10,300,316.00	96000	\$ 10,209,733.00
Total	\$10,470,831.00	\$ 10,300,316.00		\$ 10,209,733.00

Expenditures:

The total tax levy Pension Obligation budget for Fiscal 2018 is recommended to be \$10,209,733 which is a decrease of \$90,583 from the Fiscal 2017 budget of \$10,300,316. The balance of the Pension Obligation Bond Debt service is funded based on valued calculations charged to the Worcester Public Schools and the City's Water, Sewer, and Golf enterprise funds based on their respective share of the City's pension liability.

Operational Overview

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 obtain approval for its funding and debt payment plans from the State's Secretary of Finance and Administration. The bonds allow the system to maximize investment returns over time, reducing the long term costs of funding the City's Pension System. The bonds expose the City to risk, should the investment returns not exceed the interest cost of the funds. This method of funding is generally beneficial for pension funds in that they fully fund the system immediately and not at some point in the future. Furthermore, they do not introduce any additional liabilities to the system.

Pension Obligation Bond FY18 Budget Recommendation

AMORTIZATION SCHEDULE –

Remaining Pension Obligation Bond Debt Service			
	POB	POB	POB
Fiscal Year	Principal	Interest	Debt
2018	8,540,000	8,097,813	16,637,813
2019	9,075,000	7,564,063	16,639,063
2020	9,640,000	6,996,875	16,636,875
2021	10,245,000	6,394,375	16,639,375
2022	10,885,000	5,754,063	16,639,063
2023	11,565,000	5,073,750	16,638,750
2024	12,290,000	4,350,938	16,640,938
2025	13,055,000	3,582,813	16,637,813
2026	13,870,000	2,766,875	16,636,875
2027	14,740,000	1,900,000	16,640,000
2028	15,660,000	978,750	16,638,750
	\$ 129,565,000	\$ 53,460,315	\$ 183,025,315

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF PENSION OBLIGATION BONDS- DIVISION #665

APPROVED FY17 AMOUNT	TITLE	RECOMMENDED FY18 AMOUNT
\$ 11,661,338.00	665-94100 PENSION OBLIGATION DEBT SERVICE	\$ 11,543,059.00
<u>\$ 11,661,338.00</u>		<u>\$ 11,543,059.00</u>
	FUNDING SOURCES:	
\$ (19,961.00)	CREDIT FROM GOLF	\$ (20,025.00)
(553,778.00)	CREDIT FROM SEWER	(569,595.00)
(787,283.00)	CREDIT FROM WATER	(743,706.00)
<u>\$ (1,361,022.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,333,326.00)</u>
<u>\$ 10,300,316.00</u>	665-94000 TOTAL RECOMMENDED PAYMENT	<u>\$ 10,209,733.00</u>
<u>\$ 10,300,316.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 10,209,733.00</u>



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DCU Center FY18 Budget Recommendation

John H. Budd

Commission Chairman

50 Foster Street

Worcester, Massachusetts 01608

(508) 791-0947

Divisional Mission Statement:

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

FY18 Budget Overview

	Actual	Approved		Recommended
<u>Expenditures</u>	<u>Fiscal 2016</u>	<u>Budget for</u>	<u>Account</u>	<u>Appropriation</u>
		<u>Fiscal 2017</u>	<u>Number</u>	<u>Fiscal 2018</u>
<u>Arena</u>				
Ordinary Maintenance	\$ 866,972.25	\$ 855,153.00	92000	\$ 871,877.00
Debt Service Arena	266,850.66	325,783.00	94000	222,112.00
Debt Service Special District	2,301,297.72	2,264,286.00	94000	2,398,053.00
Debt Service Scoreboard	196,158.10	191,461.00	94000	179,206.00
Total Arena	\$ 3,631,278.73	\$ 3,636,683.00		\$ 3,671,248.00
<u>Funding Sources:</u>				
DCU Arena Naming Rights	\$ -	\$ 460,000.00		\$ 460,000.00
DCU Arena Operating Revenue	708,719.55	250,442.00		411,877.00
Facility Fee Surcharge	172,365.00	191,461.00		179,206.00
Special District Financing	2,301,297.72	2,264,286.00		2,398,053.00
General Fund Revenue	448,896.46	470,494.00		222,112.00
Total Funding Sources	\$ 3,631,278.73	\$ 3,636,683.00		\$ 3,671,248.00

The DCU Center's Arena and Convention Center projected revenues for Fiscal 2018 include the following:

- DCU Arena Naming Rights: \$460,000
- Arena/Convention Center Lease income: \$411,878
- Facility Surcharge revenues: \$179,206
- Special District Financing funds for costs associated with improvement design and system upgrades: \$2,398,053

The debt service for the Special District Financing is attributed to \$30,000,000 in Bonds issued and \$3,530,000 in Short Term Notes outstanding to be bonded in January 2018.

DCU Center FY18 Budget Recommendation

To finance the balance for Fiscal 2018 it is recommended that approximately \$222,112 from General Fund Tax Levy be budgeted to pay for the cost of operations which is a decrease of \$248,382 from the Fiscal 2017 amount of \$470,494.

Operating Costs:

In Fiscal 2018, \$871,877 will be used to finance the operating costs of the DCU Center Arena. These operating costs are as follows:

- Worcester Management Contract for both the Arena and Convention Center: \$329,376
- Management Incentive Fee: \$324,509
- Property Insurance: \$51,840
- Business Interruption Insurance: \$1,654
- Boiler Insurance: \$3,266
- Liability Insurance: \$128,232
- Accounting Consultants: \$18,000
- Ordinary Maintenance: \$15,000

Arena Debt Service and Score Board Debt Service:

DCU Center revenues will be used to pay for the existing debt service for the Arena facility and for recent capital improvements made to the complex respectively, for the building in the amount of \$2,799,371 in principal and interest payments. These principal and interest payments consist of:

- Scoreboard and exterior signage: \$179,206
- Debt associated with Special District Financing Improvements: \$2,398,053
- Other associated debt for the Center: \$222,112

Operational Overview:

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

DCU Center FY18 Budget Recommendation

DCU Center Fund - FY 2014 - 2017				
Arena/Convention Center - Schedule of Adjusted Gross Revenues				
	YTD	Actual*	Actual*	Actual*
	through	2016	2015	2014
	March 2017	2016	2015	2014
Net Event Direct Income	1,433,241	1,722,897	1,594,660	1,719,244
Event Ancillary Income				
Net Food and Beverage	1,822,664	2,705,424	2,409,349	2,551,722
Net Novelty Revenue	82,062	69,038	50,751	71,109
Event Income	3,337,967	4,497,359	4,054,760	4,342,075
Other Income				
Advertising	258,660	403,928	369,753	342,521
New Service Fees	236,089	295,973	260,933	259,662
Ticket Service Fees	898,811	941,006	568,534	729,262
Other	122,610	133,840	87,948	82,165
Other Income	1,516,170	1,774,747	1,287,168	1,413,610
Adjusted Gross Revenue	4,854,137	6,272,106	5,341,928	5,755,685
Indirect Expenses	4,006,337	5,681,283	5,100,220	5,267,586
Net Income per Lease	\$ 847,800	\$ 590,823	\$ 241,708	\$ 488,099

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

JOHN H. BUDD, COMMISSION CHAIRMAN**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2018****DCU CENTER- DIVISION #750**

APPROVED FY17 AMOUNT	TITLE	RECOMMENDED FY18 AMOUNT
\$ 324,509.00	MANAGEMENT FEES	\$ 329,376.00
322,573.00	MANAGEMENT INCENTIVE FEES	324,509.00
52,805.00	PROPERTY INSURANCE	51,840.00
1,607.00	BUSINESS INTERRUPTION INSURANCE	1,654.00
3,226.00	BOILER INSURANCE	3,266.00
116,433.00	LIABILITY INSURANCE	128,232.00
19,000.00	ACCOUNTING CONSULTANT	18,000.00
15,000.00	ORDINARY MAINTENANCE & SUPPLIES	15,000.00
<u>\$ 855,153.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 871,877.00</u>
	FUNDING SOURCES:	
(460,000.00)	DCU ARENA NAMING RIGHTS	(460,000.00)
(250,442.00)	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	(411,877.00)
<u>(710,442.00)</u>	TOTAL AVAILABLE REVENUES	<u>(871,877.00)</u>
<u>\$ 144,711.00</u>	7502-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ -</u>

DCU ORGANIZATION DEBT SERVICE

\$ 266,127.00	DEBT BUILDING PRINCIPAL	\$ 179,713.00
59,656.00	DEBT BUILDING INTEREST	42,399.00
938,500.00	DEBT- SPECIAL DISTRICT PRINCIPAL	1,052,001.00
1,325,786.00	DEBT- SPECIAL DISTRICT INTEREST	1,346,052.00
140,982.00	DEBT - SCOREBOARD/SIGNAGE PRINCIPAL	135,643.00
50,479.00	DEBT - SCOREBOARD/SIGNAGE INTEREST	43,563.00
<u>\$ 2,781,530.00</u>	TOTAL DEBT SERVICE	<u>\$ 2,799,371.00</u>
	FUNDING SOURCES:	
(191,461.00)	SCOREBOARD TICKET SURCHARGE REVENUES	(179,206.00)
(2,264,286.00)	DCU SPECIAL DISTRICT FINANCING	(2,398,053.00)
<u>(2,455,747.00)</u>	TOTAL AVAILABLE REVENUES	<u>(2,577,259.00)</u>
<u>\$ 325,783.00</u>	7502-94000 TOTAL RECOMMENDED DEBT SERVICE	<u>\$ 222,112.00</u>
<u>\$ 470,494.00</u>	RECOMMENDED GENERAL FUND TAX LEVY BUDGET	<u>\$ 222,112.00</u>

Five Point Plan Funds FY18 Budget Recommendation

Edward M. Augustus, Jr.

City Manager

City Hall Room 309

Worcester, Massachusetts 01608

(508) 799-1175

FY18 Budget Overview

		Approved		Recommended
	Actuals	Budget for	Account	Appropriation
	Fiscal 2016	Fiscal 2017	Number	Fiscal 2018
Five Point Plan Funds				
Bond Rating Stabilization fund	\$ 503,252.00	\$ 950,000.00	35-921	\$ -
Capital Campaign Stabilization	9,161,839.74	8,889,013.00	04D802	8,988,732.00
CitySquare DIF Reserve Fund	1,600,000.00	2,325,000.00	04D803	2,738,678.00
North High Construction Fund	3,047,000.00	3,047,000.00	04D806	470,000.00
New High School Fund	-	-	04D810	2,750,000.00
OPEB Reserve Fund	301,951.00	500,000.00	04T803	550,000.00
Total Transfers to Funds	\$ 14,614,042.74	\$ 15,711,013.00		\$ 15,497,410.00

Five Point Plan Funds

The City of Worcester's Five Point Financial Plan, adopted in 2007, established a long term plan for the financing of known debt obligations and the building of reserves to maintain and improve the City's bond rating over time.

Capital Campaign for Worcester Technical High School/other projects:

The Capital Campaign fund exists to meet the current debt service obligations for major construction projects that have been completed: Worcester Technical High School, Worcester Public Library Renovation, Worcester Senior Center, and Forest Grove Middle School.

CitySquare DIF Reserve:

The CitySquare DIF reserve was established to capture the tax revenues associated with the increased value of the parcels of the CitySquare project. These funds will then be used to support the debt service of the publicly funded portions of the CitySquare project. The deposit for Fiscal Year 2018 is \$2,738,678, an increase in recognition of the increasing value of the City Square properties.

The North High Construction Fund:

This fund was established for the purpose of funding future debt service associated with the construction of a new North High School. Each year debt service costs associated with the construction of North High School are charged to this fund. The deposit for Fiscal Year 2018 is funded at \$470,000.

The New High School Construction Fund:

This fund was established for anticipated debt service arising from construction of South High and Doherty High Schools.

Five Point Plan Funds FY18 Budget Recommendation

OPEB Reserve Fund:

The OPEB Reserve Fund provides a fund where the City can prepare to address the future costs of retiree health insurance costs. OPEB, which stands for Other Post Employment Benefit includes all benefits provided to current employees when they retire. The largest liability among these is health insurance.

EDWARD M. AUGUSTUS, JR. , CITY MANAGER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2018
FIVE POINT PLAN FUNDS

RECOMMENDED FY17 AMOUNT	TITLE		RECOMMENDED FY18 AMOUNT
\$ 950,000.00	BOND RATING STABILIZATION	35-921	\$ -
8,889,013.00	CAPITAL CAMPAIGN STABILIZATION	04D802	8,988,732.00
2,325,000.00	CITY SQUARE DIF RESERVE FUND	04D803	2,738,678.00
3,047,000.00	NORTH HIGH SCHOOL CONSTRUCTION FUND	04D806	470,000.00
-	NEW HIGH SCHOOL FUND	04D810	2,750,000.00
500,000.00	OPEB RESERVE FUND	04T803	550,000.00
<u>\$ 15,711,013.00</u>	TOTAL FIVE POINT PLAN FUNDS		<u>\$ 15,497,410.00</u>
<hr/>			
<u>\$ 15,711,013.00</u>	TOTAL FIVE POINT PLAN FUNDS		<u>\$ 15,497,410.00</u>



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**CITY OF WORCESTER
FISCAL 2018
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	339,091.00	24,300.00						363,391.00
MAYOR	030	123,497.00	10,700.00						134,197.00
CITY MANAGER	040	1,003,519.00	158,850.00						1,162,369.00
PROMOTION OF TOURISM	041								0.00
ECONOMIC DEVELOPMENT	043	1,558,064.00	396,385.00						1,954,449.00
CABLE SERVICES	04S								-
CITY CLERK	100	575,103.00	36,025.00					1,000.00	612,128.00
CITY ENERGY & ASSET MGMT.	110	277,293.00	1,112,177.00					21,000.00	1,410,470.00
LAW	120	929,926.00	168,450.00						1,098,376.00
COURT JUDGMENTS	121		3,500,000.00						3,500,000.00
PROPERTY & CASUALTY	122		119,948.00						119,948.00
ELECTIONS	150	549,486.00	139,325.00					16,500.00	705,311.00
CONTRIBUTORY PENSIONS	161				26,122,901.00				26,122,901.00
NON CONTRIBUTORY PENSIONS	162				33,243.00				33,243.00
HUMAN RESOURCES	170	970,097.00	354,766.00					3,000.00	1,327,863.00
WORKERS COMPENSATION	171		90,455.00						1,358,973.00
UNEMPLOYMENT COMPENSATION	172				1,268,518.00				110,000.00
PUBLIC SAFETY IOD	174				110,000.00				658,235.00
LICENSE COMMISSION	190		98,550.00						1,200.00
POLICE	250	41,416,230.00	2,721,850.00	30,000.00				3,849,296.00	48,017,376.00
FIRE	260	35,827,441.00	1,296,213.00	40,000.00				1,135,176.00	38,298,830.00
COMMUNICATIONS	270	1,891,530.00	1,117,768.00					161,956.00	3,171,254.00
INSPECTIONAL SERVICES	280	3,374,200.00	323,799.00					59,000.00	3,756,999.00
PUBLIC HEALTH	330	375,145.00	69,500.00					500.00	445,145.00
HEALTH & HUMAN SERVICES	331	521,264.00	2,146,250.00						2,667,514.00
ELDER AFFAIRS	340	367,294.00	134,890.00						502,184.00
DPW ADMINISTRATION	4101	454,698.00	386,046.00					31,110.00	871,854.00
DPW ENGINEERING	4102	1,258,343.00	402,400.00					81,793.00	1,742,536.00
DPW STREETS	4103	1,862,469.00	698,842.00					350,108.00	2,911,419.00
DPW SANITATION	4104	1,093,356.00	4,483,209.00					141,414.00	5,717,979.00
DPW CENTRAL GARAGE	4105	578,046.00	1,189,186.00					30,613.00	1,797,845.00
SNOW REMOVAL	411		5,500,000.00					500,000.00	6,000,000.00
STREET LIGHTS	412		2,352,828.00						2,352,828.00
UNION STATION	480		444,276.00						444,276.00
PUBLIC SCHOOLS NET SCHOOL	500	211,038,250.00	36,760,631.00	250,000.00			64,929,509.00	1,279,164.00	314,257,554.00
PUBLIC SCHOOLS NON NET SCHOOL	540	3,349,721.00	16,184,747.00					478,473.00	20,012,941.00
PUBLIC LIBRARY	550	3,706,383.00	1,740,752.00					123,795.00	5,570,930.00
REGIONAL LIBRARY	560								-
ADMINISTRATION/FINANCE	600/610/660	1,752,731.00	768,752.00					30,500.00	2,551,983.00
AUDITING	650	491,813.00	92,030.00					2,000.00	585,843.00
DEBT PRINCIPAL	661				24,711,134.00				24,711,134.00
DEBT INTEREST	662				10,085,342.00				10,085,342.00

Cont...

**CITY OF WORCESTER
FISCAL 2018
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						26,383,698.00		26,383,698.00
PENSION OBLIGATION BONDS	665				10,209,733.00				10,209,733.00
ASSESSING	670	594,995.00	156,700.00					1,000.00	752,695.00
TECHNICAL SERVICES	680	2,262,911.00	1,357,219.00					40,000.00	3,660,130.00
PARKS	720	3,155,218.00	1,894,500.00					479,062.00	5,528,780.00
AUDITORIUM	740		101,300.00						101,300.00
DCU	750		0.00		222,112.00				222,112.00
WORKFORCE DEVELOPMENT	31S	0.00	50,000.00				50,000.00		100,000.00
CONTINGENCY	900		1,250,000.00						1,250,000.00
TOTAL TAX LEVY APPROPRIATION		321,698,114.00	89,834,819.00	320,000.00	45,228,321.00	0.00	119,457,554.00	8,816,460.00	585,355,268.00
CHARTER SCHOOLS									27,558,214.00
OTHER INTERGOVERNMENTAL									3,640,660.00
FIVE POINT PLAN TRANSFERS OUT									14,947,410.00
OPEB RESERVE									550,000.00
GOLF COURSE									150,000.00
TOTAL TRANSFERS AND INTERGOVERNMENTAL									46,846,284.00
SEWER	440	3,324,509.00	23,283,909.00	24,500.00	9,721,051.00	3,636,756.00	3,579,006.00	250,000.00	43,819,731.00
WATER	450	6,739,690.00	3,595,150.00	25,000.00	8,094,593.00	2,313,991.00	4,870,514.00	643,000.00	26,281,938.00
GOLF COURSE	710	241,383.00	848,000.00		226,096.00	30,954.00	99,303.00		1,445,736.00
TOTAL ENTERPRISE APPROPRIATION		10,305,582.00	27,727,059.00	49,500.00	18,041,740.00	5,981,701.00	8,548,823.00	893,000.00	71,547,405.00