



The City of **WORCESTER**

Fiscal Year 2020 Operating Budget

Edward M. Augustus Jr., City Manager

Worcester, Massachusetts



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The City of
WORCESTER

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Edward M. Augustus, Jr.
City Manager

CITY OF WORCESTER

May 7, 2019

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully present to you the FY20 budget for your review and consideration. Primary among my responsibilities is to balance the need to provide quality municipal services with fiscal constraint that results in a budget and operational plan that is both manageable and practical. Given Worcester's unprecedented time of growth and recognition, it is also imperative to ensure we have the capacity, systems, and structure in place to keep the momentum at full speed, address any challenges, and capitalize on the opportunities presented to us during this unique time in our City's history. Now is the time to seize the moment.

This FY20 financial plan: details the allocation of various funds to deliver essential City services; strengthens our ability to implement our strategic priorities; and ensures financial stability. It prioritizes education, public safety, and youth programming, while also supporting core services and new initiatives that will inform our decision making, improve the customer experience, and create a culture of innovation in city government.

Based on local and state revenues, the FY20 budget recommendation totals \$685,744,411, which is detailed in the chart below. Overall, the annual budget increases by \$32.5M (5%), the majority of which (\$21.2M) is committed to the Worcester Public Schools. In FY20, State Aid for the Education will be \$273.2M, an increase of \$17.6M. We may realize further increases to State Aid Education (Chapter 70) as the state budget cycle is finalized. The City's required contribution to the Worcester Public Schools currently increases by \$3.6M in FY20.

The budget projects local tax revenues of \$311.7M, an increase of \$12.5M (\$8M Proposition 2½; \$5M New Growth, and a \$500K increase in the Overlay Reserve offset) and maintains the Unused Levy Capacity at \$18M - the largest in the City's history. General State Aid increases by \$1.4M to \$51.9M. Local Revenues are estimated to increase \$1M, totaling \$48.2M.

	Fiscal Year 2019 Budget (Tax Recap)	Proposed Fiscal Year 2020 Budget	Fiscal Year 2019/2020 Change	Percentage Change
Revenues				
Property Tax	299,260,736	311,739,649	12,478,913	
Local Receipts	47,182,785	48,183,147	1,000,362	
State Aid Education	255,594,963	273,210,268	17,615,305	
State Aid General	50,517,881	51,911,417	1,393,536	
Other Available Funds	699,930	699,930	0	
Free Cash	-	-		
Total Revenues	653,256,295	685,744,411	32,488,116	5%
Expenditures				
Education (WPS - including assessments)	374,162,799	395,404,630	21,241,831	
Fixed	121,471,347	124,284,470	2,813,123	
Public Safety	96,982,837	100,759,309	3,776,472	
Public Works	28,617,404	28,747,084	129,680	
Other Operational	30,721,908	34,614,188	3,892,280	
Contingency	1,300,000	1,935,000	635,000	
Total Expenditures	653,256,295	685,744,411	32,488,116	5%

Through the recently adopted Strategic Plan, we have developed the new vision for Worcester “to be the country's most vibrant and livable mid-size city” and have established initial key performance measures (KPI) corresponding to the four priority areas; Vibrant, Thriving City, Opportunities for All, Strong Neighborhoods, Sound Fiscal and Operational Government. As part of the FY20 operational budget, we are beginning the process of introducing KPI's in a number of departments ensuring alignment to our priority areas. These metrics will allow for the City to track progress and measure success in the areas identified by the departments. KPI's are still being developed and will be added to the departments work plans during the next year.

Key Initiatives

In building this budget, I have focused on key initiatives to support these priority areas and have outlined several in the attached document. These are highlights of policy and investment recommendations which will elevate the quality of life for all through excellent City services, as well as further the desired outcomes for each Strategic Priority. These include a focus on the following:

Public Safety

These key initiatives include significant investments again this year in public safety with the addition of 3 Safety Captains for the Worcester Fire Department, additional recruit classes this year for police and fire, and the purchase of new interdepartmental public safety communications software to replace the 25 year old system. Additional funding will be allocated to provide for more Building and Code Inspectors to assist with keeping up with life safety and code violations and enforcement in our growing housing stock. In FY20, we also re-align personnel to increase our Emergency Management staff to strengthen the ability to plan, respond, and recover from disasters, in turn creating a more resilient City.

Parks and Youth Development

In continuing our commitment to youth development, I have recommended allocations to increase summer jobs and career development, including the expansion of the Park Stewards Program. We are expanding summer recreation with the addition of free summer swim lessons at Crompton Pool. The FY20 budget also adds capacity to the Parks Division for two additional positions for park maintenance, as we expanded the parks system to include Blackstone Heritage Park and the new dog parks.

Office of Urban Innovation

Creating an office of innovation in the City Manager's Office will allow us to be better informed and make fact-based decisions based on data analytics and process engineering. A WOOSTat Program and Smart Cities solutions will be designed to boost customer service, produce efficiencies, and add transparency.

ESCo and Green Initiatives

The environmental health of our City is crucial to the quality of life of all who live, work, and play in Worcester. As recently reported to City Council, the City will implement the next phase of ESCo measures to realize cost and energy savings. As a result of the recent conversion of our city streetlights to LED, that budget line item reflects a reduction of \$463K from the previous year. In addition, the City hired a consultant to assist the Green Worcester working group to develop a Green Worcester Strategic Plan. The plan will draw on our city's unique strengths and challenges to identify environmental and sustainability priorities, and include short and longer-term actions. Lastly, to support our Blue Space initiatives, which promotes the City's lakes and ponds as assets for recreation and economic development, a new position will be added to assist with the daily workload of the program.

Succession Planning

Per City Council's request, we have reviewed the City's succession planning needs for the near future. As our City grows and expands, we must prepare our workforce to do the same and ensure management staff are properly prepared to fill leadership roles. Succession planning is also key to attracting and retaining management employees. This year we will begin our process of succession planning as described in the attached key initiatives.

These are just a few examples of the new initiatives we have set forth for FY20, which are further detailed in the attached summary and budget document. I want to express my sincere gratitude to your Honorable Body and to our City staff for embracing the new strategic direction, as outlined in our recently adopted Strategic Plan. I am excited by the opportunities that lie ahead for our community and look forward to working with each of you on transforming our collective vision for the City into a reality.

Respectfully submitted,



Edward M. Augustus, Jr.

City Manager

KEY INITIATIVES

PUBLIC SAFETY

New Police and Fire Recruit Classes:

The FY20 budget continues the commitment to provide funding for back to back recruit classes in both the Police and Fire Departments to keep the complement levels at maximum. Personnel investments directly correlate with our success in elevating community safety, discontinuing WFD manpower brown-outs and the consistent decline of crime rates in our City.



Fire Safety Captains:

The addition of three safety captains in the FY20 Budget will be a major advancement in firefighter safety for the Worcester Fire Department. It has long been recognized that modern furnishings lead to faster fire growth but new research from Underwriters Laboratories and the National Institute of Standards and Technology, is demonstrating its dramatic effect on fire behavior. The fire service is just beginning to truly understand the impact of the heavy concentration of plastics and petroleum based products on structure fires. These impacts result in a much shorter timeframe for firefighters to make decisions and take actions to mitigate a structure fire. The research shows and our department's experiences validate that fire conditions can change drastically in seconds. One way for our department to adapt to the growing fire problem is to ensure an on-duty incident safety officer arrives at a fire scene with first arriving companies. This safety officer with his understanding of fire behavior and building construction will continuously monitor the fire ground for changes and risks and work with the incident commander to mitigate those risks.

Each Safety Captain will be assigned an administrative function in addition to their incident response duties. It is anticipated that this role will serve as an excellent professional development opportunity that helps prepare the next generation of fire department administration and compliments our succession planning.

Expedite Building Inspections: As our housing stock grows older and deferred maintenance takes its toll, more frequent inspections of the triple decker neighborhoods and multi-unit housing are a key priority in this year's budget. The growing number of new housing units in the City coupled with the issues related to older units has caused us to assess the need for and recommend an additional two (2) building inspectors who will inspect our housing stock for violations, issue a Certificate of Use and Occupancy for compliance with section 110.7 of CMR 780, for multifamily buildings and ensure that at the time of inspection the egresses are operational and the emergency lighting is operational, more often than they are inspected currently. Additionally, these inspectors will be able to inspect the backlog of locations that require semiannual, annual and bi-annual inspections including adult and day care facilities, group homes, nursing homes, bars, night clubs, restaurants, Performance Theater, Movie

KEY INITIATIVES

Theater, churches, dormitories and detoxification facilities. This will significantly reduce the backlog and allow for us to inspect every two years instead of five years. These inspections will also prove as another resource to assist and protect our public safety personnel as they enter unknown buildings in their effort to protect the lives and property of the residents, visitors and businesses of Worcester from adverse effects of fire, medical emergencies, and hazardous conditions whether natural or caused by people.

Replace Emergency Communication System: The Public Safety System, used by the Police, Fire and Emergency Communications Departments, was purchased more than 23 years ago. The public safety departments continue to experience performance issues with this outdated system, including very slow system response times. The current system has limited features and is unable to meet the critical needs of the public safety departments to perform their duties in an efficient manner. During FY20, we will continue to review vendors and options to choose a system that fulfills the City's needs.

Address Master List: A master address repository provides standardized data from a single central database, as well as tools and procedures for management and maintenance, for all address data in a city. Departments with business operations as diverse as Elections, Police, Fire, Building Permits & Inspections, Purchasing, Utility Billing and Health & Human Services all require up-to-date, valid, and accurate address lists or databases to cost-effectively complete their missions. An evaluation of the current addressing in the City of Worcester highlighted significant consequences to all City departments that provide services based on an address whether in person, during an emergency or regular course of business, or by mail. Costs are significant in terms of personnel time spent researching the location of a specific address, resolving conflicting information, driving to the incorrect location, and performing actions at the wrong location. Other impacts can include delays to emergency responders locating an address and costs associated with returned mail.

The opportunity exists for developing a more centralized approach to addressing information throughout the City, allowing for sharing of trustworthy data to reduce costs and liabilities and provide for intelligent planning and analysis.

GIS System Administrator: The City's Geographic Information System (GIS) continues to expand and is relied upon by many departments to conduct business. This complex system, which is integrated with many in-house and third-party applications, requires specific technical skills to provide system administration and support. A full time GIS System Administrator position is needed to support the advanced, customized technologies of the GIS platform and the increased technical needs of departments. The GIS system Administrator will manage the enterprise GIS platform including hardware, databases, ESRI software, SQL databases and also coordinate and support the integration with third-party and in-house developed applications. The position will perform complex technical tasks such as GIS system configurations and upgrades, server maintenance, troubleshoot hardware and software issues and work closely with the GIS software provider to migrate the City to new technologies.

KEY INITIATIVES

Expanded Resources for Emergency Management (EM): EM plays a vital role of operation in the City, and that role will only be enhanced as the City continues to thrive and grow. For example, the revitalization of the Green Island area and the construction of a ballpark will bring large crowds, in the area of 10,000 people, into the City on a nearly nightly basis, further amplifying our need to have emergency planning and preparation at the highest level. In FY20, we re-align personnel to increase our EM staff and add a Deputy Director position. These changes correspond with our succession plan and will strengthen the ability for EM to properly serve the City by allowing us to plan and prepare for, and respond and recover from disasters, in turn creating a more resilient City. These new positions will allow us to create and manage a Community Emergency Response Team, and coordinate the presence of EM at events and disasters throughout the City.

PARKS & YOUTH PROGRAMS

Free Summer Swim Lessons: Learn-to-Swim classes are taught by knowledgeable and certified American Red Cross City of Worcester Lifeguards. Making sure kids know how to swim is one of the most important safety skills they can learn! The program will introduce students to the fundamentals of aquatic skills and being safe around waterways. Topics that will be covered in this program include, but are not limited to; basic water safety rules, how to use life jackets, submerging their mouth, nose, eyes, and opening their eyes underwater, picking up submerged objects, swimming on their front and back using arm & leg actions, recognizing a swimmer in distress and getting help, exhaling underwater, and floating on their backs. Learn-to Swim Lessons will be open to 350 youth, operate seven weeks with two sessions a day from July 8th - August 23rd, 2019.



Parks Stewards: The Park Steward Program is managed by the City of Worcester Department of Public Works and Parks; Parks, Recreation, and Cemetery Division. This program and innovative strategy was introduced in July 2010 as a partnership linking neighborhood teens with neighborhood-based jobs. The model has proven very successful in keeping youth engaged and safe during summer months. In addition to these assets, it also has the advantage of minimizing a struggling job market for youth, as well as providing employment for youth in their own neighborhoods, thereby eliminating the need to be reliant on public transportation and its inherent additional cost.

The program provides youth with employment opportunities that focus on beautifying and cleaning up our parks. This year's program will continue to use the proven structure from years past. The program will focus on six parks with an additional mobile maintenance crew. The youth that are employed will receive three days of work readiness/pre-employment, and basic

KEY INITIATIVES

first-aid training. This year we are aiming to hire a total of 45 youth, an addition of five from last year, with five youth placed at each site. Also, for the 2019 season we will continue to offer two (2) zoo keeper assistant positions to give youth the opportunity to work alongside the full-time park division staff to learn general facility management and management of animals.

Working Foreman: This position will be assigned to Hope Cemetery (with assistance in Parks as needed) and be primarily responsible for the maintenance, management and repair of the small power equipment. The position will also assist Parks operations in equipment management when available, and work with the seasonal help at this location.

Laborer: This position will be assigned to Hope Cemetery and will help manage the maintenance of the new sections within the Cemetery during all four seasons. This position will give the Cemetery ten fulltime employees in the field which correlates to approximately 16 acres per employee. In addition personnel will be allocated to assist with the clean-up of our expanded parks to include Blackstone Heritage and the new dog park.

OFFICE OF URBAN INNOVATION



The creation of the Office of Urban Innovation will involve data analytics, process engineering, a WOStat Program and Smart Cities solutions; all designed to boost customer service and save taxpayer money through greater accountability and improved efficiency. Creating an office of innovation keeps City leaders informed and forward thinking on the future of our City, building a smart community through data and innovation. The focus of the office will consist of these three main objectives:

1. Develop performance management processes with departments.
 - o Design and establish a WOStat program, which will use data to understand and measure areas of underperformance and improve service throughout city government.
 - Examples: Initial FY20 budget measures and open data portal and dashboard.
2. Create and establish an iLAB (Innovation Lab) using LEAN Management Principles, to address some of the City's most challenging operational and customer service issues.
3. Create a Smart Cities team that works on innovative solutions using technology to leverage new opportunities and development.

KEY INITIATIVES

In addition, we are building a much needed partnership with WPI and their innovation and data science departments. This partnership will bring new ideas and help leverage the knowledge of students and faculty that will enhance creativity and innovation. All of this will add new opportunities and resources to our departments we haven't explored in the past. As we look to build this office we are building partnerships with other cities across the nation that have done so as well such as Boston, San Antonio, San Diego, Grand Rapids, Chattanooga, and more.

ESCO/GREEN/SUSTAINABILITY

Green Worcester Plan: In April of 2019, the City hired a consultant to assist the Green Worcester working group in developing a Green Worcester Strategic Plan. The plan will draw on our city's unique strengths and challenges to identify environmental and sustainability priorities, and include short and longer-term actions. It will involve robust community engagement (a survey, focus groups, meetings and more) and comprehensive communication roll-out.



The Plan will be developed over the next year with a goal of finalizing and launching its implementation by the 50th Earth Day celebration on April 22, 2020.

ESCO: The City is now looking to complete a final Implementation Amendment (IA5) under the city's current ESCO contract with Honeywell. Based on a recently completed energy efficiency and renewable energy refresh of the original Investment Grade Audit completed in 2009, the City is planning to implement the following measures:

- Upgrading interior lighting in approximately 60 school and city facilities to LED
- Installing solar arrays at four sites, including North High School and West Tatnuck Elementary
- Installing or upgrading controls at 10 facilities, including the DCU Center
- New distribution transformers at the main Library and the DCU center
- Infiltration improvements and boiler upgrades

Total costs are ~\$22M. The expected first year savings for this project once completed is ~\$1.18M and the project simple payback, including savings and incentives, is 13 years. Total energy savings is more than 7.5M KWhs, which is equivalent to the electricity use of just over 1,000 Worcester homes for a full year.

BLUE SPACE: Worcester is located in the headwaters of the Blackstone River watershed. Our more than 20 lakes and ponds face a variety of urban water quality challenges. In 2016, the City of Worcester launched its Blue Spaces Initiative, which aimed to promote the City's lakes and ponds as assets for recreation and economic development. A Senior Environmental Analyst was hired through the Department of Public Works and Parks to work collaboratively with

KEY INITIATIVES

community groups and other city departments to create and fund long term management plans for four major recreational waterbodies. We are recommending the addition of a staff assistant to assist the Senior Analyst manage the workflow and continue the momentum of the program.

SUCCESSION PLANNING & RE-ORGANIZATION



A key issue identified by Council Members is the need for professional growth opportunities and succession planning. As our City grows and expands, we must prepare our workforce to do the same and ensure that employees are constantly developed to fill each needed role. Succession planning increases the availability of experienced and capable employees that are prepared to

assume these roles as they become available. It is also key to the recruitment and retention of management employees. Based on our known census of managers, we expect to lose some of the most highly experienced managers in the next several years to retirement and appropriate planning aims to ensure that we will have well prepared employees on hand ready and waiting to fill new roles. As a strategy to develop our talented employees and create succession opportunities, positions like the DPW&P Deputy Commissioner, Deputy Asst City Manager, Deputy Director of Emergency Management Assistant Cultural Development Officer and Human Resources Director have been added to the City organizational chart. The FY20 budget also reflects re-organizational changes including the addition of an Office of Urban Innovation and moving both Cultural Development and Cable Services under the oversight of the City Manager's Office. This will free up resources in the Economic Development Office to focus on business and housing development, major projects and core programs as well as align management of communications and cultural programs/events with the City Manager. Further re-organizational changes may be recommended during FY20 if additional opportunities to add efficiencies are realized.

MINIMUM WAGE INCREASES

The City of Worcester is committed to providing equal opportunities to our employees. The FY20 budget recommends increases to hourly rates in line with the new minimum wage amounts set by the Commonwealth of Massachusetts, which increases the wages for several seasonal job classifications in the DPW & Parks Department. These increases will affect positions at the Green Hill Golf Course, as well as in the numerous recreation programs of this Division. The increases of hourly rates are small in nature, but are critical for maintaining attractive and competitive wages.

KEY INITIATIVES

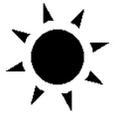
PROGRAM & COMPLIANCE MANAGER

The Program and Compliance Manager will be responsible for Tax Increment Financing and Tax Increment Exemption program administration and compliance, Brownfields Program administration and compliance, and other initiatives as assigned related to Commercial & Industrial Development. In addition, the position will oversee day to day payroll inspections during construction, site visits during construction, work with recipients HR team on hiring outreach and reporting, EPA Reporting and more.

CITY OF WORCESTER PRIORITY AREAS

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

As part of the FY20 operational budget, we are introducing KPI's in a number of departments ensuring alignment to our priority areas. These metrics will allow for the City to track progress and measure success in the areas identified by the departments. Through this process we encountered multiple challenges in gathering data because of factors such as technology, data integration, automation, and standardization. In FY20, the plan is to begin process engineering by establishing a framework of systems to automate data collection and centralization. Because of this, there are areas where data is not available but we are working to establish processes to track and provide adequate data that reflects our priority areas and supports our departments, ultimately delivering transparent information to the City and its residents and visitors.

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

CITIZEN’S GUIDE TO OUR CITY’S FINANCES

Introduction

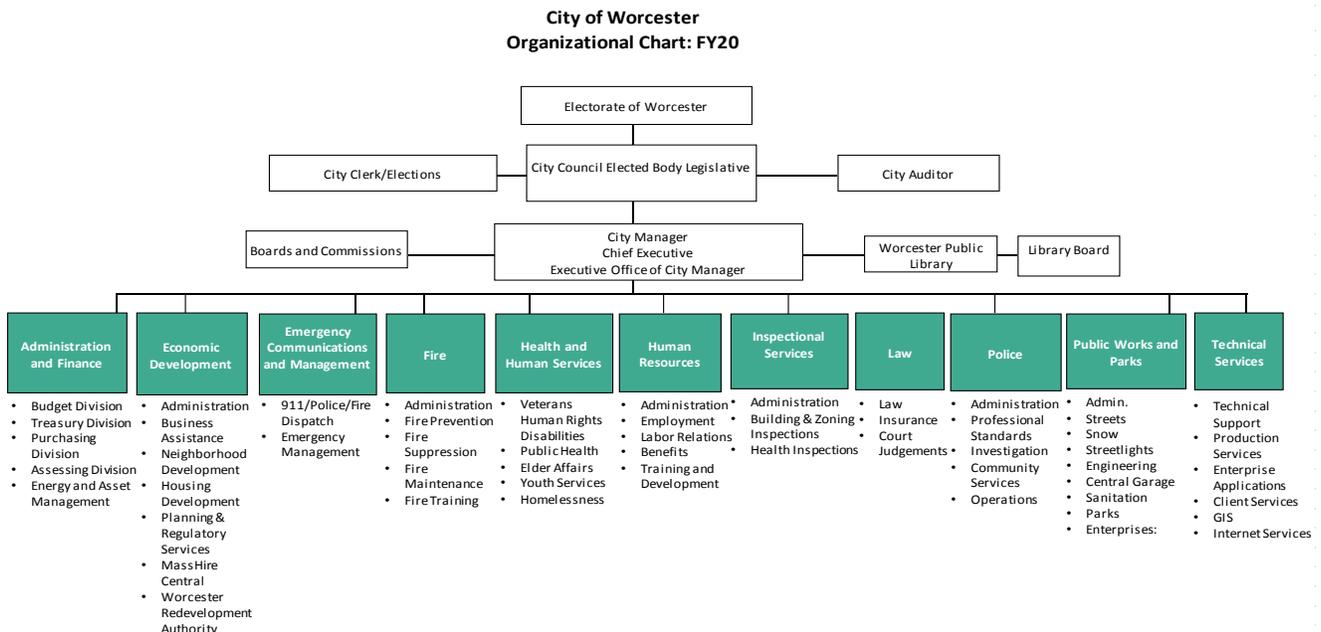
The residents, tax payers and business owners rely on our government to provide many essential services to our community such as public safety, education, public works, and health and human services. Transparency is critical in achieving the proper level of services while living within the financial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

About Our City

- Population 184,508
- Land Area 38.57 square miles
- Median Household Income \$45,599
- Median House Price \$220,000
- Water Rate \$3.67 per hundred cubic feet
- Sewer Rate \$7.43 per hundred cubic feet
- Residential Tax Rate \$18.00 per \$1,000 assessed valuation
- Commercial Tax Rate \$34.90 per \$1,000 assessed valuation
- Total assessed valuation \$13.525 billion
- Fiscal 2020 Operating Budget \$685.7 million

Organizational Structure

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

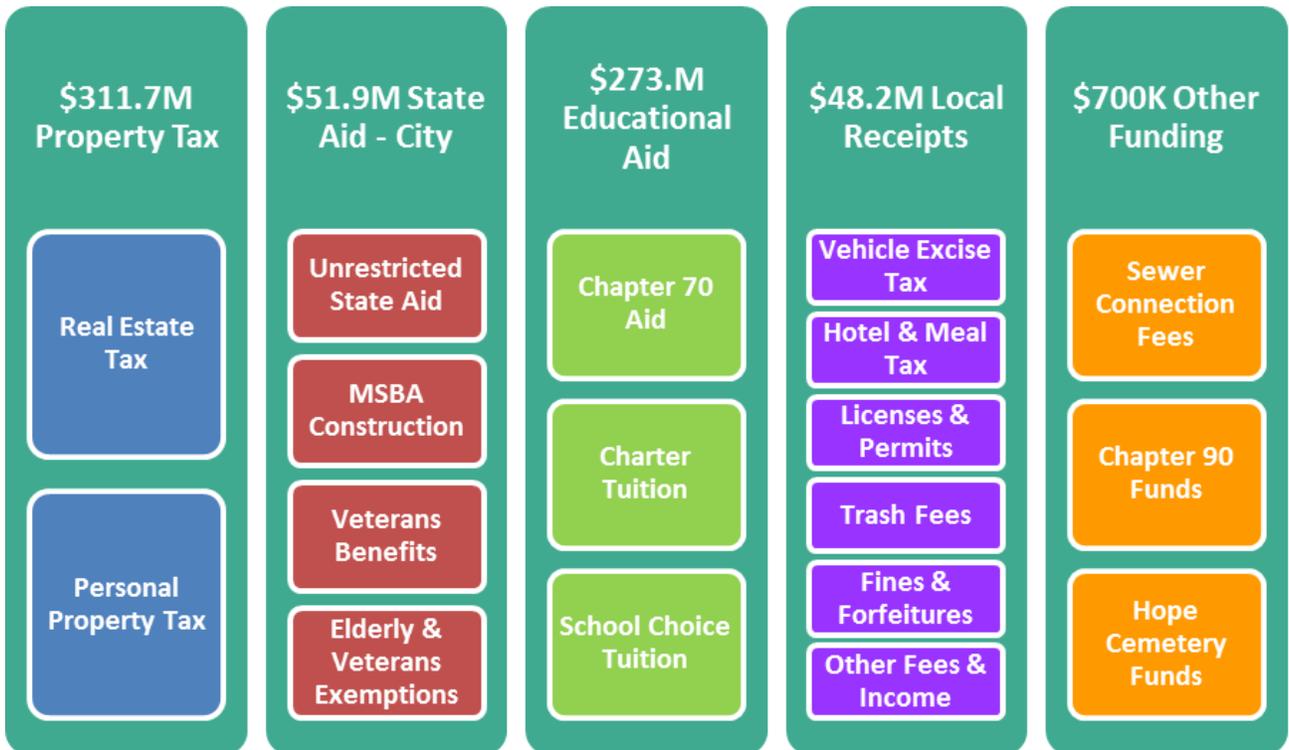
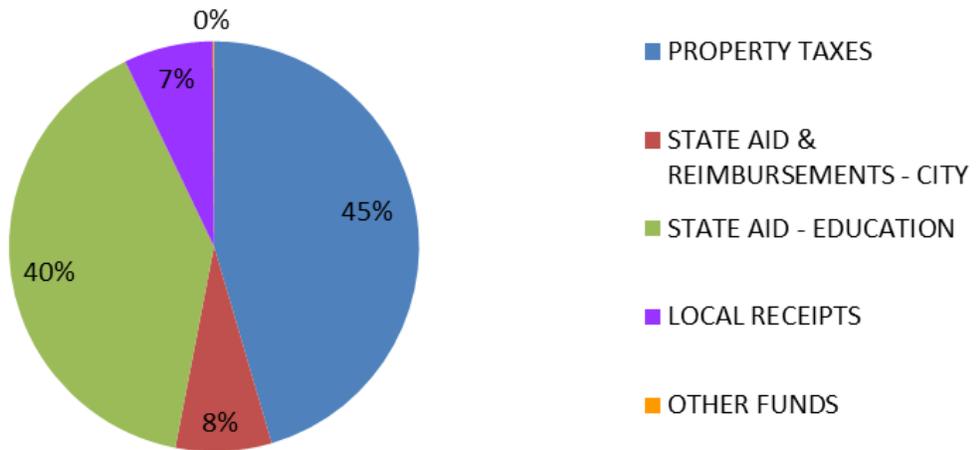


CITIZEN’S GUIDE TO OUR CITY’S FINANCES

Revenue Overview – Where does our money come from?

The General Fund keeps track of revenues and expenditures for general government services such as education, police, fire, public works, library, public health, and administration. General fund revenues include property taxes, state aid and local receipts. As depicted in the graphics below, 45% of City revenue comes from taxpayers, 48% in State Aid – inclusive of City and Education reimbursements, and 7% comes from user fees such as vehicle excise, licenses, permits, etc.

FY20 REVENUE ESTIMATES \$685.7M

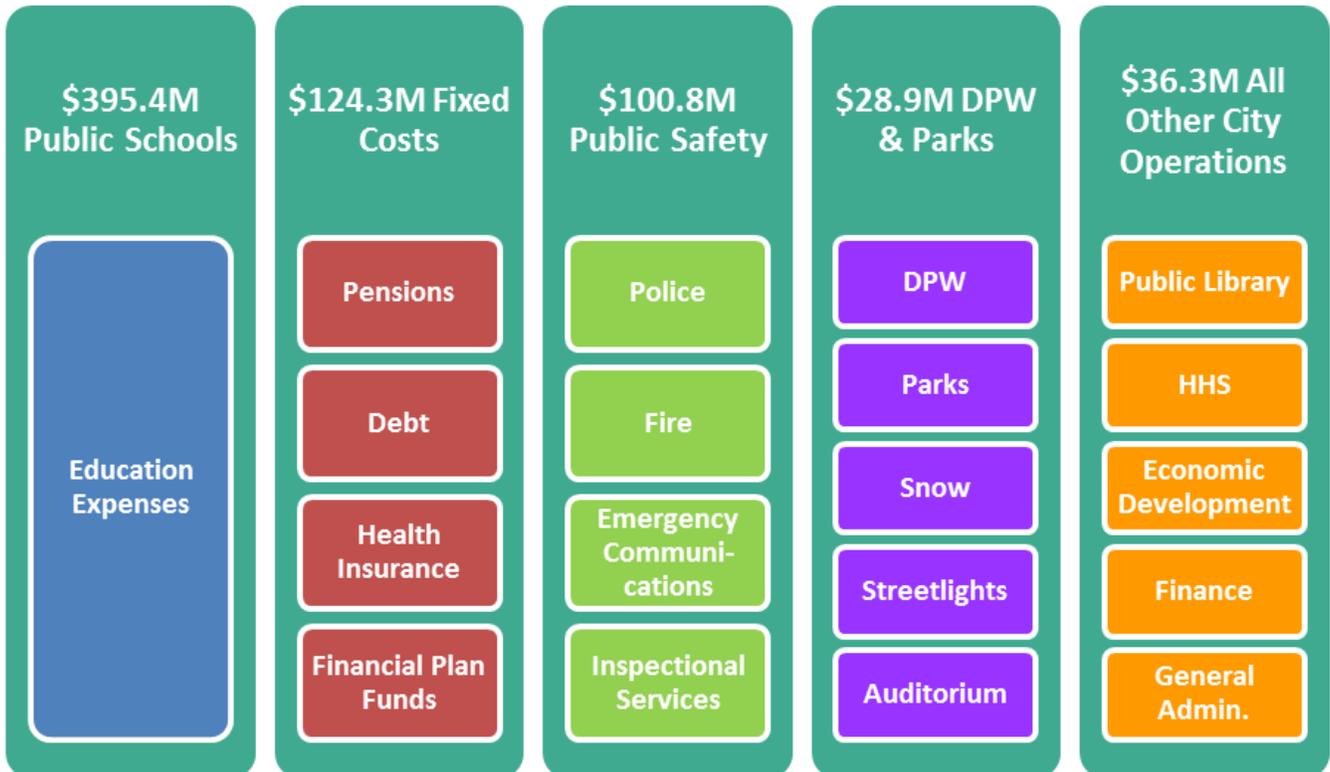
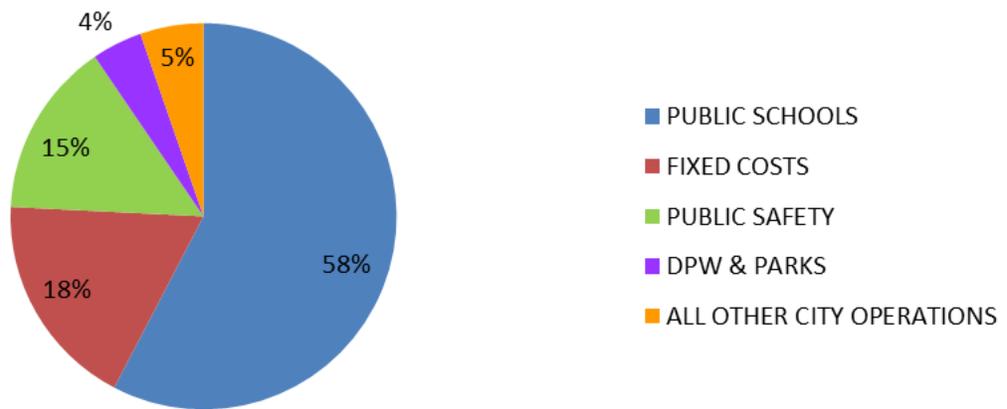


CITIZEN’S GUIDE TO OUR CITY’S FINANCES

Expenditure Overview – How do we spend our money?

Education remains the City’s largest expenditure at \$395.4M or 58% of the general fund expenditures. Secondly, fixed costs, which include pensions, debt, and health insurance total \$124.3M. This leaves \$166M, 24% of the overall General Fund budget, for all other City operations such as public safety, public works, and administration.

FY20 EXPENDITURE ESTIMATES \$685.7M



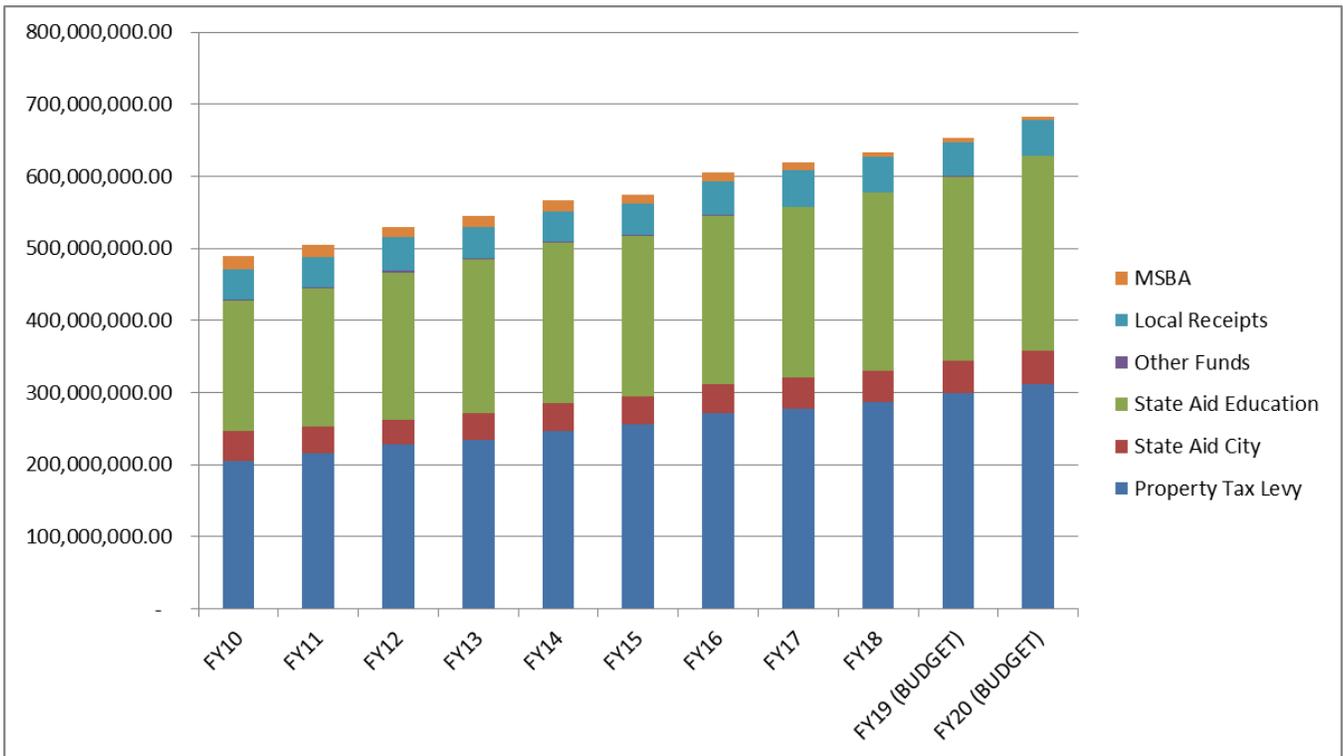
REVENUE & EXPENDITURE SUMMARY

Fiscal 2020 Budget Financial Plan Revenue and Expenditure Overview

The Fiscal 2020 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 2020 budget is funded through \$685.7M in revenues. This is comprised of \$311.7M in property taxes, \$46.2M in State Aid for City operations, \$273.2M in State Aid for Education, inclusive of \$1.9M in Charter School reimbursements. Other revenues include \$5.7M in Massachusetts School Building Authority reimbursements for school construction, \$48.2M in local receipts, and \$700K in other available funds. The graphic below depicts the City’s annual revenues over the last 10 years.

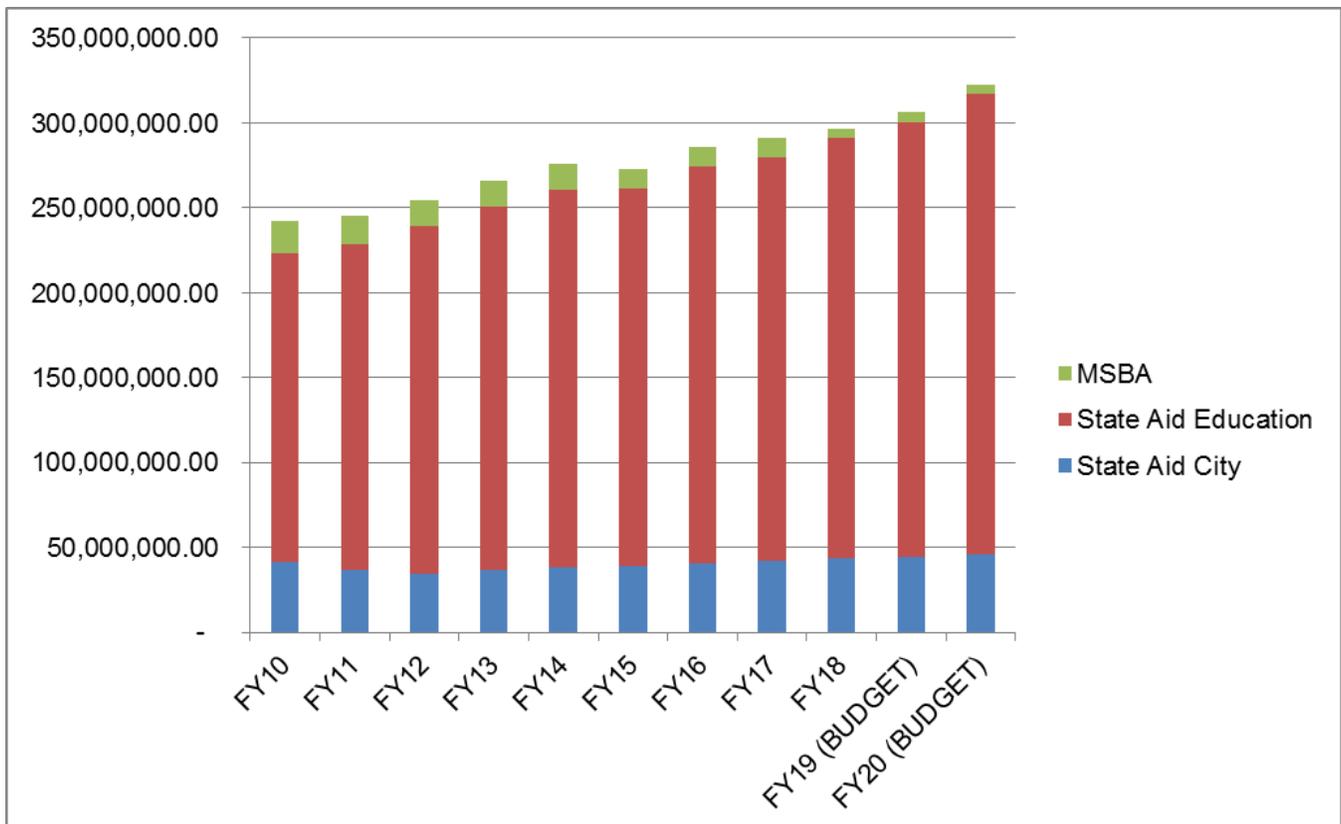


REVENUE & EXPENDITURE SUMMARY

State Aid (Cherry Sheet)

The Cherry Sheet is the name of the official document used by the Commonwealth of Massachusetts to inform cities and towns of the estimated receipts from the Commonwealth for Unrestricted General Government Aid, Education Aid and other state-determined revenue categories. It also informs cities and towns of 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 illustrates the breakdown in categories of State Aid funding as well as a ten year history.

State Aid Summary	FY18 Actuals	FY19 Budget	FY20 Budget	FY19/20 Change	% Change
State Aid City	41,515,613	42,968,659	44,128,813	1,160,154	3%
State Owned Land	209,609	199,204	185,381	(13,823)	-7%
State Exemptions	561,089	552,137	500,849	(51,288)	-9%
Veteran's Benefits	1,650,688	1,135,619	1,434,112	298,493	26%
MSBA Reimbursements	5,662,261	5,662,268	5,662,262	(6)	0%
State Aid City Total	49,599,260	50,517,887	51,911,417	1,393,530	3%
State Aid Education	245,207,183	253,211,785	271,330,278	18,118,493	7%
State Aid Charter Schools	1,794,838	2,383,178	1,879,990	(503,188)	-27%
State Aid Education Total	247,002,021	255,594,963	273,210,268	17,615,305	7%



REVENUE & EXPENDITURE SUMMARY

State Aid Categories–

The following describes each of the line items on the Cherry Sheet and the state aid amounts anticipated by the City for Fiscal 2020.

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 \$271,330,278.

Unrestricted General Government Aid

This State Aid category represents the bulk of the non-educational aid received by cities and towns. The City of Worcester, by formula, receives approximately 4% of the total State appropriation of this category and anticipates receiving \$44,128,813 in Unrestricted General Government Aid, which represents a \$1.1M increase over the Fiscal 2019 estimate.

Charter School Reimbursement

The Commonwealth provides a declining reimbursement amount to cities and towns for each student that chooses to attend a Charter School. The Charter Tuition Reimbursement is estimated to be \$1.8M. 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 75% of the cost of veterans’ benefits. As a result of the timing for reimbursements from the State, this revenue source represents 75% of the City’s spending on Veteran’s benefits for the past 12 months, not an estimate of the coming 12 months. Benefits are paid consistent with Massachusetts General Laws Chapter 115. The Fiscal Year 2020 reimbursement estimate is \$1.4M.

State Owned Land

The Commonwealth provides a reimbursement to cities and towns for tax revenues lost due to state owned land. The reimbursement is based on state calculated values and is based solely on the value of the land itself, not the structures on the property. This receipt is estimated to be \$185,381.

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

REVENUE & EXPENDITURE SUMMARY

income thresholds will receive a state-funded flat tax exemption of \$500-\$1,000. The Fiscal 2020 budget includes a Cherry Sheet allocation of \$500,849 for these exemptions.

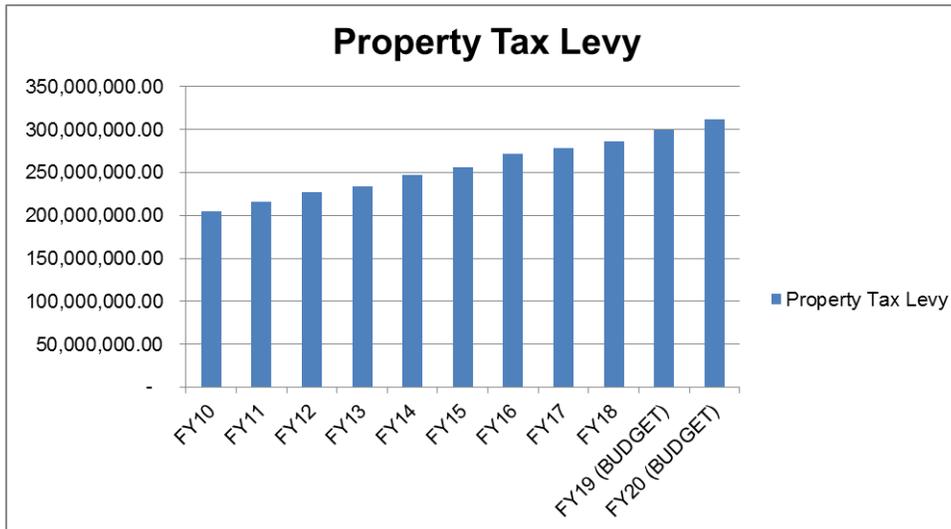
School Construction MSBA Reimbursements

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. In Fiscal Year 2015, this reimbursement fell from \$15.2M to \$11.5M as reimbursements were completed for Gates Lane and Quinsigamond school projects and has remained at this level until Fiscal 2018, when additional reimbursements were completed. The annual funding has since dropped to \$5.6M, which is the current reimbursement amount for Fiscal 2020 as well.

REVENUE & EXPENDITURE SUMMARY

Property Taxes

The Fiscal 2020 budget includes property tax revenue increases consistent with the provisions of Proposition 2½, recognizing a 2.5% increase in the property tax levy as well as the value of new construction growth projected to be certified by the Commonwealth. The budget assumes a



Proposition 2 ½ increase in the amount of \$8M and new growth of \$5M. The gross tax levy of \$316.1M is reduced by an amount reserved for exemptions and abatements (Overlay Reserve - \$4.35M) to derive a net tax levy which is subject to appropriation. For Fiscal 2020 the net tax levy is projected to be \$311.7M.

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 2020 is set at \$4.35M.

Of note, with the Fiscal Year 2020 budget, the City has maintained Unused Levy Capacity in the amount of \$18M, due to TBD (explain why).

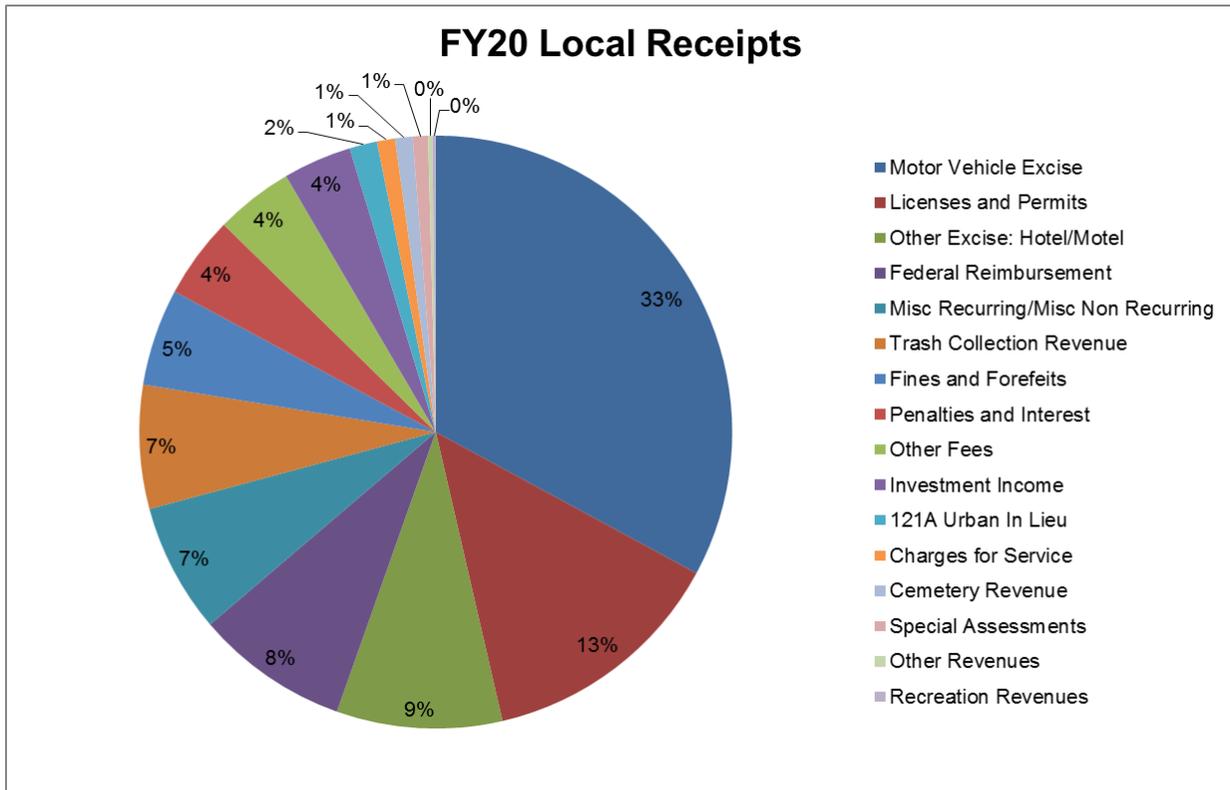
Property Tax Revenue	2019	2020
Prior Year Levy	289,389,960	303,062,642
Levy Limit	307,195,432	316,089,649
2.5% Increase	7,679,886	8,027,007
NewGrowth	6,000,000	5,000,000
New Limit	316,719,963	334,100,120
Remaining Unused Levy Capacity	13,650,117	18,010,471
New Total Levy	303,069,846	316,089,649
Less Overlay	(4,000,000)	(4,350,000)
Available Tax Levy	299,069,846	311,739,649

REVENUE & EXPENDITURE SUMMARY

Local Receipts

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

Revenue Summary	FY18 Actual	FY19 Budget	FY20 Budget	FY19/20 Change	% Change
Motor Vehicle Excise	16,134,089	15,600,000	15,850,000	250,000	1.60%
Other Excise: Hotel/Motel	4,332,366	3,950,000	4,350,000	400,000	10.13%
Penalties and Interest	2,048,603	2,025,000	2,150,000	125,000	6.17%
Trash Collection Revenue	3,403,631	3,100,000	3,250,000	150,000	4.84%
Licenses and Permits	6,943,316	6,700,000	6,500,000	(200,000)	-2.99%
Fines and Forefeits	2,493,494	2,650,000	2,550,000	(100,000)	-3.77%
Investment Income	1,579,737	1,100,000	1,800,000	700,000	63.64%
121A Urban In Lieu	774,776	725,000	725,000	-	0.00%
Federal Reimbursement	4,273,128	4,514,971	4,025,000	(489,971)	-10.85%
Cemetery Revenue	375,555	450,000	460,000	10,000	2.22%
Recreation Revenues	77,069	80,714	88,147	7,433	9.21%
Other Fees	1,809,763	1,650,000	2,050,000	400,000	24.24%
Other Revenues	91,667	80,000	110,000	30,000	37.50%
Charges for Service	208,588	300,000	475,000	175,000	58.33%
Special Assessments	711,085	450,000	400,000	(50,000)	-11.11%
Misc Recurring/Misc Non Recurring	4,390,697	3,797,100	3,400,000	(397,100)	-10.46%
Local Receipts Total	49,647,562	47,172,785	48,183,147	1,010,362	2.14%



REVENUE & EXPENDITURE SUMMARY

Motor Vehicle Excise Tax

The Motor Vehicle Excise Tax is assessed annually through the Assessor's Office, with bills and payments processed through the Treasurer's Office. The city or town in which a vehicle is garaged at the time of registration assesses the associated excise tax. Chapter 6A, Section 1, of the Massachusetts General Laws sets the rate of this tax at \$25 per \$1,000 valuation. The City issues bills based on data provided by the Massachusetts Registry of Motor Vehicles. The Registry determines valuation using a statutory formula based on the manufacturer's list price and year of manufacture. The Fiscal Year 2020 revenue estimate for Motor Vehicle Excise is \$15.85M, which is based upon historical trends factored for current motor vehicle sales tax information from the Department of Revenue.

Other Excise: Hotel and Meals Taxes

Hotel taxes of 6% And Meals taxes of 0.75% are collected by the Commonwealth and distributed to the City quarterly. The hotel and meals tax is estimated to be \$4.35M in Fiscal 2020, which is based upon Fiscal 2019 trends.

Penalties and Interest

State law dictates the interest rate on delinquent taxes, while City Ordinance sets the rate for water and sewer late charges. Penalties and fees are incurred for delinquency of tax payment, serving notice and issuance of warrants, recording instruments of taking and other miscellaneous fees. The revenue estimate for this stream is estimated to be \$2.15M.

Trash Fees

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

Licenses and Permits

Revenues are collected associated with licenses and permits issued by the City. These include building permits, electrical, and plumbing permits. This category also includes charges for weights and measures, liquor licenses, and other City licenses and is budgeted at \$6.5M based on estimated license and permit activity in Fiscal 2019.

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 \$2.55M for Fiscal Year 2020, based upon trends observed in Fiscal 2019, as well as the bolstering of the Traffic Division within the Worcester Police Department.

REVENUE & EXPENDITURE SUMMARY

Investment Income (Interest)

The City regularly invests temporarily idle cash and receives interest on these funds. Interest rates, and hence interest earnings, are subject to market conditions. In addition to the interest income, bond premiums have been recognized in this account. The estimated revenue is \$1.8M, 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 to be \$725,000, and is based upon trends observed in Fiscal 2019.

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 2020, the revenue estimate is \$4.03M.

Cemetery Fees

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

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, which are estimated to total \$88,147.

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 \$2.05M, and is based upon trends observed in Fiscal 2019.

Other Revenues

The City collects revenue from the sale of surplus property (usually equipment) sold to the highest bidder. Contained within this category are revenues received from the City's towing contract. Revenues are estimated to total \$110,000.

REVENUE & EXPENDITURE SUMMARY

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 \$475,000.

Special Assessments

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

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

Miscellaneous recurring and non-recurring revenues are derived primarily from prior year receipts, reversions of prior year's purchase orders, and solar renewable energy credits. The estimate for this revenue stream is \$3.4M.

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 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 2020 Budget, however, should free cash be certified at year end, it will be recommended for appropriation according to the above breakdown.

Other Available Funds

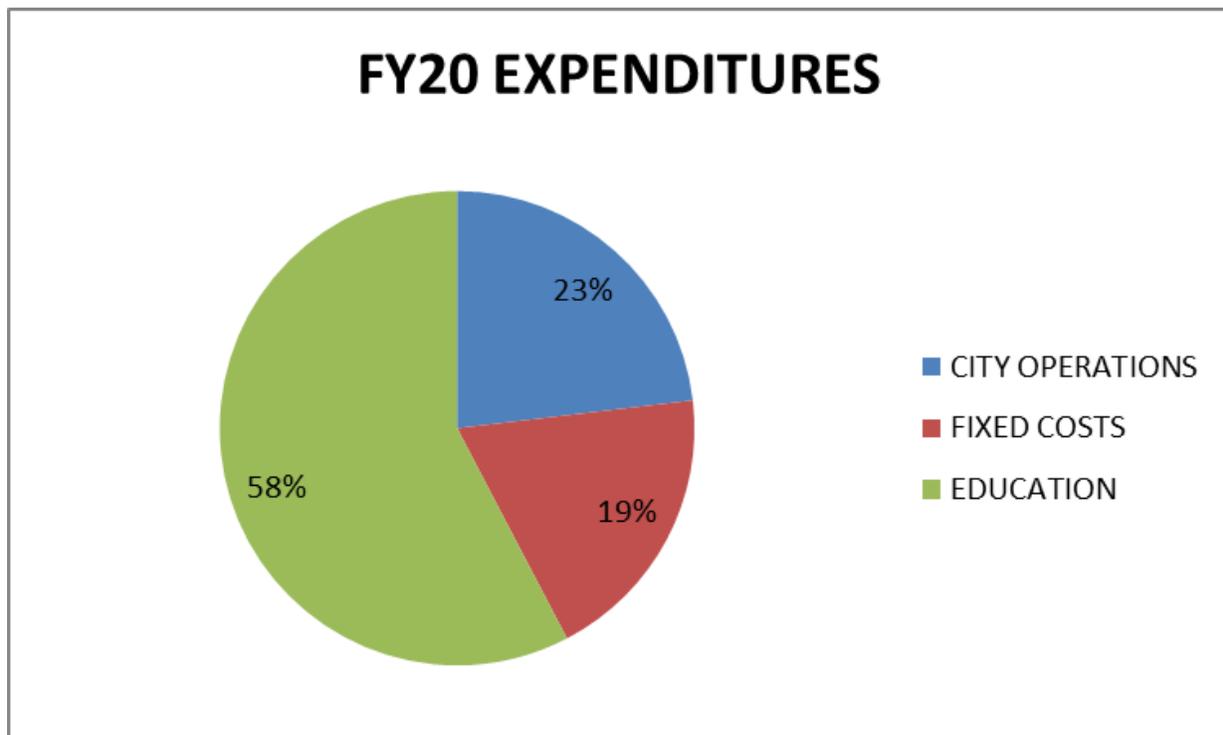
Other available funds consist of revenues transferred in from various reserve accounts that are classified as another available fund for the purposes of the Fiscal 2020 budget. The estimate for this revenue source is \$699,930.

Other Available Funds (Non Local Receipt)		FROM	TO	FY19	FY20
DPW Engineering	Chapter 90 Funds		4102-91000	74,411	74,411
DPW Engineering	Sewer Connection	330-10	4102-91000	118,930	118,930
DPW Streets	Chapter 90 Funds		4103-91000	447,000	447,000
Subtotal DPW Engineering Funding				640,341	640,341
Hope Cemetery Debt Princ. Service			661-94000	48,714	48,714.00
Hope Cemetery Debt Interest Service			662-94000	10,875	10,875.00
Subtotal Other Funds				59,589	59,589.00
FEMA Reimbursements Prior Year				-	-
Total Other Available Funds (Non Local Receipts)				699,930	699,930

REVENUE & EXPENDITURE SUMMARY

Fiscal Year 2020 Expenditure Overview

The Fiscal 2020 budget appropriates \$685.7M in revenue to fund the following services. The City's expenditure budget is broken into three large categories—Education (Including Worcester Public Schools, 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..



Education costs account for 58% of all City expenditures, fixed costs account for 19%, and 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 Public Schools. The Commonwealth determines a local contribution level and funds the balance with State Aid. The Fiscal 2020 appropriation for Schools is \$364.9M, which represents an increase of \$19.9M from Fiscal 2019. The City's budget includes \$30.5M for the funding of Charter and Choice schools, for a total education expense of \$395.4M.

REVENUE & EXPENDITURE SUMMARY

Foundation Budget:

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

Local Required Contribution

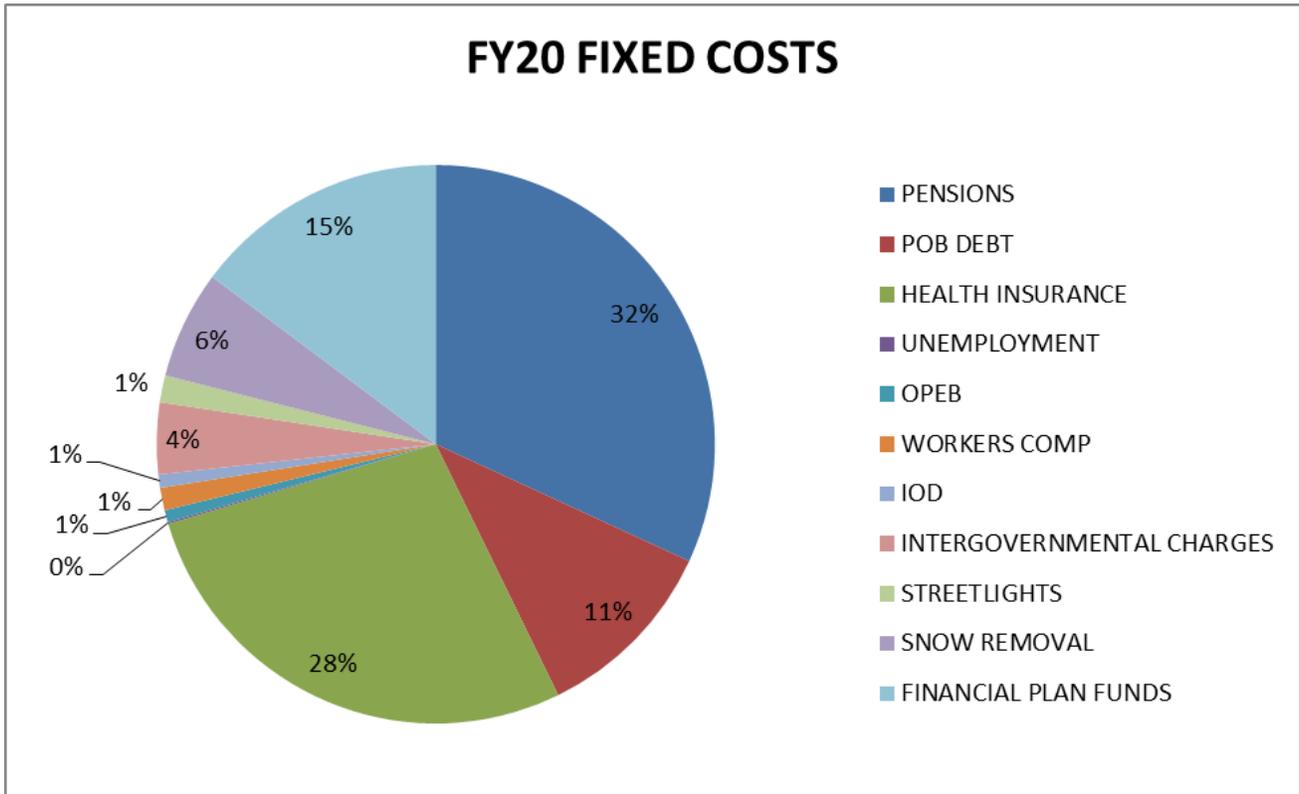
The local required contribution is the amount of school funding that must be provided by the local government for the support of education, per the terms of Chapter 70 of the Massachusetts General Laws. This amount is calculated by the Department of Elementary and Secondary Education (DESE) and increased each year based on the Municipal Revenue Growth Factor. 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 is a way for schools to share in revenue growth in any given fiscal year.

REVENUE & EXPENDITURE SUMMARY

City Fixed Costs

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



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

The biggest component of the City’s fixed costs is health insurance. This cost is split between the City and Public Schools budgets. City health insurance costs are budgeted at \$26.8M. 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 2020.

Pensions

The combined pension contribution required for the City of Worcester is \$29.9M. In addition, the City must make a debt service payment of \$10.4M on the Pension Obligation Bonds issued to fund the City’s unfunded pension liability. Some of these obligations are funded through the City’s enterprise funds and Public Schools. The Debt Service on the Pension Obligation Bond will cease after Fiscal 2028.

REVENUE & EXPENDITURE SUMMARY

Debt Service

The City's borrowing for equipment, infrastructure improvements, including streets and sidewalks, public buildings, as well as the construction and rehabilitation of public schools are funded through municipal bond issues. Annual debt service payments meeting all City and enterprise fund obligations totals \$73.7M. Principal and interest payments of \$35.6M are to be paid by the City's tax levy budget, and the remainder through enterprise funds and grant programs.

Snow Removal/Snow Carryover

Per the Fiscal Year 2017 review of the City's snow protocol and the City Manager's proposed Long Term Financial Plan, the Snow Removal budget is set at \$6.0M. This amount is adequate to fund the City's average annual snowfall and represents a new baseline for future City budgets.

Unemployment

The City must fund unemployment benefits for workers who have lost their jobs. The Fiscal 2020 budget for unemployment is estimated to be \$100,000, which is a decrease of \$10,000 from 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 2020 budget is funded at \$1.5M, which is a decrease of \$463K from Fiscal 2019.

Intergovernmental Charges

The Commonwealth of Massachusetts mandates certain intergovernmental charges, including charges for the Regional Transit Authority, Registry of Motor Vehicle fees, and funding for the Central Mass Regional Planning Commission, which are projected to be \$3.9M.

Long Term Financial Plan Funds

The City continues to make deposits to designate reserve funds, per the terms of the City's Long Term Financial Plan. This includes a deposit of \$7.8M 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 school projects. It also includes \$3.5M in the District Improvement Financing fund reserve, for payments for the public investments in City Square. Additionally, the contribution to the newly establish New High School Construction Fund is being made in the amount of \$3.3M.

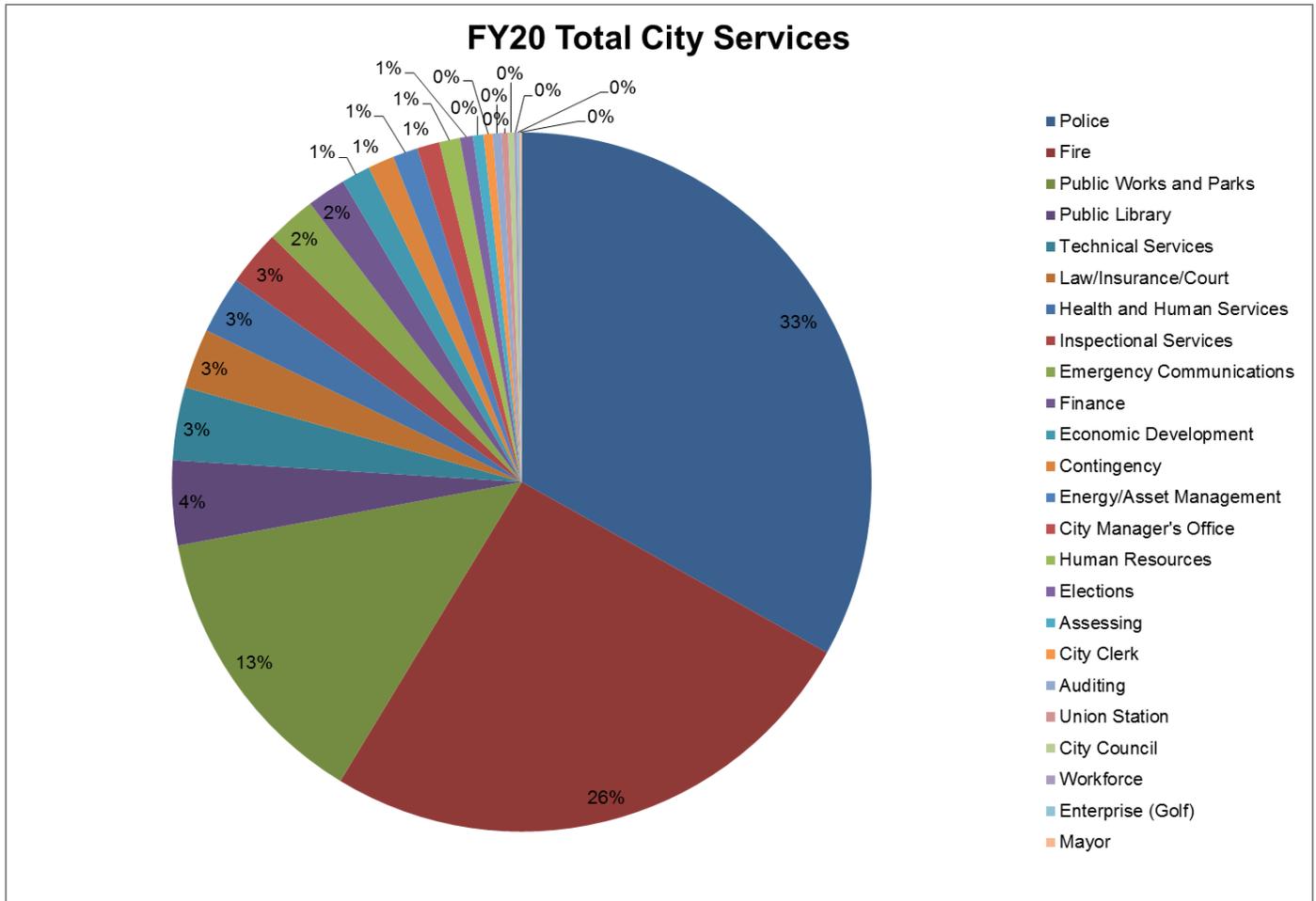
OPEB Reserve Fund

The Fiscal 2020 operational budget continues with the City's attempt to address the Other Post-Employment Benefits (OPEB) liability. Included in the operational budget is an allocation of \$665,500 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 Long Term Financial Plan, 30% of Free Cash will be appropriated into this account when Free Cash is certified in the fall.

REVENUE & EXPENDITURE SUMMARY

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 2020, the amount available for operational budgets is \$166M. Details of each of the operational budgets are included in the subsequent budget sections of the budget document.



REVENUE & EXPENDITURE SUMMARY

Highlights of the City Manager's Fiscal 2020 Budget include:

Revenue:

- City revenues are estimated to increase by \$32.5M, a 5% increase from Fiscal 2019. Property Tax revenues are estimated to increase \$12.5M (net of overlay).
- State Aid – Education is estimated to increase by \$17.6M.
- State Aid – City is estimated to increase by \$1.4M.
- Local Receipts are estimated to increase by \$1M.

Expenditures:

- Citywide budget increases by \$32.5M, a 5% increase from Fiscal 2019 levels.
- Education spending is anticipated to be \$395.4M, a \$24.6M increase from Fiscal 2019.
- Public Safety departmental budgets increase by \$3.9M.
- Recruit classes budgeted for both the Police and Fire Departments.
- Department of Public Works budget increased by \$963K.
- City's contingency fund, primarily used for funding of collective bargaining agreements, funded in the amount of \$1.9M.

REVENUE & EXPENDITURE SUMMARY

City of Worcester Fiscal Year 2020 Budget Summary - Revenues		
Revenue Summary	FY19 Budget	FY20 Budget
Property Tax Levy Total	299,260,736	311,739,649
State Aid City	42,968,659	44,128,813
State Owned Land	199,204	185,381
Urban Renewal		
State Exemptions	552,137	500,849
Veteran's Benefits	1,135,619	1,434,112
State Aid City Total	44,855,619	46,249,155
State Aid Education	253,211,785	271,330,278
State Aid Charter Schools	2,383,178	1,879,990
State Aid Education Total	255,594,963	273,210,268
MSBA Reimbursement Total	5,662,262	5,662,262
Motor Vehicle Excise	15,600,000	15,850,000
Licenses and Permits	6,700,000	6,500,000
Trash Collection Revenue	3,100,000	3,250,000
Federal Medicaid	3,350,000	3,200,000
Hotel and Meals Tax	3,950,000	4,350,000
Penalties and Interest	2,025,000	2,150,000
Fines and Forfeits	2,650,000	2,550,000
Misc Recurring	4,014,171	3,400,000
Fees	1,650,000	2,050,000
121A Urban In Lieu	725,000	725,000
Investment Income	1,100,000	1,800,000
Misc Non-Recurring	825,000	825,000
Other Departmental	400,000	475,000
Cemetery Revenue	450,000	460,000
Special Assessments	450,000	400,000
Other Charges	112,900	110,000
Recreation Revenues	80,714	88,147
Local Receipts Total	47,182,785	48,183,147
Other Funds Total	699,930	699,930
Free Cash for Operations*	-	-
Total Revenues	653,256,295	685,744,411

* Does not include free cash deposited in City reserve funds

REVENUE & EXPENDITURE SUMMARY

City of Worcester Fiscal Year 2020 Budget Summary - Expenditures		
Expenditure Summary	FY19 Budget	FY20 Budget
Pensions	28,318,630	30,023,995
Pension Bond Debt Service	10,501,443	10,441,092
Health Insurance	25,165,960	26,796,946
OPEB Trust Deposit	605,000	665,500
Worker's Compensation	1,260,224	1,246,826
Injured on Duty	593,850	738,659
Unemployment	110,000	100,000
Debt Service	36,257,018	35,617,875
Intergovernmental Charges	3,846,681	3,974,346
Streetlights	1,952,828	1,489,647
Snow Removal	6,000,000	6,000,000
Five Point Plan Funds*	14,785,123	14,679,231
Total Fixed Costs	129,396,757	131,774,117
Worcester Public Schools	345,058,675	364,928,023
Charter Schools	29,104,124	30,476,337
Total Education	374,162,799	395,404,360
City Council	384,398	435,765
Mayor	138,787	147,053
City Clerk	639,691	673,546
Elections	718,633	931,583
Auditing	600,715	622,523
City Manager's Office	1,202,043	1,644,344
Health and Human Services	4,137,554	4,212,495
Public Library	5,809,185	6,195,612
Contingency	1,300,000	1,935,000
Human Resources	1,386,128	1,528,807
Economic Development	2,135,789	2,116,606
Workforce	200,000	200,000
Union Station	808,892	496,071
Law/Insurance/Court	4,308,664	4,385,337
Fire	40,072,247	40,531,070
Police	49,485,740	52,512,294
Emergency Communications	3,426,968	3,643,917
Inspectional Services	3,838,474	4,072,028
Public Works and Parks	19,831,144	21,257,437
DCU Center	-	-
Finance	2,643,076	2,859,293
Assessing	761,085	778,389
Technical Services	4,255,585	5,358,920
Energy/Asset Management	1,411,941	1,827,844
Enterprise (Golf)	200,000	200,000
Total City Services	149,696,739	158,565,934
Total Expenditures	653,256,295	685,744,411
*Does not include deposits to reserves from free cash		

FISCAL 2020 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 2020 was initiated in August 2018, 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 2020 operating budget. The operating budgets, including expenditure and revenue estimates, were submitted to the City Manager in March 2019.

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. 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 soon as it is available for public review by the City Council.

FISCAL 2020 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 2019 Annual Budget to the City Council was on May 15, 2018.

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 2020 Annual Budget becomes effective on July 1, 2019.

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 2020 budget:

July - August 2018: Current year budget status meetings are held with departments to address current fiscal year issues and identify implications for future fiscal years.

November 2018: Department meetings begin formal budget process, assessing needs and budgetary issues citywide.

January 2019 – March 2019: 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 2019 - May 2019: City Manager completes budget recommendations. Budget Office finalizes budget document for submission to City Council.

FISCAL 2020 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 2020 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 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.

FISCAL 2020 FINANCE POLICIES

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)

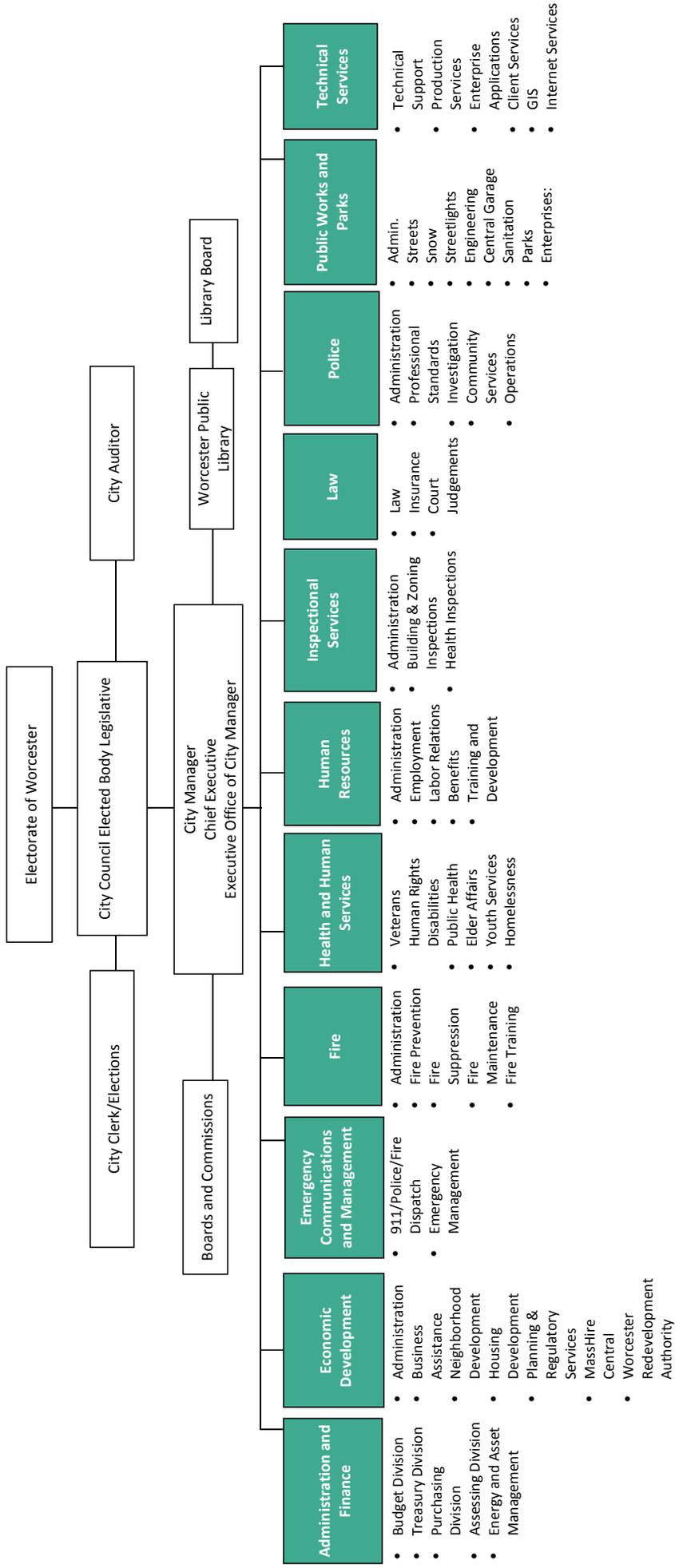
Establishment of an OPEB Trust Fund and Commission consistent with the Government Accounting Standards Board's (GASB) promulgation, GASB 45

Memorialized the budgetary assumptions and methodology

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

Enhance financial reporting and transparency

City of Worcester Organizational Chart: FY20





The City of
WORCESTER

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POLICE

Steven M. Sargent- Chief of Police

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

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

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

Department Allocation Summary

	Actual	Approved	Totals	Recommended
	Budget for	Budget for	as of	Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 41,162,770.08	\$ 42,789,094.00	\$ 31,932,007.35	\$ 45,250,339.00
Overtime	4,809,588.75	3,849,296.00	4,050,733.12	4,100,000.00
Ordinary Maintenance	2,658,713.63	2,767,350.00	1,598,264.61	2,719,650.00
Capital Outlay	107,496.08	80,000.00	-	442,305.00
Total	\$ 48,738,568.54	\$ 49,485,740.00	\$ 37,581,005.08	\$ 52,512,294.00
Total Positions	529	525	525	525

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$52,512,294 which is an increase of \$3,026,554 from the Fiscal 2019 amount of \$49,485,740. This is mainly due to contractual and non-represented wage increases, EM incentive pay and step increases; a new recruit class of 10 beginning 1/06/20; an increase in overtime based on spending history; and the purchase of 10 marked cruisers from the operational budget.

POLICE

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Promote a sense of safety and security for all residents			
	-Violence crime rate (number)*	6.3	1.5 (YTD)	N/A*
	-Clearance rates for priority crimes (number)	-	-	N/A*
	-Police initiated actions (number)	40,545	8,301 (YTD)	N/A*
	-Calls for service and average dispatch and response time (number)	104,425	23,421 (YTD)	N/A*
	-Community outreach events attended by public safety staff	335	90 (YTD)	400
	-Registered cameras through Camera Collaborative	-	1500	1,570
	-Neighborhood-based meetings attended by staff (number)	400	400	400

Data provided is for the calendar year not the fiscal year

*Data Provided by Worcester Police Department Crime Analysis not FBI UCR (NIBRS)

Major Accomplishments of FY19

- Enhanced K-9 Unit** - The department enhanced the Worcester Police K9 Unit by adding two canines to the patrol division. The canines were purchased through grants and donations. The dogs and their handlers completed 14 weeks of training with the Boston Police Department. The canines are deployed to locate suspects, missing persons, articles of evidence, narcotics, and ballistics. They are a valuable supplement to police resources, due to their superior senses of smell, hearing and their physical capabilities. The new canines joined the (4) four other dogs in the unit. The expansion of the program helps meet the demand for police services without relying on outside agencies to provide assistance. In April of 2019 one of the new canines became certified for explosives detection. The department will now have two canines certified in explosives detection.
- New Recruit Class**- Twenty-seven recruits are attending the Worcester Police Academy's 25-week training program, while seven candidates have previous police academy training. The seven experienced officers were sworn in on January 22, 2019. The twenty-seven recruits will graduate from the academy on June 28, 2019. Worcester is one of only thirteen municipalities state-wide that has its own police academy. The Worcester Police Academy is the second largest municipal police academy in the state (the Boston Police Academy is the largest). The Worcester Police Academy has an excellent reputation state-wide which is evident by the number of police recruits from other municipalities across the Commonwealth seeking to enroll in its training curriculum. The Worcester Police Academy training curriculum includes intense classroom study, physical training, first responder training, applied patrol procedures and scenario-based exercises.

POLICE

- **Received Faro Focus 3D Scanner-** The Worcester Police Department purchased a Faro Focus 3D Scanner through a grant. The new equipment provides officers with a portable way to capture accurate details of a scene for crime scene reconstruction. The 3D laser scanning solution allows investigators to create an accurate 3D model of the scene for later analysis. The new technology provides officers with a more accurate and efficient way to investigate major crimes.
- **Bigs in Blue-** In October 2018, the Worcester Police Department, in collaboration with Big Brothers Big Sisters of Central Mass and MetroWest, launched the Bigs in Blue program. The new program matches police officers as volunteer mentors with a child in Worcester. Each week, the officers spend time with their “little” by participating in various positive activities. Currently, there are 10 officer mentors participating in the program. The Worcester Police Department received the Big Brothers Big Sisters of Central Mass and MetroWest LAUNCH Innovation award. The Launch Innovation Award honors a partner who helped propel Big Brothers Big Sisters with a new innovative service or program. The Worcester Police Department’s Bigs in Blue Program is the largest BBBS police mentoring program in the state.
- **Created Full Time Diversity Officer Position-** One of the major challenges for all police departments nationwide has been diversifying their ranks. A department that reflects the community can be more effective in forming trust and relationships with the community. In April 2019, a full-time Diversity Officer was assigned to the Chief’s Office. Sgt. Lee Boykin will be tasked with developing a Police Cadet Program and an additional program tailored for high school students interested in a law enforcement career. These programs will serve to get city youth interested in policing, and will develop positive relationships with them that would hopefully lead some of the youth to become police officers. In addition, Sgt. Boykin is in charge of all recruitment efforts. The responsibilities of this position include giving speeches about the experience of a city police officer, notifying potential candidates when the Civil Service exam is given, and coordinating with appropriate local agencies. The goal is to offer accurate information on law enforcement careers and broaden and diversify the pool of potential applicants.
- **Completed Buyer Diversion Treatment Alternative (BDTA) Pilot Program -** In January 2018, the Worcester Police Department and the Worcester County District Attorney’s Office formed a new partnership designed to divert lower level offenders arrested for purchasing narcotics from a dealer under law enforcement surveillance away from the criminal justice system and into treatment and recovery options. Buyer Diversion Treatment Alternative (BDTA) was made possible by a grant from the Executive Office of Public Safety which has allowed the department to hire a case manager with expertise in substance abuse counseling to serve as a liaison between law enforcement and the treatment centers where individuals are referred for care. The Vice Squad was primarily responsible for referring people to the BDTA Program. The unit successfully referred more than 30 people to participate in the program. The program was the first of its kind in the state.

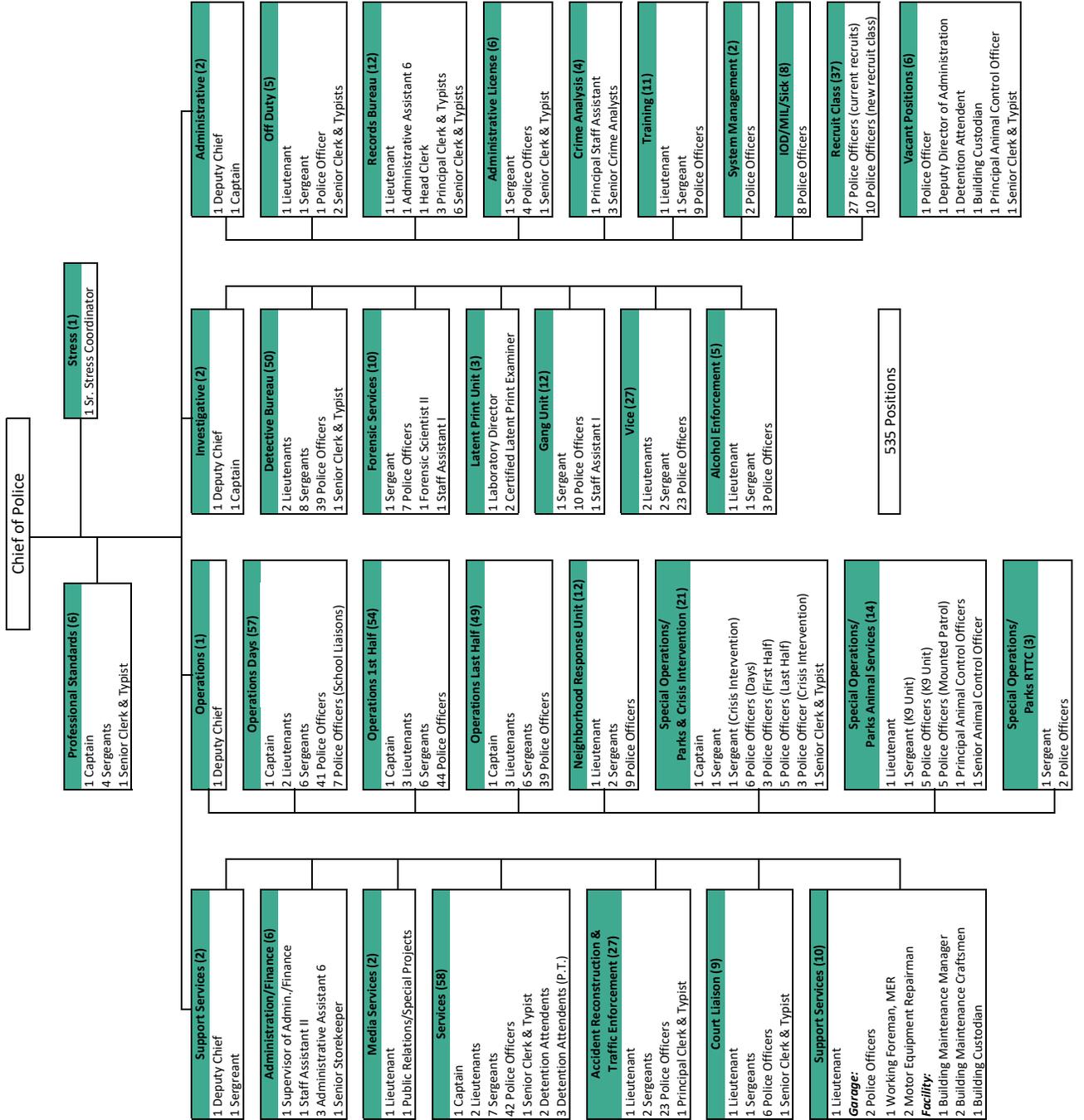
New and Continued Initiatives

- **Body Camera Pilot-** Twenty officers will be equipped with the cameras for a six month period. During the pilot program, officers will assess the overall performance of the technology. Specifically, the department will evaluate the value of this technology and allow us to address concerns regarding the use and effectiveness of the equipment, budgetary requirements, as well as issues of safety, privacy, and other related topics. After this phase, an assessment will be done to determine if body cameras are feasible for the department.

POLICE

- **Expansion of Camera Collaborative-** the Worcester Police Department Camera Collaborative is a free program allowing residents and business owners to register their private cameras with the department through crimereports.com Camera Registration Program. The cameras can then be accessed through the department's Real Time Crime Center. Currently, the department has approximately 60 partners with more than 1,500 cameras. The department would like to continue to grow this program as it is a valuable tool in daily operations of the department.

**POLICE DEPARTMENT
ORGANIZATIONAL CHART**



STEVEN M. SARGENT, CHIEF OF POLICE

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 191,527.00	55CM	CHIEF OF POLICE	1	\$ 200,794.00
4	620,446.00	50EM	DEPUTY POLICE CHIEF	4	650,486.00
8	941,489.00	98	POLICE CAPTAIN	8	956,173.00
24	2,320,226.00	97	POLICE LIEUTENANT	24	2,575,428.00
55	5,275,803.00	96	POLICE SERGEANT	55	5,209,595.00
360	27,402,238.00	95	POLICE OFFICERS	376	30,629,675.00
1	86,315.00	46M	SUPERVISOR OF ADMINISTRATION	1	93,852.00
1	89,690.00	45M	SENIOR STRESS COORDINATOR	1	94,027.00
1	65,874.00	44M	DEPUTY DIRECTOR OF ADMINISTRATION	1	69,064.00
1	78,624.00	44M	PUBLIC RELATIONS/SPECIAL PROJECTS	1	87,985.00
1	86,466.00	44P	LABORATORY DIRECTOR	1	90,652.00
1	65,429.00	43P	CERTIFIED LATENT PRINT EXAMINER	2	140,661.00
1	61,381.00	42P	LATENT PRINT EXAMINER	0	-
1	74,735.00	40M	PRINCIPAL STAFF ASSISTANT	1	78,349.00
1	61,381.00	40P	FORENSIC SCIENTIST II	1	67,745.00
1	72,093.00	39M	BUILDING MAINTENANCE MANAGER	1	75,582.00
2	137,499.00	38P	SENIOR CRIME ANALYST	3	201,720.00
2	142,814.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	124,650.00
1	56,439.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	60,081.00
1	59,447.00	35	STAFF ASSISTANT 2	1	63,551.00
1	43,535.00	34	WORKING FOREMAN, MER	1	53,273.00
4	220,851.00	33	ADMINISTRATIVE ASSISTANT 6	4	230,031.00
1	49,389.00	33	ASSOCIATE CRIME ANALYST	0	-
2	106,954.00	32	STAFF ASSISTANT I	2	114,316.00
2	95,868.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	98,533.00
1	51,508.00	30	HEAD CLERK	1	52,941.00
2	93,205.00	30	MOTOR EQUIPMENT REPAIRMAN	2	102,181.00
1	48,797.00	28	SENIOR STOREKEEPER	1	50,158.00
4	186,272.00	27	PRINCIPAL CLERK & TYPIST	4	191,436.00
2	87,694.00	25	BUILDING CUSTODIAN	2	87,718.00
3	122,789.00	24	DETENTION ATTENDANT	3	121,024.00
3	53,269.00	24	DETENTION ATTENDANT (PART-TIME)	3	58,008.00
15	572,489.00	22	SENIOR CLERK & TYPIST	15	579,983.00
509	\$ 39,622,536.00		TOTAL REGULAR SALARIES	525	\$ 43,209,672.00
AUTHORIZED VACANT POSITIONS WITH FUNDING					
40	\$ 1,814,597.00	95	POLICE CLASS	10	\$ 234,987.00
40	\$ 1,814,597.00		REGULAR SALARIES	10	\$ 234,987.00
549	\$ 41,437,133.00		REGULAR SALARIES	535	\$ 43,444,659.00
	2,021,815.00		HOLIDAY PAY - CONTRACTUAL		2,119,950.00
	194,258.00		SICK & VACATION BUYBACK		194,767.00
	3,120.00		OTHER STIPENDS		3,120.00
	14,300.00		STIPEND- CHIEF		14,300.00
	32,791.00		EM INCENTIVE PAY		34,116.00
	2,266,284.00		CONTRACTUAL STIPENDS AND EXTRAS		2,366,253.00
549	\$ 43,703,417.00		TOTAL SALARIES	535	\$ 45,810,912.00
	146,600.00		LONGEVITY		7,000.00
	3,000.00		GANG CAMP- TEMPORARY STAFF		3,000.00
-24	(743,577.00)		VACANCY FACTOR	-10	(235,551.00)
525	\$ 43,109,440.00		TOTAL RECOMMENDED PERSONAL SERVICES	525	\$ 45,585,361.00
FUNDING SOURCES:					
	(200,346.00)		GBV TASK FORCE		(215,022.00)
	(120,000.00)		PUBLIC SCHOOL INTERGOVT'L CHARGE		(120,000.00)
	(320,346.00)		TOTAL FUNDING SOURCES		(335,022.00)
525	\$ 42,789,094.00	250-91000	TOTAL RECOMMENDED PERSONAL SERVICES	525	\$ 45,250,339.00

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	\$ 837,504.00		REGULAR OVERTIME		\$ 976,891.00
	227,219.00		PROBLEM BARS OVERTIME		301,434.00
	207,711.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		271,360.00
	15,874.00		VICE PROSTITUTION OVERTIME		25,000.00
	50,000.00		GANG PATROL OVERTIME		-
	1,170,000.00		INVESTIGATIVE OVERTIME		1,125,903.00
	101,284.00		SWAT TRAINING OVERTIME		111,120.00
	437,292.00		SUMMER PATROLS OVERTIME		454,784.00
	777,412.00		COURT ATTENDANCE OVERTIME		808,508.00
	25,000.00		ANIMAL CONTROL OVERTIME		25,000.00
	<u>\$ 3,849,296.00</u>	250-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 4,100,000.00</u>
	\$ 292,250.00		ELECTRICITY		\$ 281,789.00
	54,500.00		LEASES & RENTALS		53,164.00
	21,000.00		HIRED SERVICES		21,000.00
	228,475.00		TELEPHONE		205,259.00
	500.00		POSTAGE		500.00
	50,000.00		PHYSICIANS/SURGEONS		17,500.00
	88,000.00		VETERINARIANS		126,678.00
	7,581.00		OTHER PERSONAL SERVICES		-
	312,559.00		SECURITY SERVICES		328,187.00
	-		NEWSPAPER ADVERTISING		500.00
	2,500.00		EXTERMINATOR SERVICES		2,500.00
	13,000.00		PRINTING		6,500.00
	23,560.00		RUBBISH REMOVAL		12,900.00
	65,700.00		MAINTENANCE SYSTEM SOFTWARE		65,623.00
	115,500.00		MAINTENANCE/REPAIR BUILDING		114,700.00
	25,000.00		MAINTENANCE/REPAIR EQUIPMENT		16,521.00
	3,000.00		TRAINING CERTIFICATIONS		3,000.00
	74,000.00		MAINTENANCE/REPAIR VEHICLE		94,500.00
	67,500.00		CONSULTANTS		89,500.00
	60,000.00		PREPARED MEALS		60,000.00
	6,500.00		MEMBERSHIP DUES		6,500.00
	206,000.00		AUTOMOTIVE SUPPLIES		228,000.00
	8,500.00		BOOKS		2,370.00
	25,000.00		BUILDING SUPPLIES		20,000.00
	44,000.00		OFFICE SUPPLIES		44,000.00
	8,000.00		NATURAL GAS		8,000.00
	57,000.00		OTHER SUPPLIES		46,000.00
	-		SAND & GRAVEL SUPPLIES		1,000.00
	19,825.00		PRINTING SUPPLIES		19,825.00
	565,000.00		AUTO FUEL NO LEAD GAS		534,884.00
	-		MEDICAL SUPPLIES		3,000.00
	25,000.00		LABORATORY SUPPLIES		24,000.00
	15,000.00		PARTS/EQUIPMENT SUPPLIES		5,000.00
	209,400.00		SAFETY SUPPLIES		210,350.00
	3,500.00		SUBSCRIPTIONS		2,600.00
	25,000.00		CUSTODIAL SUPPLIES		20,000.00
	10,000.00		COPY PAPER		7,500.00
	-		UNIFORMS		2,000.00
	30,000.00		HARDWARE/DEVICES		30,000.00
	-		LANDSCAPING SUPPLIES		800.00
	-		OTHER CHARGES & EXPENDITURES		500.00
	5,000.00		TRAVELING		3,000.00
	<u>\$ 2,767,350.00</u>	250-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 2,719,650.00</u>
	\$ 80,000.00		CAPITAL OUTLAY		\$ 442,305.00
	<u>\$ 80,000.00</u>	250-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ 442,305.00</u>
	<u>\$ 49,485,740.00</u>	250	TOTAL RECOMMENDED TAX LEVY		<u>\$ 52,512,294.00</u>

STEVEN M. SARGENT, CHIEF OF POLICE

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER POLICE DEPARTMENT- ADMINISTRATION

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	157,436.00	50EM	DEPUTY POLICE CHIEF	1	165,048.00
1	119,684.00	98	POLICE CAPTAIN	1	120,604.00
1	105,872.00	97	POLICE LIEUTENANT	1	106,687.00
3	298,398.00	96	POLICE SERGEANT	3	287,960.00
22	1,786,625.00	95	POLICE OFFICERS	20	1,775,742.00
1	74,735.00	40M	PRINCIPAL STAFF ASSISTANT	1	78,349.00
2	137,499.00	38P	SENIOR CRIME ANALYST	3	201,720.00
1	57,155.00	33	ADMINISTRATIVE ASSISTANT 6	1	58,747.00
1	49,389.00	33	ASSOCIATE CRIME ANALYST	0	-
1	51,508.00	30	HEAD CLERK	1	52,941.00
3	139,704.00	27	PRINCIPAL CLERK & TYPIST	3	143,577.00
9	341,036.00	22	SENIOR CLERK & TYPIST	9	340,786.00
<u>46</u>	<u>\$ 3,319,041.00</u>		TOTAL REGULAR SALARIES	<u>44</u>	<u>\$ 3,332,161.00</u>
	130,519.00		HOLIDAY PAY - CONTRACTUAL		128,880.00
	16,856.00		SICK & VACATION BUYBACK		16,625.00
	6,358.00		EM INCENTIVE PAY		6,614.00
	<u>153,733.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>152,119.00</u>
<u>46</u>	<u>\$ 3,472,774.00</u>		TOTAL SALARIES	<u>44</u>	<u>\$ 3,484,280.00</u>
	7,300.00		LONGEVITY		-
	14,300.00		STIPEND- CHIEF		14,300.00
	(37,904.00)		VACANCY FACTOR		-
<u>46</u>	<u>\$ 3,456,470.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>44</u>	<u>\$ 3,498,580.00</u>
	\$ 120,000.00		REGULAR OVERTIME		\$ 237,882.00
	-		SUMMER PATROLS OVERTIME		-
	<u>\$ 120,000.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 237,882.00</u>
	\$ 13,600.00		LEASES & RENTALS		\$ 8,880.00
	9,375.00		TELEPHONE		7,000.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		8,300.00
	25,000.00		MAINTENANCE/REPAIR EQUIPMENT		9,306.00
	-		CONSULTANTS		12,000.00
	-		MEDICAL SUPPLIES		3,000.00
	-		PARTS/EQUIPMENT SUPPLIES		2,500.00
	38,000.00		SAFETY SUPPLIES		140,200.00
	1,100.00		HARDWARE/DEVICES		1,100.00
	<u>\$ 88,075.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 192,286.00</u>
	<u>\$ 30,000.00</u>		TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ 30,000.00</u>
	<u>\$ 3,694,545.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 3,958,748.00</u>

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER POLICE DEPARTMENT- GARAGE

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 110,261.00	96	POLICE LIEUTENANT	1	\$ 111,109.00
2	166,068.00	95	POLICE OFFICERS	2	179,670.00
1	43,535.00	34	WORKING FOREMAN, MER	1	53,273.00
2	93,205.00	29	MOTOR EQUIPMENT REPAIRMAN	2	102,181.00
1	39,413.00	22	SENIOR CLERK & TYPIST	1	40,513.00
7	\$ 452,482.00		TOTAL REGULAR SALARIES	7	\$ 486,746.00
	14,614.00		HOLIDAY PAY - CONTRACTUAL		15,260.00
	4,453.00		SICK & VACATION BUYBACK		4,453.00
	3,120.00		OTHER STIPENDS		3,120.00
	22,187.00		CONTRACTUAL STIPENDS AND EXTRAS		22,833.00
7	\$ 474,669.00		TOTAL SALARIES	7	\$ 509,579.00
	(17,246.00)		VACANCY FACTOR		-
7	\$ 457,423.00		TOTAL RECOMMENDED PERSONAL SERVICES	7	\$ 509,579.00
	\$ 117,082.00		REGULAR OVERTIME		\$ 75,000.00
	\$ 117,082.00		TOTAL RECOMMENDED OVERTIME		\$ 75,000.00
	\$ 4,500.00		LEASES & RENTALS		\$ 4,500.00
	-		RUBBISH REMOVAL		1,100.00
	8,500.00		MAINTENANCE SYSTEM SOFTWARE		7,982.00
	-		MAINTENANCE/REPAIR EQUIPMENT		2,900.00
	74,000.00		MAINTENANCE/REPAIR VEHICLE		94,500.00
	206,000.00		AUTOMOTIVE SUPPLIES		228,000.00
	565,000.00		AUTO FUEL NO LEAD GAS		534,884.00
	\$ 858,000.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 873,866.00
	\$ -		CAPITAL OUTLAY		\$ 407,305.00
	\$ -	250-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		\$ 407,305.00
	\$ 1,432,505.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,865,750.00

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER POLICE DEPARTMENT- BUILDING

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 72,093.00	39M	BUILDING MAINTENANCE MANAGER	1	\$ 75,582.00
2	95,868.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	98,533.00
2	87,694.00	25	BUILDING CUSTODIAN	2	87,718.00
5	\$ 255,655.00		TOTAL SALARIES	5	\$ 261,833.00
	-		VACANCY FACTOR		-
5	\$ 255,655.00		TOTAL RECOMMENDED PERSONAL SERVICES	5	\$ 261,833.00
	\$ 112,422.00		REGULAR OVERTIME		\$ 120,564.00
	\$ 112,422.00		TOTAL RECOMMENDED OVERTIME		\$ 120,564.00
	\$ 292,250.00		ELECTRICITY		\$ 281,789.00
	2,200.00		LEASES & RENTALS		2,200.00
	36,900.00		TELEPHONE		26,722.00
	2,500.00		EXTERMINATOR SERVICES		2,500.00
	10,560.00		RUBBISH REMOVAL		10,800.00
	200.00		MAINTENANCE/REPAIR SOFTWARE		100.00
	115,500.00		MAINTENANCE/REPAIR BUILDING		114,700.00
	-		MAINTENANCE/REPAIR EQUIPMENT		1,720.00
	25,000.00		BUILDING SUPPLIES		20,000.00
	8,000.00		NATURAL GAS		8,000.00
	7,500.00		PARTS/EQUIPMENT SUPPLIES		-
	25,000.00		CUSTODIAL SUPPLIES		20,000.00
	300.00		HARDWARE/DEVICES		300.00
	-		LANDSCAPING SUPPLIES		800.00
	\$ 525,910.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 489,631.00
	\$ 893,987.00		TOTAL RECOMMENDED TAX LEVY		\$ 872,028.00

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER POLICE DEPARTMENT- INVESTIGATIVE

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 160,244.00	50EM	DEPUTY POLICE CHIEF	1	\$ 167,998.00
1	115,799.00	98	POLICE CAPTAIN	1	118,489.00
5	540,364.00	97	POLICE LIEUTENANT	5	549,262.00
12	1,138,894.00	96	POLICE SERGEANT	12	1,160,273.00
86	6,867,318.00	95	POLICE OFFICERS	80	6,964,315.00
1	86,466.00	44P	LABORATORY DIRECTOR	1	90,652.00
1	65,429.00	43P	LATENT PRINT EXAMINER	2	140,661.00
1	61,381.00	42P	LATENT PRINT EXAMINER	0	-
1	61,381.00	40P	FORENSIC SCIENTIST II	1	67,745.00
2	106,954.00	32	STAFF ASSISTANT I	2	114,316.00
1	39,413.00	22	SENIOR CLERK & TYPIST	1	40,513.00
<u>112</u>	<u>\$ 9,243,643.00</u>		TOTAL REGULAR SALARIES	<u>106</u>	<u>\$ 9,414,224.00</u>
	466,480.00		HOLIDAY PAY - CONTRACTUAL		470,148.00
	53,030.00		SICK & VACATION BUYBACK		53,569.00
	6,471.00		EM INCENTIVE PAY		6,733.00
	<u>525,981.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>530,450.00</u>
<u>112</u>	<u>\$ 9,769,624.00</u>		TOTAL SALARIES	<u>106</u>	<u>\$ 9,944,674.00</u>
	34,400.00		LONGEVITY		1,600.00
	3,000.00		GANG CAMP- TEMPORARY STAFF		3,000.00
	(140,531.00)		VACANCY FACTOR		(19,646.00)
<u>112</u>	<u>\$ 9,666,493.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>106</u>	<u>\$ 9,929,628.00</u>
	\$ 15,874.00		VICE PROSTITUTION OVERTIME		\$ 25,000.00
	50,000.00		GANG PATROL OVERTIME		-
	975,000.00		INVESTIGATIVE OVERTIME		953,591.00
	357,610.00		COURT OVERTIME		371,914.00
	<u>\$ 1,398,484.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 1,350,505.00</u>
	\$ 13,500.00		LEASES & RENTALS		\$ 14,750.00
	90,515.00		TELEPHONE		80,952.00
	25,600.00		MAINTENANCE SYSTEM SOFTWARE		21,501.00
	3,000.00		TRAINING CERTIFICATIONS		3,000.00
	4,000.00		CONSULTANTS		4,000.00
	25,000.00		LABORATORY SUPPLIES		24,000.00
	3,500.00		SUBSCRIPTIONS		2,600.00
	17,575.00		HARDWARE/DEVICES		17,575.00
	<u>\$ 182,690.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 168,378.00</u>
	<u>\$ 11,247,667.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 11,448,511.00</u>

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER POLICE DEPARTMENT- SUPPORT SERVICES

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 191,527.00	55CM	CHIEF OF POLICE	1	\$ 200,794.00
1	151,383.00	50EM	DEPUTY POLICE CHIEF	1	158,720.00
2	235,483.00	98	POLICE CAPTAIN	2	239,093.00
7	727,220.00	97	POLICE LIEUTENANT	7	742,288.00
15	1,417,647.00	96	POLICE SERGEANT	15	1,429,738.00
71	5,446,616.00	95	POLICE OFFICERS	65	5,414,046.00
1	86,315.00	46M	SUPERVISOR OF ADMINISTRATION	1	93,852.00
1	89,690.00	45M	SENIOR STRESS COORDINATOR	1	94,027.00
1	65,874.00	44M	DEPUTY DIRECTOR OF ADMINISTRATION	1	69,064.00
1	78,624.00	44M	PUBLIC RELATIONS/SPECIAL PROJECTS	1	87,985.00
1	59,447.00	35	STAFF ASSISTANT 2	1	63,551.00
3	163,696.00	33	ADMINISTRATIVE ASSISTANT 6	3	171,284.00
1	48,797.00	28	SENIOR STOREKEEPER	1	50,158.00
1	46,568.00	27	PRINCIPAL CLERK & TYPIST	1	47,859.00
3	122,789.00	23	DETENTION ATTENDANT	3	121,024.00
3	53,269.00	23	DETENTION ATTENDANT (PART-TIME)	3	58,008.00
3	113,214.00	22	SENIOR CLERK & TYPIST	3	117,658.00
116	\$ 9,098,159.00		TOTAL REGULAR SALARIES	110	\$ 9,159,149.00
	427,275.00		HOLIDAY PAY - CONTRACTUAL		429,620.00
	48,031.00		SICK & VACATION BUYBACK		48,053.00
	13,848.00		EM INCENTIVE PAY		14,408.00
	489,154.00		CONTRACTUAL STIPENDS AND EXTRAS		492,081.00
116	\$ 9,587,313.00		TOTAL SALARIES	110	\$ 9,651,230.00
	35,100.00		LONGEVITY		2,200.00
	(134,198.00)		VACANCY FACTOR		(112,445.00)
116	\$ 9,488,215.00		TOTAL RECOMMENDED PERSONAL SERVICES	110	\$ 9,540,985.00
	(120,000.00)		FUNDING SOURCES:		(120,000.00)
	(120,000.00)		PUBLIC SCHOOL INTERGOVT'L CHARGE		(120,000.00)
			TOTAL FUNDING SOURCES		(120,000.00)
116	\$ 9,368,215.00		TOTAL RECOMMENDED PERSONAL SERVICES	110	\$ 9,420,985.00
	\$ 190,000.00		REGULAR OVERTIME		\$ 274,440.00
	195,000.00		INVESTIGATIVE OVERTIME		172,312.00
	77,741.00		COURT ATTENDANCE OVERTIME		80,851.00
	\$ 462,741.00		TOTAL RECOMMENDED OVERTIME		\$ 527,603.00
	\$ 11,900.00		LEASES & RENTALS		\$ 11,900.00
	6,000.00		HIRED SERVICES		6,000.00
	18,070.00		TELEPHONE		15,954.00
	500.00		POSTAGE		500.00
	5,000.00		PHYSICIANS/SURGEONS		2,500.00
	-		NEWSPAPER ADVERTISING		500.00
	7,581.00		OTHER PERSONAL SERVICES		-
	13,000.00		PRINTING		6,500.00
	-		RUBBISH REMOVAL		1,000.00
	16,600.00		MAINTENANCE SYSTEM SOFTWARE		13,915.00
	-		MAINTENANCE /REPAIR EQUIPMENT		2,595.00
	60,000.00		PREPARED MEALS		60,000.00
	6,500.00		MEMBERSHIP DUES		6,500.00
	44,000.00		OFFICE SUPPLIES		44,000.00
	-		OTHER SUPPLIES		2,500.00
	19,825.00		PRINTING SUPPLIES		19,825.00
	7,500.00		PARTS/EQUIPMENT SUPPLIES		2,500.00
	10,000.00		COPY PAPER		7,500.00
	-		UNIFORMS		2,000.00
	2,300.00		HARDWARE/DEVICES		2,300.00
	-		OTHER CHARGES & EXPENDITURES		500.00
	5,000.00		TRAVELING		3,000.00
	\$ 233,776.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 211,989.00
	\$ -		CAPITAL OUTLAY		\$ 5,000.00
	\$ -	250-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		\$ 5,000.00
	\$ 10,064,732.00		TOTAL RECOMMENDED TAX LEVY		\$ 10,165,577.00

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER POLICE DEPARTMENT- OPERATIONS

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 151,383.00	50EM	DEPUTY POLICE CHIEF	1	\$ 158,720.00
4	470,523.00	98	POLICE CAPTAIN	4	477,987.00
10	946,770.00	97	POLICE LIEUTENANT	10	1,066,082.00
25	2,310,603.00	96	POLICE SERGEANT	25	2,331,624.00
179	13,135,611.00	95	POLICE OFFICERS	209	16,295,902.00
2	142,814.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	124,650.00
1	56,439.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	60,081.00
1	39,413.00	22	SENIOR CLERK & TYPIST	1	40,513.00
223	\$ 17,253,556.00		TOTAL REGULAR SALARIES	253	\$ 20,555,559.00
	897,027.00		HOLIDAY PAY - CONTRACTUAL		1,064,647.00
	71,888.00		SICK & VACATION BUYBACK		72,067.00
	6,114.00		EM INCENTIVE PAY		6,361.00
	975,029.00		CONTRACTUAL STIPENDS AND EXTRAS		1,143,075.00
223	\$ 18,228,585.00		TOTAL SALARIES	253	\$ 21,698,634.00
	69,800.00		LONGEVITY		3,200.00
	(53,698.00)		VACANCY FACTOR		(103,460.00)
223	\$ 18,244,687.00		TOTAL RECOMMENDED PERSONAL SERVICES	253	\$ 21,598,374.00
	(200,346.00)		FUNDING SOURCES:		(215,022.00)
	(200,346.00)		GBV TASK FORCE		(215,022.00)
			TOTAL FUNDING SOURCES		(215,022.00)
223	\$ 18,044,341.00		TOTAL RECOMMENDED PERSONAL SERVICES	253	\$ 21,383,352.00
	\$ 298,000.00		REGULAR OVERTIME		\$ 269,005.00
	227,219.00		PROBLEM BARS OVERTIME		301,434.00
	207,711.00		COMMUNITY IMPACT/ SPECIAL OPERATIONS OVERTIME		271,360.00
	101,284.00		SWAT TRAINING OVERTIME		111,120.00
	437,292.00		SUMMER PATROLS OVERTIME		454,784.00
	342,061.00		COURT ATTENDANCE OVERTIME		355,743.00
	25,000.00		ANIMAL CONTROL OVERTIME		25,000.00
	\$ 1,638,567.00		TOTAL RECOMMENDED OVERTIME		\$ 1,788,446.00
	\$ 8,800.00		LEASES & RENTALS		\$ 10,934.00
	15,000.00		HIRE SERVICES		15,000.00
	73,615.00		TELEPHONE		74,631.00
	88,000.00		VETERINARIANS		126,678.00
	312,559.00		SECURITY SERVICES		328,187.00
	13,000.00		RUBBISH REMOVAL		-
	13,800.00		MAINTENANCE SYSTEM SOFTWARE		13,825.00
	45,500.00		CONSULTANTS		55,500.00
	57,000.00		OTHER SUPPLIES		43,500.00
	-		SAND & GRAVEL SUPPLIES		1,000.00
	35,400.00		SAFETY SUPPLIES		12,500.00
	8,725.00		HARDWARE/DEVICES		8,725.00
	\$ 671,399.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 690,480.00
	\$ 20,354,307.00		TOTAL RECOMMENDED TAX LEVY		\$ 23,862,278.00

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
WORCESTER POLICE DEPARTMENT- DIVISION #250V ACADEMY

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
40	\$ 1,814,597.00	95	POLICE OFFICERS (RECRUITS)	10	\$ 234,987.00
40	\$ 1,814,597.00		TOTAL REGULAR SALARIES	10	\$ 234,987.00
	85,900.00		HOLIDAY PAY - CONTRACTUAL		11,395.00
	85,900.00		CONTRACTUAL STIPENDS AND EXTRAS		11,395.00
40	\$ 1,900,497.00		TOTAL SALARIES	10	\$ 246,382.00
	(360,000.00)		VACANCY FACTOR		-
40	\$ 1,540,497.00		TOTAL RECOMMENDED PERSONAL SERVICES	10	\$ 246,382.00
	\$ -		REGULAR OVERTIME		\$ -
	\$ -		TOTAL RECOMMENDED OVERTIME		\$ -
	\$ 45,000.00		PHYSICIANS/SURGEONS		\$ 15,000.00
	18,000.00		CONSULTANTS		18,000.00
	8,500.00		BOOKS		2,370.00
	136,000.00		SAFETY SUPPLIES		57,650.00
	\$ 207,500.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 93,020.00
	\$ 50,000.00		TOTAL RECOMMENDED CAPITAL OUTLAY		\$ -
	\$ 1,797,997.00		TOTAL RECOMMENDED TAX LEVY		\$ 339,402.00



The City of
WORCESTER

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FIRE

Michael J. Lavoie - Fire Chief

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

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

Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 35,267,830.72	\$ 37,556,073.00	\$ 26,800,619.00	\$ 37,900,014.00
Overtime	1,109,772.23	1,140,176.00	1,129,306.01	1,152,176.00
Ordinary Maintenance	1,515,931.98	1,335,998.00	1,010,028.27	1,335,880.00
Capital Outlay	249,650.00	40,000.00	11,369.87	143,000.00
Total	\$ 38,143,184.93	\$ 40,072,247.00	\$ 28,951,323.15	\$ 40,531,070.00
Total Positions	418	418	418	421

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$40,531,070 which is an increase of \$458,823 from the Fiscal 2019 amount of \$40,072,247. The salary increases are mainly due to contractual and non-represented wage increases, EM incentive pay and step increases, a new recruit class of 19 starting 3/01/20, and the table of organization being increased by three Captains. The overtime increase is for professional development and safety classes. The capital outlay increase of \$103,000 is to fund durable fire equipment.

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Promote a sense of safety and security for all residents			
	-Structures inspected annually (number)	6,484	4,515 YTD	6,500
	-Emergency call responses within targeted response time (percentage)	96.0%	93.0%	96.0%
	-Community outreach events attended by public safety staff (number)	55	75	100

FIRE

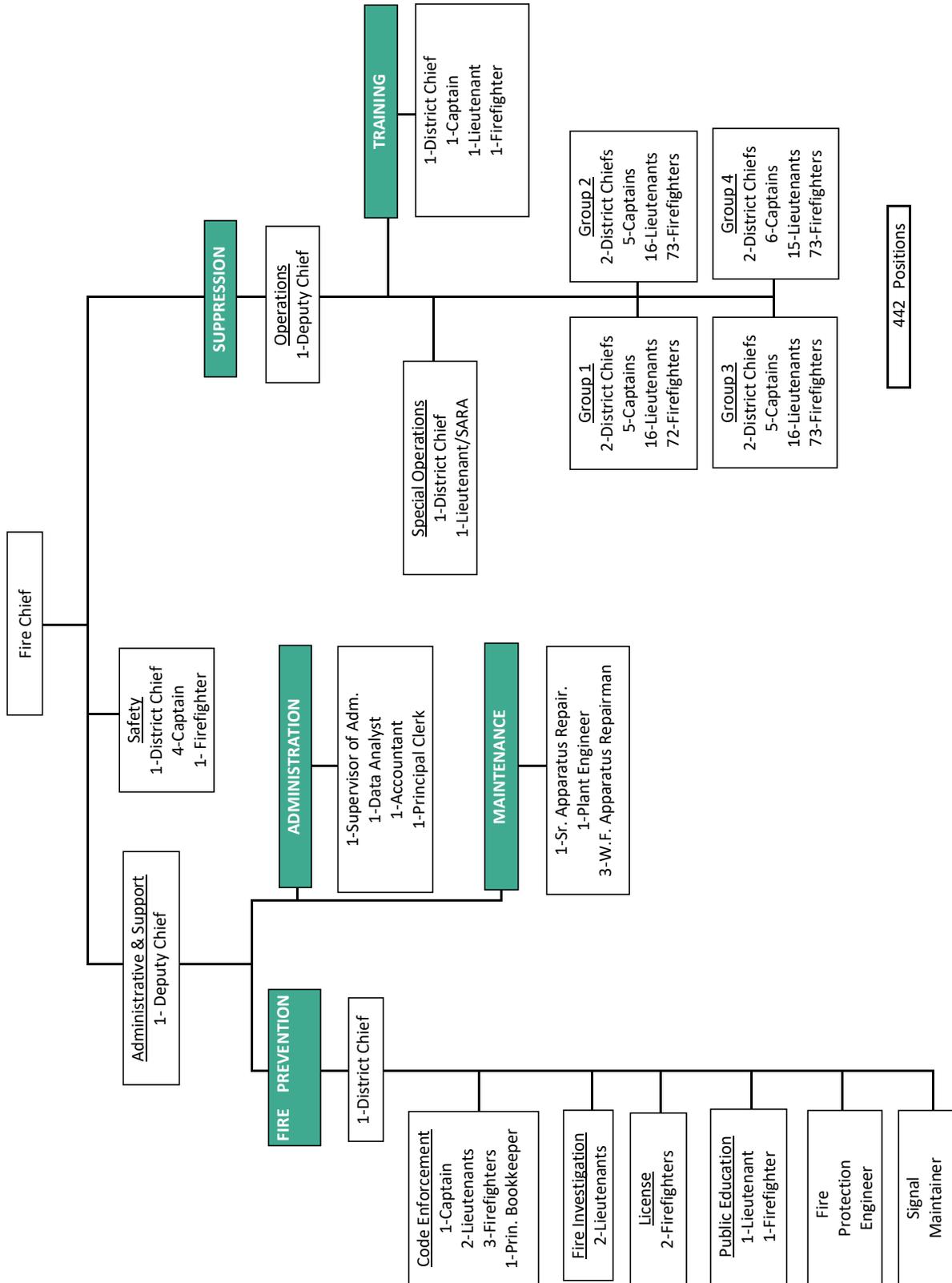
Major Accomplishments of FY19

- Completed a multi-year initiative to supply all fire suppression personnel with a second set of turnout gear to ensure there is a clean, contaminant free set of turnout gear to wear while the first is being decontaminated.
- Mindful of the health and well-being of our fire fighters, WFD held two O2X workshops, during which 94 members participated in order to receive injury prevention screenings and evaluations.
- A twenty-one (21) member recruit class is currently underway at the WFD's Training Division, including four members of the Natick Fire Department. This class will temporarily increase our current complement, increase our suppression/first responder efforts at incidents, and reduce overtime costs during the summer vacation period.
- Expanded community safety efforts by participating in the city-wide *Worcester Hub* program to address acute risk behaviors, such as opioid abuse and homelessness, and the *Knock & Talk Program*, a post overdose response with AIDS Project Worcester and WPD, as well as developing an Active Shooter working group with WPD, EMS and EM, to create policies and guidelines for active shooter responses to City schools.

New and Continued Initiatives

- Continue to provide professional development and performance-based training to all members of our department.
- Seek out collaborative efforts to increase community engagement.
- Continue to seek new sources of funding for fire safety improvements and enhancements.
- Upon notification of working structure fires formally one alarm responses have been upgraded to a two alarm response increasing both man power and command structure. This allows recently hired recruits to gain additional experience at working fires alongside experienced firefighters.

FIRE DEPARTMENT ORGANIZATION CHART



442 Positions

MICHAEL J. LAVOIE, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 153,359.00	58CM	FIRE CHIEF	1	\$ 170,158.00
2	267,601.00	50EM	DEPUTY FIRE CHIEF	2	280,668.00
12	1,371,463.00	93	DISTRICT FIRE CHIEF	12	1,384,441.00
24	2,484,776.00	92	CAPTAIN	27	2,806,572.00
70	6,535,413.00	91	LIEUTENANT	70	6,566,346.00
303	24,001,859.00	90	FIREFIGHTER	299	23,782,368.00
1	83,263.00	43M	SUPERVISOR OF ADMINISTRATION	1	87,299.00
1	88,421.00	46	SENIOR FIRE APPARATUS REPAIRMAN	1	94,551.00
1	77,916.00	44P	FIRE PROTECTION ENGINEER	1	84,719.00
1	67,646.00	40P	DATA ANALYST/ COMPUTER SUPPORT	1	59,799.00
1	59,447.00	35	PLANT ENGINEER	1	57,025.00
3	157,624.00	35	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	171,064.00
1	57,471.00	34	SIGNAL MAINTAINER FIRE	1	61,434.00
1	50,397.00	32	ACCOUNTANT	1	53,669.00
1	48,315.00	28	PRINCIPAL BOOKKEEPER	1	49,661.00
1	39,504.00	27	PRINCIPAL CLERK	1	41,161.00
424	\$ 35,544,475.00		REGULAR SALARIES	423	\$ 35,750,935.00
AUTHORIZED VACANT POSITIONS WITH FUNDING					
22	282,482.00	90	FIREFIGHTER CLASS	19	324,702.00
22	\$ 282,482.00		REGULAR SALARIES	19	\$ 324,702.00
446	\$ 35,826,957.00		TOTAL REGULAR SALARIES	442	\$ 36,075,637.00
	17,000.00		EM INCENTIVE PAY		13,887.00
	189,876.00		OUT OF GRADE PAY		191,057.00
	19,968.00		DRIVER STIPEND		19,968.00
	1,917,417.00		HOLIDAY PAY		1,929,343.00
	-		WELLNESS DAYS		51,088.00
	2,144,261.00		CONTRACTUAL OBLIGATIONS		2,205,343.00
446	\$ 37,971,218.00		TOTAL REGULAR SALARIES	442	\$ 38,280,980.00
-28	(415,145.00)		VACANCY FACTOR	-21	(380,966.00)
418	\$ 37,556,073.00		TOTAL SALARIES	421	\$ 37,900,014.00
418	\$ 37,556,073.00	260-91000	TOTAL RECOMMENDED PERSONAL SERVICES	421	\$ 37,900,014.00
	\$ 1,140,176.00		OVERTIME		\$ 1,152,176.00
	\$ 1,140,176.00	260-97000	TOTAL RECOMMENDED OVERTIME		\$ 1,152,176.00

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	\$ 150,000.00		ELECTRICITY		\$ 165,000.00
	8,529.00		LEASES & RENTALS		6,500.00
	5,300.00		HIRED SERVICES		4,200.00
	52,295.00		TELEPHONE		49,100.00
	20,605.00		PHYSICIAN/SURGEON		11,700.00
	2,000.00		NEWSPAPER ADVERTISING		1,500.00
	8,500.00		REGISTRATION FEES		34,000.00
	44,000.00		OTHER PERSONAL SERVICES		20,800.00
	6,500.00		REGISTRATION FEES		26,000.00
	1,300.00		EXTERMINATOR SERVICES		980.00
	2,800.00		PRINTING		1,300.00
	8,000.00		RUBBISH REMOVAL		5,500.00
	19,400.00		MAINTENANCE SYSTEM SOFTWARE		17,400.00
	18,500.00		MAINTENANCE/REPAIR BUILDING		48,000.00
	45,600.00		MAINTENANCE/REPAIR EQUIPMENT		27,800.00
	1,700.00		TRAINING CERTIFICATIONS		1,200.00
	15,000.00		MAINTENANCE/REPAIR VEHICLE		53,000.00
	5,800.00		MEMBERSHIP DUES		4,300.00
	163,000.00		AUTOMOTIVE SUPPLIES		205,000.00
	6,952.00		BOOKS		5,200.00
	47,974.00		BUILDING SUPPLIES		15,000.00
	4,300.00		EDUCATIONAL SUPPLIES		14,000.00
	12,600.00		OFFICE SUPPLIES		7,000.00
	125,000.00		NATURAL GAS		85,000.00
	1,500.00		OTHER SUPPLIES		900.00
	8,000.00		PRINTING SUPPLIES		8,000.00
	1,600.00		AUDIO/VISUAL SUPPLIES		-
	43,000.00		AUTO FUEL NO LEAD GAS		34,000.00
	101,500.00		DIESEL FUEL		130,000.00
	15,500.00		MEDICAL SUPPLIES		14,500.00
	83,969.00		PARTS/EQUIPMENT SUPPLIES		85,500.00
	49,818.00		SAFETY SUPPLIES		27,100.00
	16,500.00		CHEMICAL SUPPLIES		13,200.00
	25,788.00		CUSTODIAL SUPPLIES		22,700.00
	3,000.00		COPY PAPER		2,000.00
	192,420.00		UNIFORMS		184,400.00
	5,400.00		HARDWARE/DEVICES		3,800.00
	1,448.00		OTHER CHARGES & EXPENDITURES		900.00
	14,900.00		TRAVELING		3,400.00
	<u>\$ 1,339,998.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 1,339,880.00</u>
			FUNDING SOURCES:		
	\$ (4,000.00)		FROM RESERVE FUNDS		\$ (4,000.00)
	<u>\$ (4,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (4,000.00)</u>
	<u>\$ 1,335,998.00</u>	260-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,335,880.00</u>
	\$ 40,000.00		SAFETY EQUIPMENT (CONTRACTUAL)		\$ 143,000.00
	<u>\$ 40,000.00</u>	260-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ 143,000.00</u>
	<u>\$ 40,072,247.00</u>	260	TOTAL RECOMMENDED TAX LEVY		<u>\$ 40,531,070.00</u>

MICHAEL J. LAVOIE, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER FIRE DEPARTMENT - DIVISION #2601 ADMINISTRATION

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 153,359.00	58CM	FIRE CHIEF	1	\$ 170,158.00
1	134,065.00	50EM	DEPUTY FIRE CHIEF	1	140,676.00
1	110,518.00	93	DISTRICT FIRE CHIEF	1	113,008.00
1	102,692.00	92	CAPTAIN	1	103,482.00
1	82,971.00	90	FIREFIGHTER	1	83,411.00
1	83,263.00	43M	SUPERVISOR OF ADMINISTRATION	1	87,299.00
1	67,646.00	40P	DATA ANALYST	1	59,799.00
1	50,397.00	32	ACCOUNTANT	1	53,669.00
1	39,504.00	27	PRINCIPAL CLERK	1	41,161.00
9	\$ 824,415.00		REGULAR SALARIES	9	\$ 852,663.00
	11,607.00		EM INCENTIVE PAY		11,483.00
	31,884.00		HOLIDAY PAY		33,366.00
	-		WELLNESS DAYS		891.70
	43,491.00		CONTRACTUAL OBLIGATIONS		45,740.70
9	\$ 867,906.00	2601-91000	TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 898,403.70
	\$ 56,327.00		OVERTIME		\$ 56,327.00
	\$ 56,327.00	2601-97000	TOTAL RECOMMENDED OVERTIME		\$ 56,327.00
\$	150,000.00		ELECTRICITY	\$	165,000.00
	5,900.00		LEASES & RENTALS		4,300.00
	52,295.00		TELEPHONE		49,100.00
	1,400.00		PHYSICIAN/SURGEON		1,200.00
	40,000.00		OTHER PERSONAL SERVICES		16,800.00
	2,000.00		NEWSPAPER ADVERTISING		1,500.00
	8,500.00		REGISTRATION FEES		34,000.00
	1,600.00		PRINTING		700.00
	19,400.00		MAINTENANCE SYSTEM SOFTWARE		17,400.00
	18,600.00		MAINTENANCE/REPAIR EQUIPMENT		10,000.00
	3,200.00		MEMBERSHIP DUES		2,400.00
	12,600.00		OFFICE SUPPLIES		7,000.00
	125,000.00		NATURAL GAS		85,000.00
	7,500.00		PRINTING SUPPLIES		7,500.00
	16,115.00		PARTS/EQUIPMENT SUPPLIES		17,500.00
	17,150.00		SAFETY SUPPLIES		3,100.00
	2,488.00		CUSTODIAL SUPPLIES		2,400.00
	3,000.00		COPY PAPER		2,000.00
	148,000.00		UNIFORMS		140,000.00
	5,400.00		HARDWARE/DEVICES		3,800.00
	850.00		OTHER CHARGES & EXPENDITURES		900.00
	14,500.00		TRAVELING		3,000.00
\$	655,498.00		TOTAL ORDINARY MAINTENANCE	\$	574,600.00
			FUNDING SOURCES:		
\$	(4,000.00)		FROM RESERVE FUNDS	\$	(4,000.00)
\$	(4,000.00)		TOTAL FUNDING SOURCES	\$	(4,000.00)
\$	651,498.00	2601-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$	570,600.00
\$	40,000.00	2601-93000	TOTAL RECOMMENDED CAPITAL OUTLAY	\$	40,000.00
\$	1,615,731.00	2601	TOTAL RECOMMENDED TAX LEVY	\$	1,565,330.70

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER FIRE DEPARTMENT - DIVISION #2602 MAINTENANCE

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 88,421.00	46	SENIOR FIRE APPARATUS REPAIRMAN	1	\$ 94,551.00
1	59,447.00	35	PLANT ENGINEER	1	57,025.00
3	157,624.00	35	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	171,064.00
5	\$ 305,492.00	2602-91000	TOTAL RECOMMENDED PERSONAL SERVICES	5	\$ 322,640.00
	\$ 16,316.00		OVERTIME		\$ 16,316.00
	\$ 16,316.00	2602-97000	TOTAL RECOMMENDED OVERTIME		\$ 16,316.00
	\$ 5,300.00		HIRE SERVICES		\$ 4,200.00
	400.00		REGISTRATION FEES		1,600.00
	1,300.00		EXTERMINATOR SERVICES		980.00
	8,000.00		RUBBISH REMOVAL		5,500.00
	18,500.00		MAINTENANCE/REPAIR BUILDING		48,000.00
	8,000.00		MAINTENANCE/REPAIR EQUIPMENT		5,700.00
	15,000.00		MAINTENANCE/REPAIR VEHICLE		53,000.00
	163,000.00		AUTOMOTIVE SUPPLIES		205,000.00
	33,500.00		BUILDING SUPPLIES		10,000.00
	1,500.00		OTHER SUPPLIES		900.00
	43,000.00		AUTO FUEL NO LEAD GAS		34,000.00
	101,500.00		DIESEL FUEL		130,000.00
	15,500.00		MEDICAL SUPPLIES		14,500.00
	25,000.00		PARTS/EQUIPMENT SUPPLIES		25,000.00
	8,000.00		SAFETY SUPPLIES		10,500.00
	23,300.00		CUSTODIAL SUPPLIES		20,300.00
	2,500.00		UNIFORMS		2,500.00
	\$ 473,300.00	2602-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 571,680.00
	\$ 795,108.00	2602	TOTAL RECOMMENDED TAX LEVY		\$ 910,636.00

MICHAEL J. LAVOIE, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER FIRE DEPARTMENT - DIVISION #2603 FIRE PREVENTION

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 116,342.00	93	DISTRICT FIRE CHIEF	1	\$ 117,237.00
1	106,864.00	92	CAPTAIN	1	107,752.00
5	457,132.00	91	LIEUTENANT	5	465,098.00
6	507,979.00	90	FIREFIGHTER	6	511,953.00
1	77,916.00	44P	FIRE PROTECTION ENGINEER	1	84,719.00
1	48,315.00	28	PRINCIPAL BOOKKEEPER	1	49,661.00
15	\$ 1,314,548.00		REGULAR SALARIES	15	\$ 1,336,420.00
	64,920.00		HOLIDAY PAY		65,670.00
	-		WELLNESS DAYS		1,755.04
	64,920.00		CONTRACTUAL OBLIGATIONS		67,425.04
15	\$ 1,379,468.00	2603-91000	TOTAL RECOMMENDED PERSONAL SERVICES	15	\$ 1,403,845.04
	\$ 38,071.00		OVERTIME		\$ 38,071.00
	\$ 38,071.00	2603-97000	TOTAL RECOMMENDED OVERTIME		\$ 38,071.00
	\$ 2,629.00		LEASES & RENTALS		\$ 2,200.00
	2,900.00		REGISTRATION FEES		11,600.00
	1,200.00		PRINTING		600.00
	2,600.00		MEMBERSHIP DUES		1,900.00
	1,800.00		BOOKS		1,300.00
	4,300.00		EDUCATIONAL SUPPLIES		14,000.00
	500.00		PRINTING SUPPLIES		500.00
	400.00		TRAVELING		400.00
	\$ 16,329.00	2603-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 32,500.00
	\$ 1,433,868.00	2603	TOTAL RECOMMENDED TAX LEVY		\$ 1,474,416.04

MICHAEL J. LAVOIE, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER FIRE DIVISION - DIVISION #2604 TRAINING

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 112,957.00	93	DISTRICT FIRE CHIEF	1	\$ 113,826.00
1	104,527.00	92	CAPTAIN	1	105,331.00
1	94,590.00	91	LIEUTENANT	1	95,317.00
1	86,662.00	90	FIREFIGHTER	1	87,328.00
17	282,482.00	90	FIREFIGHTER- RECRUITS	19	324,702.00
21	\$ 681,218.00		REGULAR SALARIES	23	\$ 726,504.00
	37,216.00		HOLIDAY PAY		39,690.00
	-		WELLNESS DAYS		586.65
	37,216.00		CONTRACTUAL OBLIGATIONS		40,276.65
21	\$ 718,434.00	2604-91000	TOTAL RECOMMENDED PERSONAL SERVICES	23	\$ 766,780.65
	\$ 160,176.00		OVERTIME		\$ 160,176.00
	\$ 160,176.00	2604-97000	TOTAL RECOMMENDED OVERTIME		\$ 160,176.00
	\$ 19,205.00		PHYSICIAN/SURGEON		\$ 10,500.00
	4,000.00		OTHER PERSONAL SERVICES		4,000.00
	1,000.00		REGISTRATION FEES		4,000.00
	1,700.00		TRAINING CERTIFICATIONS		1,200.00
	5,152.00		BOOKS		3,900.00
	14,474.00		BUILDING SUPPLIES		5,000.00
	1,600.00		AUDIO/VISUAL SUPPLIES		-
	18,513.00		PARTS/EQUIPMENT SUPPLIES		19,000.00
	6,440.00		SAFETY SUPPLIES		11,000.00
	41,920.00		UNIFORMS		41,900.00
	598.00		OTHER CHARGES & EXPENDITURES		-
	\$ 114,602.00	2604-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 100,500.00
	\$ -	2604-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		\$ -
	\$ 993,212.00	2604	TOTAL RECOMMENDED TAX LEVY		\$ 1,027,456.65

MICHAEL J. LAVOIE, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER FIRE DEPARTMENT - DIVISION #2605 FIRE SUPPRESSION

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 133,536.00	50EM	DEPUTY FIRE CHIEF	1	\$ 139,992.00
9	1,031,646.00	93	DISTRICT FIRE CHIEF	9	1,040,370.00
21	2,170,693.00	92	CAPTAIN	24	2,490,007.00
64	5,983,691.00	91	LIEUTENANT	64	6,005,931.00
295	23,324,247.00	90	FIREFIGHTER	291	23,099,676.00
1	57,471.00	34	SIGNAL MAINTAINER FIRE	1	61,434.00
391	\$ 32,701,284.00		REGULAR SALARIES	390	\$ 32,837,410.00
	5,393.00		EM INCENTIVE PAY		2,404.00
	189,876.00		OUT OF GRADE PAY		191,057.00
	19,968.00		DRIVER STIPEND		19,968.00
	1,783,397.00		HOLIDAY PAY		1,790,617.00
	-		WELLNESS DAYS		47,854.60
	1,998,634.00		CONTRACTUAL OBLIGATIONS		2,051,900.60
391	\$ 34,699,918.00		TOTAL	390	\$ 34,889,310.60
-6	(415,145.00)		VACANCY FACTOR	-21	(380,966.00)
385	\$ 34,284,773.00	2605-91000	TOTAL RECOMMENDED PERSONAL SERVICES	369	\$ 34,508,344.60
	\$ 869,286.00		OVERTIME		\$ 881,286.00
	\$ 869,286.00	2605-97000	TOTAL RECOMMENDED OVERTIME		\$ 881,286.00
	\$ 2,200.00		REGISTRATION FEES		\$ 8,800.00
	19,000.00		MAINTENANCE/REPAIR EQUIPMENT		12,100.00
	24,341.00		PARTS/EQUIPMENT SUPPLIES		24,000.00
	18,228.00		SAFETY SUPPLIES		2,500.00
	16,500.00		CHEMICAL SUPPLIES		13,200.00
	\$ 80,269.00	2605-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 60,600.00
	\$ 35,234,328.00	2605	TOTAL RECOMMENDED TAX LEVY		\$ 35,450,230.60



The City of
WORCESTER

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EMERGENCY COMMUNICATIONS

Michael Shanley- Acting Director

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

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

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

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

Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 1,450,633.53	\$ 2,162,672.00	\$ 1,048,722.79	\$ 2,345,364.00
Overtime	205,848.76	158,528.00	151,830.20	204,435.00
Ordinary Maintenance	995,441.93	1,105,768.00	1,039,349.40	1,094,118.00
Capital Outlay	6,451.00	-	-	
Total	\$ 2,658,375.22	\$ 3,426,968.00	\$ 2,239,902.39	\$ 3,643,917.00
Total Positions	67	68	68	69

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$3,643,917, which is an increase of \$216,949 from the Fiscal 2019 amount of \$3,426,968. This is mainly due to increases in contractual and non-represented wage increases, EM incentive pay and step increases; and the addition of a new Deputy Director of Emergency Management position.

EMERGENCY COMMUNICATIONS

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Promote a sense of safety and security for all residents			
	-Residents registered to receive notifications from ALERTWorcester (number)	3,775	1,751 YTD	2625
	- Residents registered to receive notifications from Smart911 (number)	498	207 YTD	315

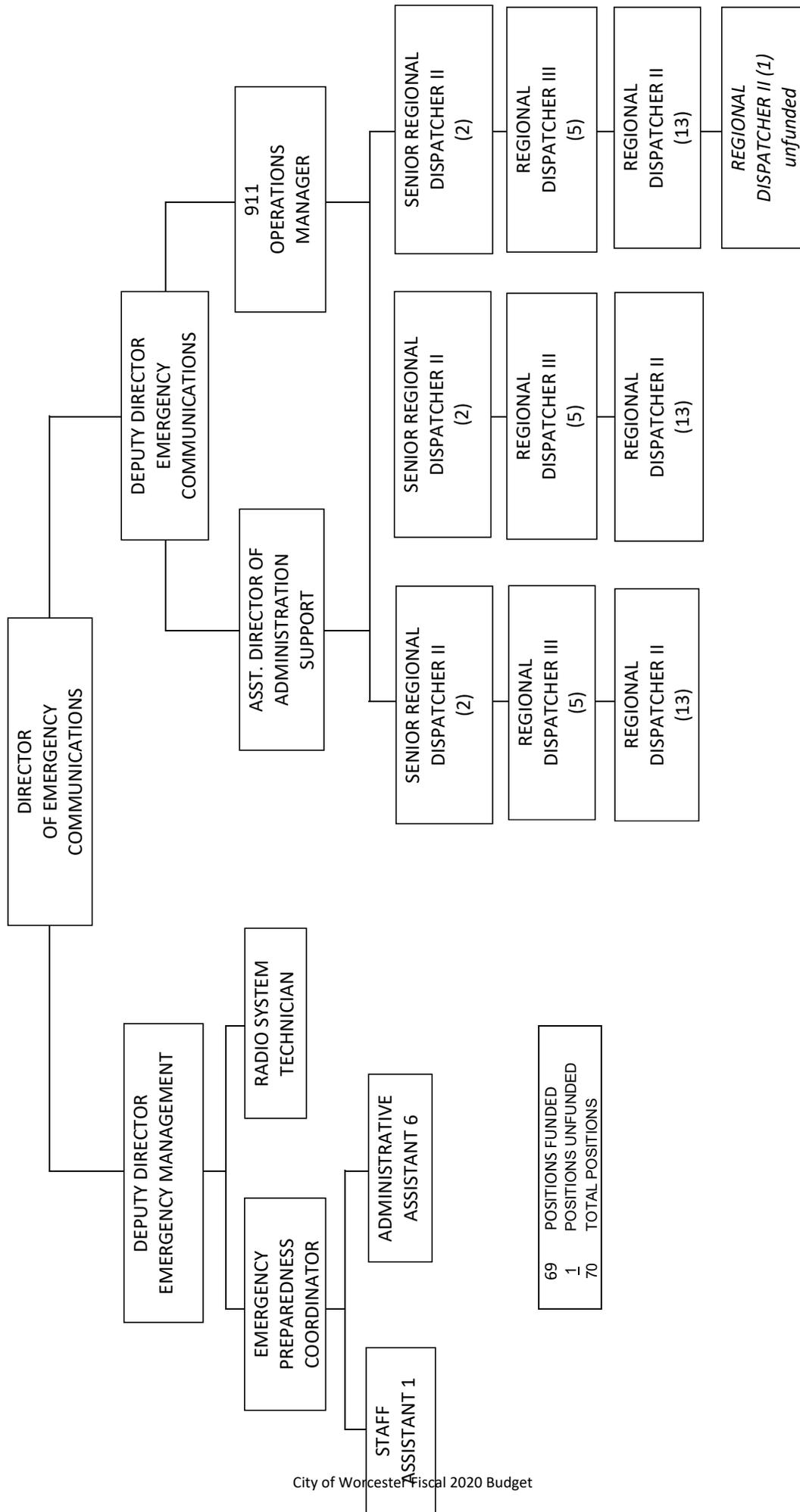
Major Accomplishments of FY19

- Received FEMA approval on our updates to the comprehensive Natural Hazard Mitigation Plan.
- Conducted a shelter training and exercise with the American Red Cross.
- Conducted a Hazmat exercise in partnership with Worcester Public School Department and our Local Emergency Planning Committee, focusing on testing the Public Schools Emergency Operations Plan.
- Initiated a Public Safety Task Force working group for coordination of emergency situations in the City.
- Partnered with the Public Schools and Police Department to deploy a new software, In-Force911, an application for streamlined communication with regards to active threats within schools.
- Began accepting Text-to-911 calls, allowing citizens to report an emergency when they are unable to place a call.
- Recruited and hired a Radio Technician to service the citywide Radio system.

New and Continued Initiatives

- Finalize an updated Emergency Sheltering Plan.
- Initiate a Community Emergency Response Team.
- Increase public outreach for various division programs we manage (AlertWorcester and Smart911).
- Coordinate with Fire, Police, and Technical Services for the implementation of a new Computer Aided Dispatch/ Records Management System software.

EMERGENCY COMMUNICATIONS DEPARTMENT ORGANIZATIONAL CHART



**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
EMERGENCY COMMUNICATIONS DEPARTMENT- DEPARTMENT #270**

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
EMERGENCY COMMUNICATIONS:					
1	\$ 87,880.00	48EM	DIRECTOR OF EMERGENCY COMMUNICATIONS	1	\$ 92,145.00
1	87,135.00	45M	DEPUTY DIRECTOR, EMERG. COMMUNICATIONS	1	72,318.00
0	-	40M	911 OPERATIONS MANAGER	1	76,798.00
		40M	ASST. DIRECTOR OF ADMINISTRATION/SUPPORT	1	76,798.00
1	53,228.00	38M	TRAINING COORDINATOR	0	-
6	366,754.00	SD1	SENIOR REGIONAL DISPATCHER II	6	354,495.00
15	794,253.00	RD3	REGIONAL DISPATCHER III	15	828,349.00
40	1,862,880.00	RD2	REGIONAL DISPATCHER II	39	1,850,964.00
64	\$ 3,252,130.00		SALARIES	64	\$ 3,351,867.00
EMERGENCY MANAGEMENT:					
0	-	45M	DEPUTY DIRECTOR, EMERGENCY MANAGEMENT	1	71,537.00
1	72,107.00	40M	EMERGENCY PREPAREDNESS COORDINATOR	1	77,656.00
1	70,679.00	38P	RADIO SYSTEM TECHNICIAN	1	69,724.00
1	69,597.00	38M	EMERGENCY PREPAREDNESS SPECIALIST	0	-
1	48,814.00	33	ADMINISTRATIVE ASSISTANT 6	1	51,904.00
0	-	32	STAFF ASSISTANT I	1	56,048.00
4	\$ 261,197.00			5	\$ 326,869.00
68	\$ 3,513,327.00		TOTAL REGULAR SALARIES	69	\$ 3,678,736.00
	127,816.00		HOLIDAY PAY		126,973.00
	-		EM INCENTIVE PAY		-
	-		EMERGENCY MANAGEMENT STIPEND		10,000.00
	(83,000.00)		VACANCY FACTOR		(133,000.00)
68	\$ 3,558,143.00		TOTAL SALARIES	69	\$ 3,682,709.00
	(280,300.00)		FUNDING SOURCES:		
	(1,083,222.00)		EMERGENCY MANAGEMENT GRANT		(289,048.00)
	(31,949.00)		9-1-1 SUPPORT GRANT FUNDING		(1,015,743.00)
	(1,395,471.00)		WRTA FUNDING		(32,554.00)
			TOTAL FUNDING SOURCES		(1,337,345.00)
68	\$ 2,162,672.00	270-91000	TOTAL RECOMMENDED PERSONAL SERVICES	69	\$ 2,345,364.00
	170,676.00		REGULAR OVERTIME		220,676.00
	19,000.00		SUMMER IMPACT OVERTIME		14,862.00
	3,000.00		SNOW TOWING OVERTIME		3,800.00
	192,676.00		TOTAL OVERTIME		239,338.00
	(24,148.00)		FUNDING SOURCES:		
	(10,000.00)		EMERGENCY MANAGEMENT GRANT		(24,903.00)
	(34,148.00)		9-1-1 SUPPORT GRANT FUNDING		(10,000.00)
			TOTAL FUNDING SOURCES		(34,903.00)
	\$ 158,528.00	270-97000	TOTAL RECOMMENDED OVERTIME		\$ 204,435.00

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
EMERGENCY COMMUNICATIONS DEPARTMENT- DEPARTMENT #270**

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
GENERAL ORDINARY MAINTENANCE					
	\$ 23,000.00		ELECTRICITY		\$ 32,200.00
	36,000.00		LEASES & RENTALS		36,400.00
	1,600.00		HIRED SERVICES		15,000.00
	8,000.00		TELEPHONE		9,000.00
	695,300.00		LONG TERM LEASE OVER \$100,000		695,300.00
	4,200.00		PRINTING		3,200.00
	212,068.00		MAINTENANCE SYSTEM SOFTWARE		212,068.00
	9,000.00		MAINTENANCE/REPAIR BUILDING		1,500.00
	18,000.00		MAINTENANCE/REPAIR EQUIPMENT		12,000.00
	14,000.00		MAINTENANCE/REPAIR VEHICLE		11,000.00
	8,200.00		CLEANING SUPPLIES		8,200.00
	-		CONSULTANTS		3,000.00
	4,000.00		HARDWARE NETWORK SUPPORT		4,500.00
	10,000.00		OFFICE SUPPLIES		10,000.00
	10,000.00		OTHER SUPPLIES		-
	4,500.00		AUTO FUEL NO LEAD GAS		3,000.00
	12,500.00		PARTS/EQUIPMENT SUPPLIES		10,000.00
	5,000.00		COPY PAPER		3,000.00
	11,900.00		HARDWARE/DEVICES		8,400.00
	10,500.00		OTHER CHARGES & EXPENDITURES		10,350.00
	8,000.00		TRAVELING		6,000.00
	<u>\$ 1,105,768.00</u>		TOTAL GENERAL ORDINARY MAINTENANCE		<u>\$ 1,094,118.00</u>
RECC CENTER ORDINARY MAINTENANCE					
	\$ 80,000.00		ELECTRICITY		\$ 70,800.00
	2,000.00		LEASES & RENTALS		1,600.00
	8,400.00		HIRED SERVICES		8,400.00
	2,400.00		TELEPHONE		2,400.00
	41,000.00		SNOW REMOVAL		41,000.00
	700.00		EXTERMINATOR SERVICES		700.00
	3,000.00		RUBBISH REMOVAL		2,300.00
	11,000.00		MAINTENANCE/REPAIR BUILDING		18,500.00
	39,000.00		CLEANING SERVICES		39,000.00
	10,000.00		NATURAL GAS		8,000.00
	-		HARDWARE/DEVICES		1,600.00
	<u>\$ 197,500.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 194,300.00</u>
			FUNDING SOURCES:		
	(197,500.00)		9-1-1 SUPPORT GRANT FUNDING		(194,300.00)
	<u>(197,500.00)</u>		TOTAL FUNDING SOURCES		<u>(194,300.00)</u>
	\$ -		TOTAL RECC ORDINARY MAINTENANCE		\$ -
	<u>\$ 1,105,768.00</u>	270-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,094,118.00</u>
	<u>\$ 25,000.00</u>		CAPITAL OUTLAY		<u>\$ 25,000.00</u>
			FUNDING SOURCES:		
	(25,000.00)		9-1-1 SUPPORT GRANT FUNDING		(25,000.00)
	<u>(25,000.00)</u>		TOTAL FUNDING SOURCES		<u>(25,000.00)</u>
	\$ -	270-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		\$ -

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
EMERGENCY COMMUNICATIONS DEPARTMENT- DEPARTMENT #270**

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
			<u>FRINGE BENEFITS:</u>		
	\$ 44,364.00		HEALTH INSURANCE		\$ 55,393.00
	<u>28,365.00</u>		RETIREMENT		<u>30,206.00</u>
	\$ <u>72,729.00</u>		TOTAL FRINGE BENEFITS		\$ <u>85,599.00</u>
			<u>FUNDING SOURCES:</u>		
	<u>(72,729.00)</u>		EMERGENCY MANAGEMENT GRANT		<u>(85,599.00)</u>
	<u>(72,729.00)</u>		TOTAL FUNDING SOURCES		<u>(85,599.00)</u>
	\$ -	270-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
	\$ <u>3,426,968.00</u>		TOTAL RECOMMENDED TAX LEVY		\$ <u>3,643,917.00</u>

INSPECTIONAL SERVICES

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

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

Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 3,384,612.82	\$ 3,526,646.00	\$ 2,449,454.99	\$ 3,729,974.00
Overtime	53,512.45	19,000.00	22,170.52	28,000.00
Ordinary Maintenance	285,888.75	292,828.00	248,012.91	314,054.00
Capital Outlay	50,426.25	-	-	-
Total	\$ 3,774,440.27	\$ 3,838,474.00	\$ 2,719,638.42	\$ 4,072,028.00
Total Positions	61	61	61	63

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$4,072,028 which is an increase of \$233,554 from the Fiscal 2019 amount of \$3,838,474. This is mainly due to contractual and non-represented wage increases, EM incentive pay and step increases, upgrade of four Chief Inspectors, the addition of two Building Inspector positions, and a Sanitary Inspector position, elimination of a Public Health Aide position, an increase in Overtime based on actual charges, and an increase in Ordinary Maintenance based on additional projected costs.

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Support safe and affordable housing options			
	-Response time/closure rates to inspection-related violations	94.42%	99.09%	99.5%
	-Lead inspection requests and completed	198	75 YTD	125

INSPECTIONAL SERVICES

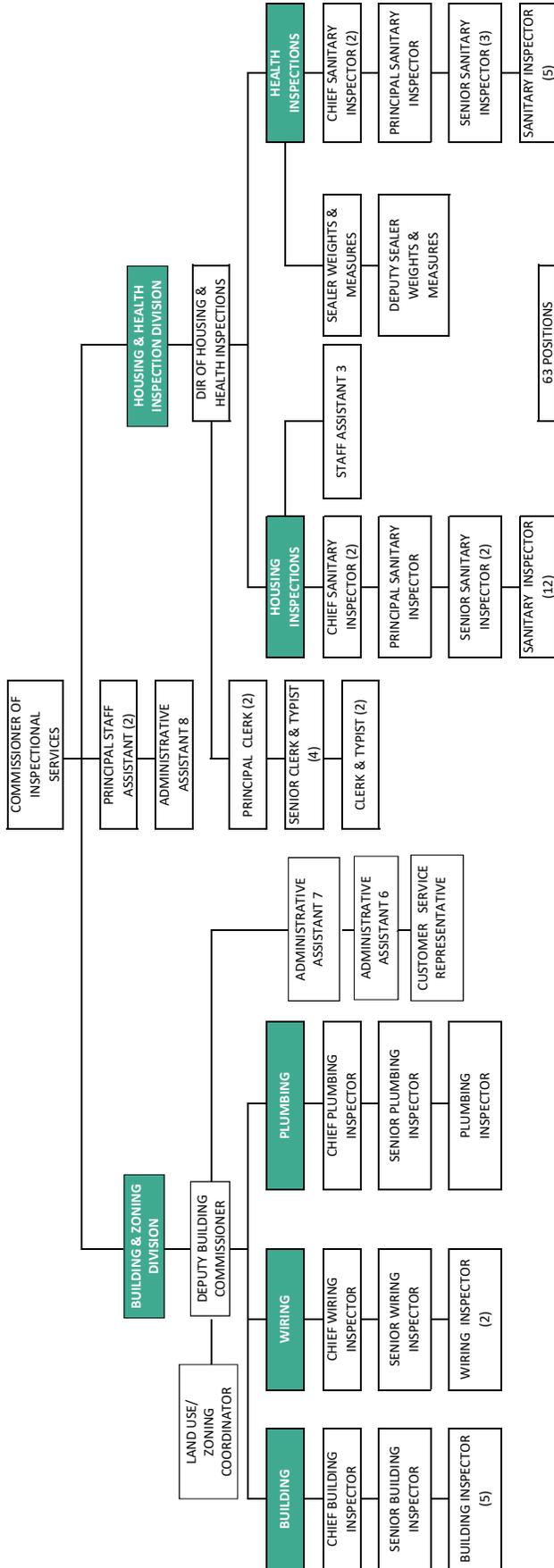
Major Accomplishments of FY19

- Issued over 15,000 permits and licenses, and conducted over 45,000 inspections.
- Responded to approximately 8,000 work orders for Building, Housing, and Health permits received through the Customer Service Response System, and over 14,000 inspections.
- Over 8,500 violations of Federal, State Code and Local Ordinances were ordered to be corrected by Building, Health and Housing inspectors. As has been the historical trend, 85% are corrected within 30 days, 95% within 60 days and 99% within 90 days.
- In those instances where appropriate corrective action leading to compliance was not achieved, the Department sought relief with the assistance of the Law Department for adjudication within the Worcester Housing Court. Approximately 820 cases were brought before the court and over 99% were adjudicated in the City's favor.

New and Continued Initiatives

- Reevaluate fee structure in comparison to other gateway cities, as well as surrounding towns to show an increase in revenue.
- Increase of permits by 15% due to additional staffing.
- Increase of 780 *CMR 110.7* Certificate of Use and Occupancy inspections by 75% due to additional staff.
- Continue scanning building permit rolled plans to electronic files to eliminate paper storage files; complete years 2009, 2010 and 2011.
- Increase traffic to our website by adding additional, pertinent, and useful information for the public.
- Coordinate with Technical Services to transition to cloud based system to enable all units to complete inspections in the field with current technology and make them available on the City's website.

**DEPARTMENT OF INSPECTIONAL SERVICES
ORGANIZATIONAL CHART**



JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
INSPECTIONAL SERVICES ADMINISTRATION DIVISION:					
1	\$ 119,933.00	58CM	COMMISSIONER OF INSPECTIONAL SERVICES	1	\$ 125,732.00
2	142,442.00	40M	PRINCIPAL STAFF ASSISTANT	2	152,443.00
1	69,597.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	72,962.00
4	\$ 331,972.00		REGULAR SALARIES	4	\$ 351,137.00
BUILDING & ZONING DIVISION:					
1	\$ 89,690.00	51EM	DEPUTY BUILDING COMMISSIONER	1	\$ 94,026.00
1	68,224.00	45M	LAND USE & ZONING COORDINATOR	1	71,537.00
1	83,263.00	45M	CHIEF WIRE INSPECTOR	1	88,871.00
1	83,263.00	45M	CHIEF PLUMBING & GASFITTING INSPECTOR	1	88,871.00
1	83,263.00	45M	CHIEF BUILDING INSPECTOR	1	88,871.00
1	74,788.00	39HC	SENIOR BUILDING INSPECTOR	1	79,675.00
1	77,226.00	39HC	SENIOR WIRING INSPECTOR	1	81,286.00
1	79,477.00	39HC	SENIOR PLUMBING & GASFITTING INSPECTOR	1	81,682.00
3	182,539.00	35HC	BUILDING INSPECTOR	5	293,527.00
1	59,329.00	35HC	PLUMBING AND GASFITTING INSPECTOR	1	63,161.00
2	121,554.00	35HC	WIRING INSPECTOR	2	129,349.00
1	61,231.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	62,928.00
1	51,508.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	52,941.00
2	78,826.00	22	SENIOR CLERK AND TYPIST	2	75,778.00
1	36,719.00	22	CUSTOMER SERVICE REPRESENTATIVE	1	38,632.00
19	\$ 1,230,900.00		REGULAR SALARIES	21	\$ 1,391,135.00
HOUSING INSPECTIONS DIVISION:					
1	\$ 95,847.00	51EM	DIRECTOR OF HOUSING & HEALTH INSPECTIONS	1	\$ 100,483.00
2	172,134.00	45M	CHIEF SANITARIAN	2	183,750.00
1	71,407.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	73,402.00
1	63,898.00	37	STAFF ASSISTANT 3	1	68,330.00
3	192,634.00	33HC	SENIOR SANITARY INSPECTOR	2	132,048.00
12	621,280.00	31HC	SANITARY INSPECTOR	12	606,918.00
2	92,844.00	27	PRINCIPAL CLERK	2	92,443.00
4	154,020.00	22	SENIOR CLERK AND TYPIST	4	152,464.00
26	\$ 1,464,064.00		REGULAR SALARIES	25	\$ 1,409,838.00
HEALTH INSPECTIONS DIVISION:					
2	\$ 157,914.00	45M	CHIEF SANITARIAN	2	\$ 162,189.00
1	83,263.00	45M	SEALER OF WEIGHTS AND MEASURES	1	88,871.00
1	71,407.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	51,248.00
2	128,462.00	33HC	SENIOR SANITARY INSPECTOR	3	198,072.00
1	55,620.00	32	DEPUTY SEALER OF WEIGHTS & MEASURES	1	57,158.00
4	207,546.00	31HC	SANITARY INSPECTOR	5	264,513.00
1	37,295.00	20	PUBLIC HEALTH AIDE	0	-
12	\$ 741,507.00		REGULAR SALARIES	13	\$ 822,051.00
61	\$ 3,768,443.00		TOTAL REGULAR SALARIES	63	\$ 3,974,161.00
	(100,000.00)		VACANCY FACTOR		(100,000.00)
	5,048.00		EM INCENTIVE PAY		8,654.00
	7,800.00		CONTRACTUAL STIPENDS		6,240.00
	\$ 3,681,291.00		TOTAL SALARIES		\$ 3,889,055.00
			FUNDING SOURCES:		
	\$ (129,572.00)		BOND FUNDS		\$ (133,332.00)
	(20,221.00)		SEWER REVENUES		(21,007.00)
	(4,852.00)		WATER REVENUES		(4,742.00)
	\$ (154,645.00)		TOTAL FUNDING SOURCES		\$ (159,081.00)
	\$ 3,526,646.00	280-91000	TOTAL RECOMMENDED PERSONNEL SERVICES		\$ 3,729,974.00

JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	\$ 69,875.00		REGULAR OVERTIME		\$ 94,875.00
	5,125.00		SEWER INSPECTIONS		5,125.00
	<u>\$ 75,000.00</u>		TOTAL OVERTIME		<u>\$ 100,000.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (56,000.00)		CDBG GRANT		\$ (72,000.00)
	<u>\$ (56,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (72,000.00)</u>
	<u>\$ 19,000.00</u>	280-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 28,000.00</u>
	\$ 16,000.00		LEASES & RENTALS		\$ 24,000.00
	50,000.00		TELEPHONES		50,000.00
	60,000.00		CONSTABLES		63,000.00
	-		NETWORK, HARDWARE, SOFTWARE		10,000.00
	1,150.00		NEWSPAPER ADVERTISING		1,300.00
	6,500.00		REGISTRATION FEES		8,500.00
	2,500.00		LEGAL FILING FEES		2,500.00
	25,000.00		EXTERMINATOR SERVICES		20,000.00
	2,000.00		PRINTING		2,500.00
	40,000.00		MAINTENANCE SYSTEM SOFTWARE		40,000.00
	38,675.00		MAINTENANCE/REPAIR VEHICLE		46,675.00
	2,450.00		MEMBERSHIP DUES		2,450.00
	2,500.00		BOOKS		500.00
	2,000.00		BUILDING SUPPLIES		2,000.00
	10,000.00		OFFICE SUPPLIES		8,000.00
	5,000.00		PRINTING SUPPLIES		5,000.00
	25,000.00		AUTO FUEL NO LEAD GAS		25,025.00
	3,000.00		PARTS/EQUIPMENT SUPPLIES		1,500.00
	3,000.00		COPY PAPER		2,000.00
	2,500.00		HARDWARE/DEVICES		5,000.00
	1,725.00		OTHER CHARGES & EXPENDITURES		2,050.00
	2,000.00		TRAVELING		2,000.00
	2,500.00		LICENSES		1,500.00
	<u>\$ 303,500.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 325,500.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (9,105.00)		SEWER REVENUES		\$ (9,765.00)
	(1,567.00)		WATER REVENUES		(1,681.00)
	<u>\$ (10,672.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (11,446.00)</u>
	<u>\$ 292,828.00</u>	280-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 314,054.00</u>
	\$ 32,285.00		HEALTH INSURANCE		\$ 34,027.00
	13,540.00		RETIREMENT		13,933.00
	<u>\$ 45,825.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 47,960.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (45,825.00)		BONDS		\$ (47,960.00)
	<u>\$ (45,825.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (47,960.00)</u>
	<u>\$ -</u>	280-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 3,838,474.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 4,072,028.00</u>



The City of
WORCESTER

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WORCESTER MEMORIAL AUDITORIUM

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

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Fiscal 2018	Budget for	as of	Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Ordinary Maintenance	\$ 153,781.23	\$ 101,300.00	\$ 35,806.18	\$ 90,200.00
Total	\$ 153,781.23	\$ 101,300.00	\$ 35,806.18	\$ 90,200.00

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$90,200 which is a decrease of \$11,100 from the Fiscal 2019 amount of \$101,300. Utilities are expected to cost less than prior years, which is why this appropriation is being decreased.

CHRISTOPHER RODWILL, CHAIRMAN

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER MEMORIAL AUDITORIUM- #740

APPROVED FY19 AMOUNT	TITLE	RECOMMENDED FY20 AMOUNT
\$ 60,000.00	NATURAL GAS	\$ 45,000.00
20,000.00	ELECTRICITY	19,000.00
300.00	SECURITY SERVICES	300.00
-	MAINTENANCE SYSTEM SOFTWARE	400.00
20,500.00	MAINTENANCE & REPAIR BUILDING	25,000.00
500.00	BUILDING SUPPLIES	500.00
<u>\$ 101,300.00</u>	740-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 90,200.00</u>
<u>\$ 101,300.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 90,200.00</u>

PUBLIC WORKS

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

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

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

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

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

Department Allocation Summary

	Actual	Approved Budget for	Totals as of	Recommended Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	5,803,717.42	\$ 5,539,579.00	\$ 3,042,571.60	\$ 5,802,164.00
Overtime	849,712.12	635,038.00	622,387.05	635,038.00
Ordinary Maintenance	7,462,309.79	7,843,960.00	4,676,132.97	8,529,949.00
Capital Outlay	26,000.00	-	75,840.00	10,000.00
Total	14,141,739.33	\$14,018,577.00	\$ 8,416,931.62	\$14,977,151.00
Total Positions	197	198	198	201

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$14,977,151 which is an increase of \$958,574 from the Fiscal 2019 amount of \$14,018,577. The salary increases are due to contractual and non-represented wage increases, EM incentive pay and step increases, the additional positions of Deputy Commissioner and a Staff Assistant I (funded 50% by Water) as well as a Public Works Foreman. The increase in Ordinary Maintenance in Sanitation is a result of the loss of value from recycling commodities of \$600,000. Ordinary Maintenance increases in other divisions represent lucidity hardware and data, increase in line painting and \$50,000 in tree plantings.

PUBLIC WORKS

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Honor and celebrate diverse culture and inclusivity through events			
	-Number of DPW permits (excluding Parks)	3,508	2,302 YTD	3,500
	Objective: Maintain appealing neighborhoods with high-quality infrastructure and green spaces			
	-Public Works requests closed within designated time (certain requests only—those with define timelines and in CSRS)	83.7%	80.5%	85.0%
	Objective: Support civic engagement and provide all residents with equitable access to information and communication with City leadership			
	-Customer Service Center Service Quality Calls Made	7,562	6,961 YTD	10,000

Major Accomplishments of FY19

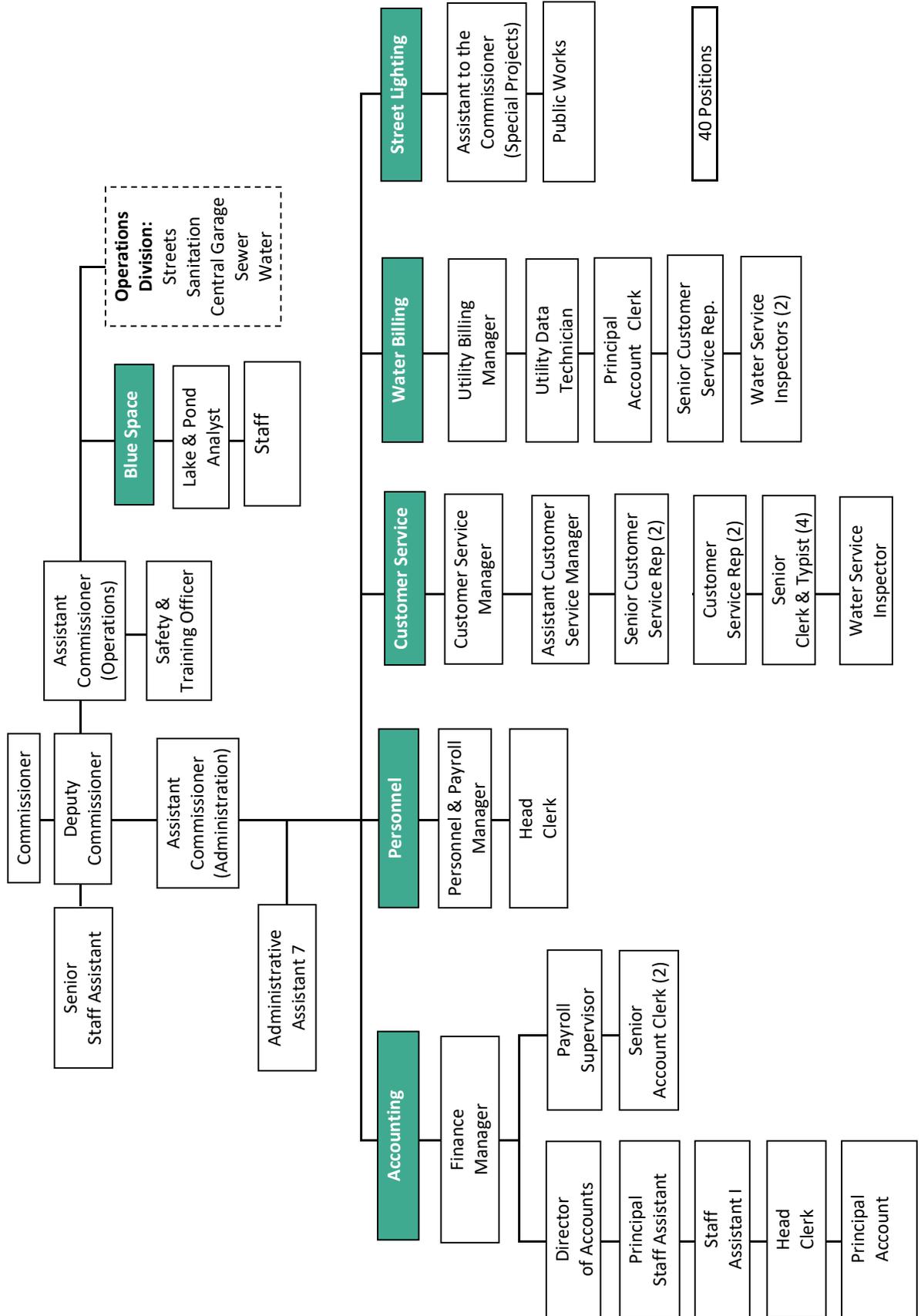
- Provided core municipal services including receiving more than 80,000 calls to the Customer Service Center
- Collected 22,000 tons of residential solid waste
- Provided for more than 5,900 bulk waste drop off appointments, a 25% increase due in large part to the convenience of residents scheduling appointments online.
- Expanded web and mobile access to more customer service requests and deployed additional maps to allow tracking of construction related traffic notices, as well as the leaf pick up and street sweeping programs.
- In FY19, repaired more than 9,000 potholes as of April 2019.
- Preparation, design, and preliminary construction of infrastructure in support of the new downtown Worcester Ballpark.
- Began construction on a new South High School to be complete and open in September 2021.
- Carried out the objectives of the Blue Space Program, including water testing, invasive species mitigation, community education, and prioritizing and aligning lake management goals of the community
- Continued the Route 20 Sewer extension project to encourage new commercial and industrial development along a key commercial corridor in Worcester.

PUBLIC WORKS

New and Continued Initiatives

- Completing the City of Worcester Integrated Water Resources Management Plan, a comprehensive plan that allows the City to prepare for the next 50 years of investments in our Water and Sewer infrastructure in a way that is effective and affordable.
- Completing the Pearl Elm Garage improvements
- Continuing design and construction on the infrastructure supporting the new downtown Worcester Ballpark.
- Continuing implementation of a maintenance management system to track critical maintenance of infrastructure assets.
- Continuing to support the Worcester Public Schools applications for MSBA support to continue improvements to Worcester’s existing school buildings and to pursue the construction of a new Doherty High School
- Prepare infrastructure for biotech park at former Worcester Hospital site

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



CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 162,303.00	58CM	COMMISSIONER PUBLIC WORKS	1	\$ 170,158.00
1	121,036.00	53EM	DEPUTY COMMISSIONER PUBLIC WORKS	1	145,000.00
0	-	51EM	ASSISTANT COMMISSIONER- OPERATIONS	1	126,886.00
1	117,728.00	51EM	ASSISTANT COMMISSIONER- ADM. & FINANCE	1	123,423.00
1	92,706.00	43EM	ASSISTANT TO COMM.- SPECIAL PROJECTS	1	97,190.00
1	84,760.00	48M	DIRECTOR OF ACCOUNTS, PUBLIC WORKS	1	94,027.00
1	92,997.00	46M	PERSONNEL & PAYROLL MANAGER	1	97,485.00
1	79,682.00	45M	FINANCE MANAGER	1	84,092.00
1	89,690.00	45M	UTILITY BILLING MANAGER	1	94,027.00
1	61,381.00	42M	SAFETY & TRAINING OFFICER	1	64,348.00
1	54,494.00	40M	PRINCIPAL STAFF ASSISTANT	1	59,799.00
1	72,093.00	39M	SENIOR STAFF ASSISTANT	1	75,582.00
1	66,352.00	38	CUSTOMER SERVICE MANAGER	1	59,281.00
0	-	36	PUBLIC WORKS FOREMAN & INSPECTOR	1	62,315.00
0	-	35HC	LAKE & POND ANALYST	1	64,725.00
1	59,447.00	35	ADMINISTRATIVE ASSISTANT 7	1	63,551.00
1	58,794.00	34	UTILITY DATA TECHNICIAN	1	61,434.00
1	48,551.00	34	ASSISTANT CUSTOMER SERVICE MANAGER	1	46,427.00
1	57,909.00	33HC	SENIOR ENVIRONMENTAL ANALYST	0	-
1	57,720.00	33	SENIOR ENGINEERING AIDE GR 2	0	-
1	55,064.00	32	PAYROLL SUPERVISOR	1	56,599.00
1	39,812.00	32	STAFF ASSISTANT 1	2	86,272.00
2	103,016.00	30	HEAD CLERK	2	105,882.00
3	140,047.00	28	PRINCIPAL ACCOUNT CLERK	3	143,943.00
3	115,553.00	28	SENIOR CUSTOMER SERVICE REP.	3	103,919.00
3	129,896.00	26	WATER SERVICE INSPECTOR	3	135,857.00
2	86,834.00	25	SENIOR ACCOUNT CLERK	2	89,242.00
2	78,826.00	22	CUSTOMER SERVICE REP.	2	81,026.00
4	135,215.00	22	SENIOR CLERK AND TYPIST	4	144,553.00
38	2,261,906.00		TOTAL REGULAR SALARIES	40	2,537,043.00
	15,490.00		EM INCENTIVE PAY		15,553.00
	(58,240.00)		VACANCY FACTOR		(58,240.00)
	5,005.00		METER REPAIR/INSTALLATION STIPEND		5,005.00
	2,224,161.00		TOTAL RECOMMENDED SALARIES		2,499,361.00
			FUNDING SOURCES:		
	(9,479.00)		GOLF REVENUES		(10,622.00)
	(670,244.00)		SEWER REVENUES		(751,059.00)
	(1,092,639.00)		WATER REVENUES		(1,267,520.00)
	(6,000.00)		PROJECT FUNDING		(6,000.00)
	(1,778,362.00)		TOTAL FUNDING SOURCES		(2,035,201.00)
38	\$ 445,799.00	4101-91000	TOTAL RECOMMENDED PERSONAL SERVICES	40	\$ 464,160.00
	\$ 31,110.00		OVERTIME		\$ 31,110.00
	\$ 31,110.00	4101-97000	TOTAL RECOMMENDED OVERTIME		\$ 31,110.00
	\$ 58,000.00		ELECTRICITY		\$ 67,632.00
	10,000.00		LEASES & RENTALS		10,000.00
	16,991.00		TELEPHONE		60,000.00
	1,250.00		PRINTING		500.00
	7,500.00		MAINTENANCE SYSTEM SOFTWARE		5,000.00
	3,500.00		MAINTENANCE/REPAIR BUILDING		3,500.00
	5,000.00		CLEANING SERVICES		7,100.00

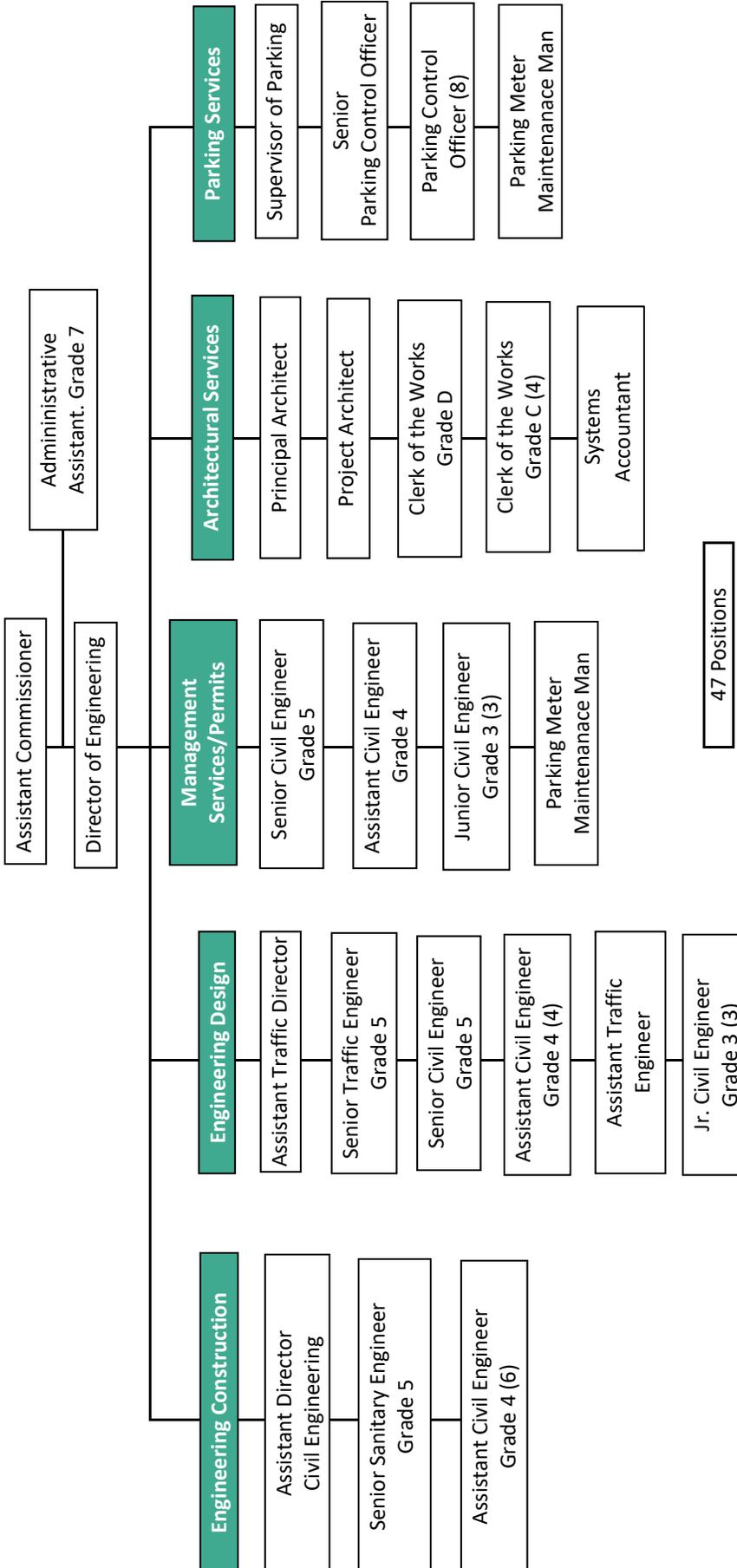
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	\$ 164,000.00		ENVIRONMENTAL SERVICES		\$ 160,000.00
	2,000.00		HARDWARE NETWORK SUPPORT		2,000.00
	8,850.00		MEMBERSHIP DUES		9,500.00
	1,500.00		EDUCATIONAL SUPPLIES		1,000.00
	15,000.00		OFFICE SUPPLIES		14,000.00
	58,000.00		NATURAL GAS		58,000.00
	1,000.00		PRINTING SUPPLIES		3,000.00
	55,000.00		LABORATORY SUPPLIES		6,000.00
	1,500.00		PARTS/EQUIPMENT SUPPLIES		1,000.00
	2,750.00		SUBSCRIPTIONS		2,500.00
	1,700.00		COPY PAPER		1,700.00
	4,750.00		HARDWARE/DEVICES		21,300.00
	5,100.00		OTHER CHARGES & EXPENDITURES		8,950.00
	120,000.00		CENTREX TELEPHONES		120,000.00
	<u>\$ 543,391.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 562,682.00</u>
			<u>FUNDING SOURCES:</u>		
	(53,125.00)		SEWER REVENUES		(55,011.00)
	(47,136.00)		WATER REVENUES		(48,809.00)
	<u>(100,261.00)</u>		TOTAL FUNDING SOURCES		<u>(103,820.00)</u>
	<u>\$ 443,130.00</u>	4101-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 458,862.00</u>
	<u>\$ 920,039.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 954,132.00</u>

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



47 Positions

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES- DIVISION #4102

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
ENGINEERING SECTION					
1	\$ 118,664.00	51EM	ASSISTANT COMMISSIONER- ENG. & ARCH. SERV.	1	\$ 124,406.00
1	101,650.00	47EM	DIRECTOR OF DPW ENGINEERING	1	106,576.00
1	100,132.00	48M	ASSISTANT TRAFFIC DIRECTOR	1	104,968.00
1	92,997.00	46M	SUPERVISOR OF PARKING	1	96,677.00
1	92,997.00	48M	ASSISTANT DIRECTOR CIVIL ENGINEERING	1	102,581.00
1	86,445.00	44M	SENIOR TRAFFIC ENGINEER, GRADE 5	1	90,632.00
2	172,890.00	44M	SENIOR CIVIL ENGINEER, GRADE 5	2	181,264.00
1	86,445.00	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	90,632.00
1	65,217.00	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	1	70,716.00
8	604,708.00	41	ASSISTANT CIVIL ENGINEER, GRADE 4	11	785,558.00
9	569,152.00	37	JUNIOR CIVIL ENGINEER, GRADE 3	6	392,174.00
1	59,447.00	35	ADMINISTRATIVE ASSISTANT 7	1	63,551.00
1	55,620.00	32	SENIOR PARKING CONTROL OFFICER	1	57,158.00
2	87,626.00	26	PARKING METER MAINTENANCE MAN	2	90,741.00
8	303,800.00	22	PARKING CONTROL OFFICER	8	315,474.00
39	2,597,790.00		REGULAR SALARIES	39	2,673,108.00
ARCHITECTURAL SECTION					
1	\$ 98,655.00	48EM	PRINCIPAL ARCHITECT	1	\$ 99,414.00
1	70,679.00	46M	PROJECT ARCHITECT	1	74,094.00
1	71,116.00	40	CLERK OF WORKS - BLD. MAINT. GRADE D	1	76,043.00
4	260,167.00	39	CLERK OF WORKS - BLD. MAINT. GRADE C	4	277,071.00
1	57,907.00	38P	SYSTEMS ACCOUNTANT	1	62,991.00
8	558,524.00		REGULAR SALARIES	8	589,613.00
47	3,156,314.00		TOTAL REGULAR SALARIES	47	3,262,721.00
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	37	JUNIOR CIVIL ENGINEER, GRADE 3	1	-
1	-	27	PRINCIPAL CLERK AND TYPIST	1	-
2	-		REGULAR SALARIES	2	-
	-		EM INCENTIVE PAY		3,376.00
	(127,188.00)		VACANCY FACTOR		(127,188.00)
	31,000.00		TEMPORARY STAFF		31,000.00
	39,866.00		EDUCATIONAL STIPENDS- MEO		38,919.00
49	3,099,992.00			49	3,208,828.00
FUNDING SOURCES:					
	(826,786.00)		SEWER REVENUES		(854,940.00)
	(125,672.00)		WATER REVENUES		(129,951.00)
	(278,284.00)		PROJECT FUNDING STREETS		(249,227.00)
	(458,569.00)		PROJECT FUNDING ARCHITECTURAL SERVICES		(484,113.00)
	(1,689,311.00)		TOTAL FUNDING SOURCES		(1,718,231.00)
49	\$ 1,410,681.00	4102-91000	TOTAL RECOMMENDED PERSONAL SERVICES	49	\$ 1,490,597.00
	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

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES- DIVISION #4102

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	\$ 82,000.00		ELECTRICITY		\$ 83,000.00
	8,250.00		LEASES & RENTALS		7,000.00
	8,000.00		SPECIAL POLICE		8,000.00
	1,000.00		HIRED SERVICES		-
	24,500.00		TELEPHONES		19,000.00
	2,400.00		NEWSPAPER ADVERTISING		6,000.00
	2,900.00		REGISTRATION FEES		2,900.00
	7,000.00		PRINTING		6,500.00
	26,500.00		MAINTENANCE SYSTEM SOFTWARE		29,000.00
	52,500.00		MAINTENANCE SYSTEM BUILDING		35,000.00
	150,750.00		MAINTENANCE/REPAIR EQUIPMENT		158,000.00
	1,000.00		ENVIRONMENTAL SERVICES		2,000.00
	2,000.00		HARDWARE NETWORK SUPPORT		2,000.00
	2,300.00		MEMBERSHIP DUES		2,300.00
	10,700.00		BUILDING SUPPLIES		4,000.00
	12,000.00		OFFICE SUPPLIES		9,400.00
	4,000.00		PRINTING SUPPLIES		4,800.00
	120,000.00		PARTS/EQUIPMENT SUPPLIES		31,000.00
	2,000.00		SAFETY SUPPLIES		1,500.00
	1,500.00		COPY PAPER		1,500.00
	2,500.00		HARDWARE/DEVICES		2,500.00
	3,600.00		OTHER CHARGES & EXPENDITURE		5,300.00
	<u>\$ 527,400.00</u>	4102-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 420,700.00</u>
	\$ -		CAPITAL OUTLAY		\$ -
	<u>\$ -</u>	4102-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ -</u>
	<u>\$ 2,019,874.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,993,090.00</u>



The City of
WORCESTER

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CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF STREETS- DIVISION #4103

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 103,252.00	51EM	DIRECTOR, STREET OPERATIONS	1	\$ 108,243.00
1	92,997.00	46M	ASSISTANT DIRECTOR STREET OPERATIONS	1	97,485.00
1	72,093.00	39M	SUPERVISOR OF SANITATION	1	75,582.00
1	72,093.00	39M	SUPERVISOR OF TRAFFIC MAINTENANCE	1	75,582.00
2	132,704.00	38	GENERAL PUBLIC WORKS FOREMAN	2	141,900.00
6	340,256.00	34	PUBLIC WORKS FOREMAN	7	400,596.00
2	97,595.00	32	NUISANCE ORDINANCE INSPECTOR	2	102,503.00
1	52,021.00	32	WORKING FOREMAN, CRAFTMAN	1	53,469.00
1	51,529.00	32	TRAFFIC SIGNAL MAINTAINER	1	54,814.00
1	52,021.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	53,469.00
1	43,847.00	28	SENIOR STOREKEEPER	1	45,064.00
1	39,114.00	27	PAINTER	1	41,406.00
1	47,029.00	27	SIGN PAINTER	1	48,334.00
5	190,047.00	26	PUBLIC WORKS MAINTENANCE MAN	5	200,429.00
41	1,624,051.00	24	PUBLIC WORKS LABORER	41	1,702,874.00
2	78,888.00	24	TRAFFIC LABORER	2	82,326.00
68	3,089,537.00		REGULAR SALARIES	69	3,284,076.00
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	24	PUBLIC WORKS LABORER	1	-
1	-			1	-
	3,425.00		EM INCENTIVE PAY		2,634.00
	345,745.00		CONTRACTUAL STIPENDS - MEO		345,745.00
	35,000.00		DOWNTOWN STREETSCAPE - POOL LABOR		35,000.00
	(103,381.00)		VACANCY FACTOR		(103,381.00)
	3,370,326.00		TOTAL RECOMMENDED SALARIES		3,564,074.00
FUNDING SOURCES:					
	(1,016,244.00)		SEWER REVENUES		(1,072,926.00)
	(421,605.00)		WATER REVENUES		(445,120.00)
	(1,437,849.00)		TOTAL FUNDING SOURCES		(1,518,046.00)
69	\$ 1,932,477.00	4103-91000	TOTAL RECOMMENDED PERSONAL SERVICES	70	\$ 2,046,028.00
	\$ 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
	\$ 4,428.00		ELECTRICITY		\$ 3,700.00
	5,500.00		LEASES & RENTALS		5,000.00
	17,450.00		SPECIAL POLICE		24,000.00
	995,000.00		HIRED SERVICES		1,075,000.00
	8,000.00		TELEPHONES		11,800.00
	2,500.00		REGISTRATION FEES		2,500.00
	2,200.00		PRINTING		5,000.00
	15,000.00		MAINTENANCE/REPAIR BUILDING		15,000.00
	10,500.00		MAINTENANCE/REPAIR EQUIPMENT		9,000.00
	2,000.00		TRAINING CERTIFICATES		3,000.00
	500.00		MAINTENANCE/REPAIR VEHICLE		8,000.00
	1,500.00		CLEANING SERVICES		1,500.00
	3,500.00		AUTOMOTIVE SUPPLIES		3,800.00
	221,000.00		BUILDING SUPPLIES		200,000.00
	2,000.00		OFFICE SUPPLIES		2,000.00
	20,000.00		OTHER SUPPLIES		200.00
	4,500.00		PARTS/EQUIPMENT SUPPLIES		4,800.00
	10,000.00		SAFETY SUPPLIES		5,800.00

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF STREETS- DIVISION #4103

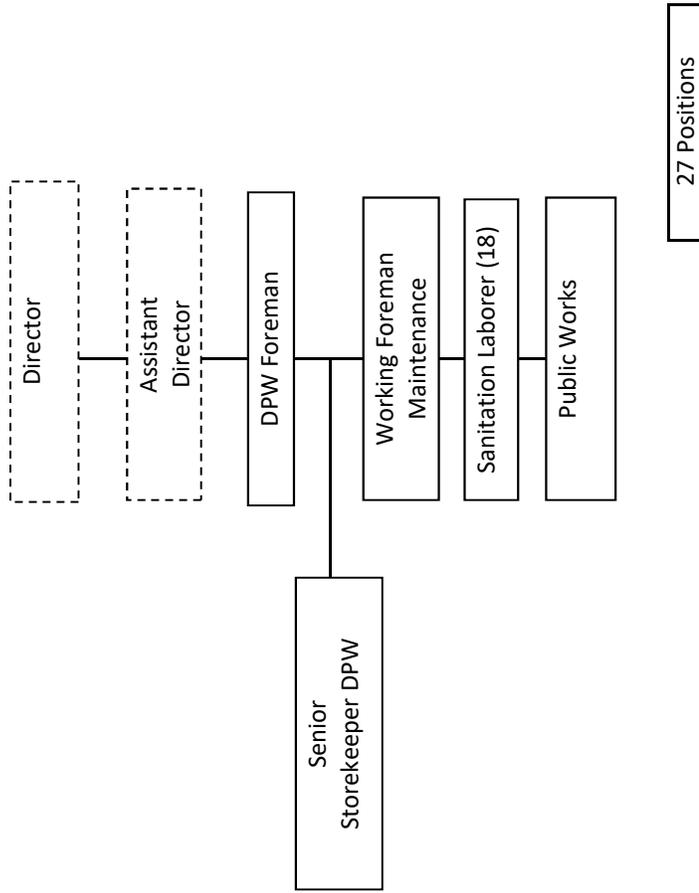
FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	1,500.00		CHEMICAL SUPPLIES		1,500.00
	2,000.00		CUSTODIAL SUPPLIES		2,200.00
	14,800.00		LANDSCAPING SUPPLIES		57,000.00
	6,550.00		OTHER CHARGES & EXPENDITURES		11,550.00
	<u>1,350,428.00</u>		ORDINARY MAINTENANCE		<u>1,452,350.00</u>
			<u>FUNDING SOURCES:</u>		
	(472,534.00)		SEWER REVENUES		(508,198.00)
	<u>(472,534.00)</u>		TOTAL FUNDING SOURCES		<u>(508,198.00)</u>
	<u>\$ 877,894.00</u>	4103-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 944,152.00</u>
	<u>\$ 3,160,479.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 3,340,288.00</u>



The City of
WORCESTER

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



PAUL J. MOOSEY, COMMISSIONER

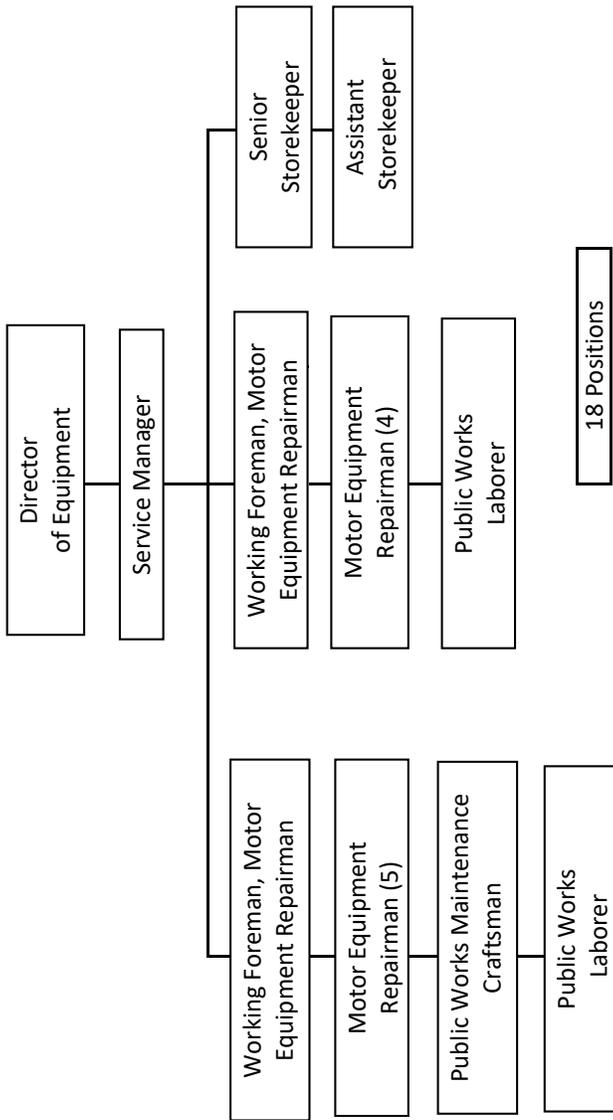
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF SANITATION- DIVISION #4104

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 59,780.00	34	PUBLIC WORKS FOREMAN	1	\$ 61,434.00
1	52,021.00	30	WORKING FOREMAN, MAINTENANCE MAN	1	53,469.00
1	48,797.00	28	SENIOR STOREKEEPER	1	50,158.00
18	703,625.00	26	SANITATION LABORER	18	719,975.00
6	238,836.00	24	PUBLIC WORKS LABORER	6	246,789.00
27	1,103,059.00		TOTAL REGULAR SALARIES	27	1,131,825.00
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	-	26	SANITATION LABORER	1	-
1	-			1	-
	117,989.00		CONTRACTUAL STIPENDS/MEO		117,989.00
	20,000.00		POOL LABOR		20,000.00
	(106,075.00)		VACANCY FACTOR		(106,075.00)
28	\$ 1,134,973.00	4104-91000	TOTAL RECOMMENDED PERSONAL SERVICES	28	\$ 1,163,739.00
	\$ 84,056.00		REGULAR OVERTIME		\$ 84,056.00
	57,358.00		MILLBURY STREET DROP OFF CENTER		57,358.00
	\$ 141,414.00	4104-97000	TOTAL RECOMMENDED OVERTIME		\$ 141,414.00
	\$ 15,000.00		ELECTRICITY		\$ 15,000.00
	2,500.00		LEASES & RENTALS		2,500.00
	70,000.00		ARCHITECTS		70,000.00
	18,709.00		HIRED SERVICES		16,500.00
	1,500.00		TELEPHONE		1,500.00
	4,590,000.00		RUBBISH REMOVAL		5,030,000.00
	2,000.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	20,000.00		MAINTENANCE REPAIR BUILDING		15,000.00
	-		MAINTENANCE REPAIR EQUIPMENT		4,000.00
	3,000.00		BUILDING SUPPLIES		3,000.00
	2,500.00		EDUCATION SUPPLIES		1,500.00
	2,500.00		OFFICE SUPPLIES		2,000.00
	15,000.00		NATURAL GAS		14,000.00
	10,000.00		PARTS/EQUIPMENT SUPPLIES		10,000.00
	15,000.00		SAFETY SUPPLIES		12,000.00
	300,000.00		CUSTODIAL SUPPLIES		570,000.00
	5,500.00		OTHER CHARGES & EXPENDITURES		5,700.00
	\$ 5,073,209.00		TOTAL ORDINARY MAINTENANCE		\$ 5,773,700.00
	(300,000.00)		FUNDING SOURCES:		
	(300,000.00)		RECYCLING REVOLVING FUND		(300,000.00)
			TOTAL FUNDING SOURCES		(300,000.00)
	\$ 4,773,209.00	4104-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 5,473,700.00
	\$ 6,049,596.00		TOTAL RECOMMENDED TAX LEVY		\$ 6,778,853.00

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



CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF CENTRAL GARAGE- DIVISION #4105

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 94,599.00	45EM	DIRECTOR- EQUIPMENT MAINTENANCE	1	\$ 99,179.00
1	72,093.00	39M	SERVICE MANAGER	1	75,582.00
2	117,021.00	35	WORK FOREMAN, MOTOR EQUIPMENT REPAIRMAN	2	110,512.00
9	427,871.00	31	MOTOR EQUIPMENT REPAIRMAN	9	456,126.00
1	48,272.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	41,732.00
1	48,797.00	28	SENIOR STORE KEEPER	1	50,158.00
1	37,182.00	25	ASSISTANT STOREKEEPER	1	39,488.00
2	80,198.00	24	PUBLIC WORKS LABORER	2	83,738.00
<u>18</u>	<u>926,033.00</u>		TOTAL REGULAR SALARIES	<u>18</u>	<u>956,515.00</u>
	14,908.00		CONTRACTUAL STIPENDS/MEO		14,908.00
	2,538.00		EM INCENTIVE PAY		1,987.00
	(77,530.00)		VACANCY FACTOR		(77,530.00)
	<u>865,949.00</u>		TOTAL RECOMMENDED SALARIES		<u>895,880.00</u>
			<u>FUNDING SOURCES:</u>		
	(180,498.00)		SEWER REVENUES		(186,224.00)
	(69,802.00)		WATER REVENUES		(72,016.00)
	<u>(250,300.00)</u>		TOTAL FUNDING SOURCES		<u>(258,240.00)</u>
<u>18</u>	<u>\$ 615,649.00</u>	4105-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>18</u>	<u>\$ 637,640.00</u>
	\$ 30,613.00		OVERTIME		\$ 30,613.00
	<u>\$ 30,613.00</u>	4105-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 30,613.00</u>
	\$ 32,000.00		ELECTRICITY		\$ 32,000.00
	5,000.00		LEASES & RENTALS		5,200.00
	30,000.00		HIRED SERVICES		15,000.00
	4,000.00		TELEPHONES		4,000.00
	1,000.00		REGISTRATION FEES		1,000.00
	3,000.00		PRINTING		3,000.00
	1,500.00		MAINTENANCE SYSTEM SOFTWARE		5,100.00
	9,000.00		MAINTENANCE & REPAIR BUILDING		4,000.00
	7,500.00		MAINTENANCE & REPAIR EQUIPMENT		10,400.00
	915,000.00		MAINTENANCE & REPAIR VEHICLE		890,000.00
	338,000.00		AUTOMOTIVE SUPPLIES		360,000.00
	5,000.00		BUILDING SUPPLIES		3,000.00
	2,000.00		OFFICE SUPPLIES		2,000.00
	75,000.00		NATURAL GAS		80,000.00
	349,000.00		AUTO FUEL NO LEAD GAS		380,000.00
	347,000.00		DIESEL FUEL		347,000.00
	13,000.00		PARTS/EQUIPMENT SUPPLIES		8,500.00
	5,000.00		CHEMICAL SUPPLIES		4,000.00
	1,000.00		CUSTODIAL SERVICES		1,000.00
	2,900.00		OTHER CHARGES & EXPENDITURES		6,100.00
	<u>\$ 2,145,900.00</u>		ORDINARY MAINTENANCE		<u>\$ 2,161,300.00</u>
			<u>FUNDING SOURCES:</u>		
	(450,394.00)		CREDIT SEWER REVENUES		(453,626.00)
	(273,179.00)		CREDIT WATER REVENUES		(275,139.00)
	<u>(200,000.00)</u>		TRANSFER OF SERVICES		<u>(200,000.00)</u>
	<u>(923,573.00)</u>		TOTAL FUNDING SOURCES		<u>(928,765.00)</u>
	<u>\$ 1,222,327.00</u>	4105-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,232,535.00</u>
	\$ -		CAPITAL OUTLAY		\$ 10,000.00
	<u>\$ -</u>	4105-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ 10,000.00</u>
	<u>\$ 1,868,589.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,910,788.00</u>

PARKS, RECREATION & CEMETERY

Paul J. Moosey – Commissioner

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

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

Department Allocation Summary

	Actual	Approved Budget for	Totals as of	Recommended Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 3,396,222.44	\$ 3,501,205.00	\$ 2,545,406.17	\$ 3,882,524.00
Overtime	514,899.34	479,062.00	351,160.22	479,062.00
Ordinary Maintenance	2,007,371.43	1,731,000.00	1,017,951.73	1,828,500.00
Capital Outlay	143,217.95	-	-	-
Total	\$ 6,061,711.16	\$ 5,711,267.00	\$ 3,914,518.12	\$ 6,190,086.00
Total Positions	56	56	56	58

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$6,190,086, which is an increase of \$478,819 from the Fiscal 2019 amount of \$5,711,267. The salary increase is mainly due to contractual and non-represented wage increases, EM incentive pay and step increases, and minimum wage increases for temporary staff. In addition, a Working Foreman and Laborer position are being added to the table of organization, five Park Steward positions are being added to the summer programs, bringing the total to 45 summer positions. In addition, there are additional costs for the Aquatics program, which will provide free swim lessons for up to 350 youth.

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Maintain appealing neighborhoods with high-quality infrastructure and green spaces			
	-Parks complaints -Addressed within defined timeline	97.0%	98.0%	98.0%
	-Parks Playground Complaints- Addressed within defined timeline	100%	71.0%	95.0%
	- Parks Trash Complaints- Addressed within defined timeline	90.0%	84.0%	95.0%

PARKS, RECREATION & CEMETERY

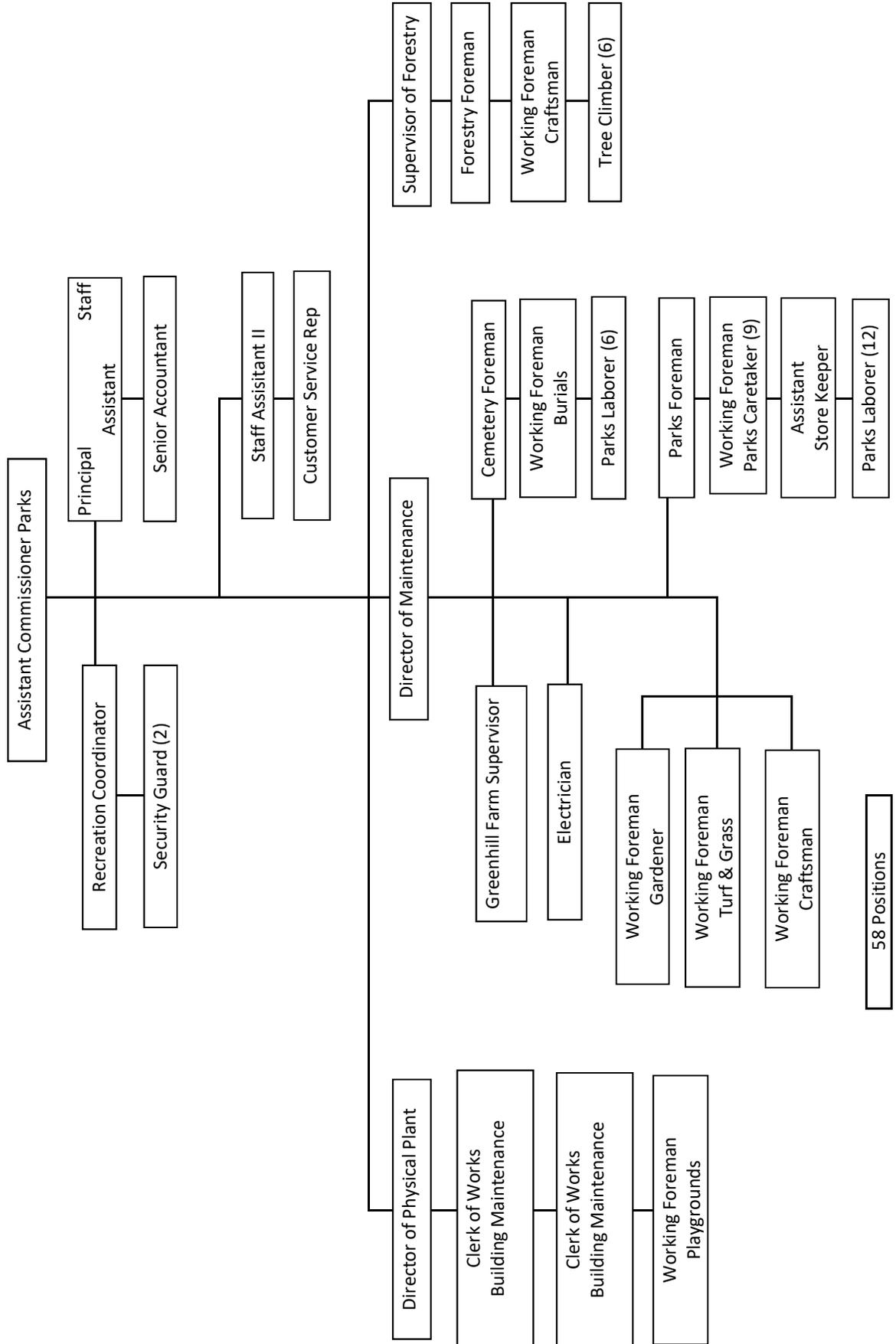
Major Accomplishments of FY19

- Completed and opened the first all synthetic multipurpose turf field in the City at Glodis Field.
- Received a \$400,000 PARC Grant for the reconstruction of South Worcester Playground which will be completed in the summer of 2019.
- Received two LWCF grants totaling \$500,000 for the reconstruction of Hadwen Park and the beginning of the trail network.
- Received a \$400,000 PARC Grant for the reconstruction of Crompton Park Basketball Courts with construction beginning Summer 2019.
- Planted over 250 trees during the spring of 2019.
- Completed the renovation and refurbishment of various monuments throughout the City.
- Installed new roofs on Parks buildings at Hadwen Park and Vernon Hill.
- Received a \$2,000,000 grant from MassDOT for new woodland walkway at Institute Park.
- Opened Blackstone Visitor Center.
- Opened downtown Dog Park.

New and Continued Initiatives

- Design new woodland walkway at Institute Park with construction to begin late spring 2019.
- Design a new turf field at Farber Field for construction starting in Fiscal 2020.

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



58 Positions

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

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

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 121,036.00	51EM	ASSISTANT COMMISSIONER PARKS	1	\$ 126,886.00
1	77,293.00	46EM	DIRECTOR OF PHYSICAL PLANT	1	81,028.00
1	66,236.00	40M	RECREATION COORDINATOR	1	71,937.00
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	59,799.00
1	71,116.00	40	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE D	1	75,668.00
1	68,640.00	39	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE C	1	73,402.00
1	59,447.00	35	ADMINISTRATIVE ASSISTANT 7	0	-
1	57,471.00	34	SENIOR ACCOUNTANT	1	61,434.00
2	81,570.00	2	SECURITY GUARD	2	83,796.00
9	\$ 602,809.00		REGULAR SALARIES #7201	9	\$ 633,950.00
1	\$ 79,956.00	45EM	DIRECTOR OF MAINTENANCE PARKS/CEMETERY	1	\$ 83,828.00
1	63,271.00	40M	GREENHILL FARM SUPERVISOR & CURATOR	1	59,799.00
1	69,036.00	38	ELECTRICIAN	1	70,950.00
1	59,780.00	34	PARKS FOREMAN	1	61,434.00
2	108,146.00	32	WORKING FOREMAN, CRAFTSMAN	2	112,891.00
1	55,620.00	32	WORKING FOREMAN, GARDENER	1	57,158.00
9	468,014.00	32	WORKING FOREMAN PARKS	10	570,470.00
1	37,914.00	25	ASSISTANT STOREKEEPER (DPW)	1	40,073.00
13	489,324.00	24	PARK LABORER	12	470,043.00
30	\$ 1,431,061.00		REGULAR SALARIES #7203	30	\$ 1,526,646.00
1	\$ 78,562.00	42EM	SUPERVISOR OF FORESTRY	1	\$ 82,375.00
1	59,780.00	34	FORESTRY FOREMAN	1	61,434.00
1	45,386.00	32	WORKING FOREMAN, CRAFTSMAN	1	46,657.00
6	266,044.00	26	TREE CLIMBER	6	277,090.00
9	\$ 449,772.00		REGULAR SALARIES #7204	9	\$ 467,556.00
1	\$ 59,447.00	35	STAFF ASSISTANT 2	1	\$ 63,551.00
1	59,780.00	34	CEMETERY FOREMAN	1	61,434.00
1	55,620.00	32	WORKING FOREMAN BURIALS	1	57,158.00
4	162,942.00	24	PARK LABORER	6	245,297.00
1	39,413.00	22	CUSTOMER SERVICE REP	1	40,513.00
8	\$ 377,202.00		REGULAR SALARIES #7206	10	\$ 467,953.00
56	\$ 2,860,844.00		TOTAL SALARIES - ALL DIVISIONS	58	\$ 3,096,105.00
	(30,072.00)		VACANCY FACTOR		(26,300.00)
	6,717.00		EM INCENTIVE PAY		7,669.00
	100,000.00		HOPE CEMETERY TEMPORARY LABORERS		114,000.00
	180,000.00		PARKS TEMPORARY STAFF		205,000.00
	45,000.00		PARKS STEWARD/ TEMPORARY STAFF		77,800.00
	240,000.00		AQUATICS PROGRAM/TEMPORARY STAFF		320,000.00
	252,909.00		CONTRACTUAL STIPENDS-MEO RATES		252,909.00
56	\$ 3,655,398.00		TOTAL RECOMMENDED SALARIES-ALL DIVISIONS	58	\$ 4,047,183.00
	\$ (142,693.00)		<u>FUNDING SOURCES:</u> PROJECT FUNDS		\$ (152,037.00)
	(11,500.00)		CREDIT FROM GOLF COURSE		(12,622.00)
	\$ (154,193.00)		TOTAL FUNDING SOURCES		\$ (164,659.00)
56	\$ 3,501,205.00	720-91000	TOTAL RECOMMENDED PERSONAL SERVICES	58	\$ 3,882,524.00

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

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

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	\$ 42,000.00		RECREATION DIVISION OVERTIME		\$ 42,000.00
	210,000.00		MAINTENANCE DIVISION OVERTIME		210,000.00
	125,000.00		FORESTRY DIVISION OVERTIME		125,000.00
	55,753.00		HOPE CEMETERY DIVISION OVERTIME		55,753.00
	46,309.00		SNOW REMOVAL OVERTIME		46,309.00
	<u>\$ 479,062.00</u>	720-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 479,062.00</u>
	\$ 158,000.00		ELECTRICITY		\$ 156,000.00
	106,250.00		LEASES & RENTALS		87,200.00
	35,000.00		ARCHITECTS		30,000.00
	6,000.00		SPECIAL POLICE		8,300.00
	258,500.00		HIRED SERVICES		279,700.00
	21,000.00		TELEPHONE		27,000.00
	6,500.00		VETERINARIANS		7,000.00
	4,500.00		SECURITY SERVICES		4,500.00
	6,300.00		NEWSPAPER ADVERTISING		8,100.00
	20,500.00		LONG TERM LEASES OVER \$100,000		-
	2,655.00		REGISTRATION FEES		5,200.00
	4,000.00		EXTERMINATOR SERVICES		2,600.00
	10,000.00		PRINTING		16,800.00
	3,000.00		RUBBISH REMOVAL		2,800.00
	11,300.00		MAINTENANCE SYSTEM SOFTWARE		17,500.00
	193,200.00		MAINTENANCE/REPAIR BUILDING		373,000.00
	56,200.00		MAINTENANCE/REPAIR EQUIPMENT		32,200.00
	16,000.00		TRAINING CERTIFICATIONS		4,800.00
	112,000.00		MAINTENANCE/REPAIR VEHICLE		149,000.00
	85,000.00		CLEANING SERVICES		5,000.00
	23,000.00		RECREATION PROGRAMS		24,000.00
	5,000.00		ENVIRONMENTAL SERVICES		14,500.00
	25,000.00		HARDWARE NETWORK SUPPORT		19,000.00
	4,000.00		PREPARED MEALS		2,000.00
	3,750.00		MEMBERSHIP DUES		3,450.00
	20,000.00		AUTOMOTIVE SUPPLIES		16,000.00
	108,645.00		BUILDING SUPPLIES		87,000.00
	2,000.00		FOOD SUPPLIES		800.00
	10,000.00		OFFICE SUPPLIES		7,500.00
	17,000.00		NATURAL GAS		15,000.00
	25,000.00		OTHER SUPPLIES		34,000.00
	8,000.00		SAND & GRAVEL SUPPLIES		10,600.00
	28,000.00		RECREATIONAL SUPPLIES		70,500.00
	24,800.00		AUTO FUEL NO LEAD GAS		20,000.00
	14,500.00		DIESEL FUEL		18,200.00
	73,000.00		PARTS/EQUIPMENT SUPPLIES		92,500.00
	14,500.00		SAFETY SUPPLIES		13,000.00
	3,000.00		CHEMICAL SUPPLIES		5,000.00
	23,500.00		CUSTODIAL SUPPLIES		25,600.00
	4,000.00		HARDWARE/DEVICES		5,500.00
	147,000.00		LANDSCAPING SUPPLIES		92,000.00
	28,150.00		OTHER CHARGES & EXPENDITURES		32,800.00
	3,250.00		LICENSES		2,850.00
	<u>\$ 1,731,000.00</u>	720-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,828,500.00</u>
	<u>\$ 5,711,267.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 6,190,086.00</u>



The City of
WORCESTER

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GOLF

Paul J. Moosey- Commissioner
 1929 Skyline Drive
 Worcester, Massachusetts 01605
 (508) 799-1359

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.

Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 262,611.56	\$ 269,838.00	\$ 180,568.65	\$ 293,428.00
Overtime	99.00	-	-	-
Ordinary Maintenance	785,901.33	848,000.00	568,861.59	858,000.00
Debt Service	224,196.70	293,627.00	232,174.54	370,534.00
Transfer of Services	30,954.00	33,067.00	33,067.00	36,479.00
Fringe Benefits	101,416.46	124,169.00	86,163.00	129,051.00
Total Expenditures	\$ 1,405,179.05	\$ 1,568,701.00	\$ 1,100,834.78	\$ 1,687,492.00
Total Positions	2	2	2	2

Operating Budget Highlights

The budget for Fiscal 2020 is recommended to be \$1,687,492, which is an increase of \$118,791 from the Fiscal 2019 amount of \$1,568,701. The salary increase is due mainly to contractual and non-represented wage increases and EM incentive pay, and an increase in hourly rate and hours for the Assistant Golf Pro. The Ordinary Maintenance increase is attributed to the purchase golf balls and supplies for the driving range.

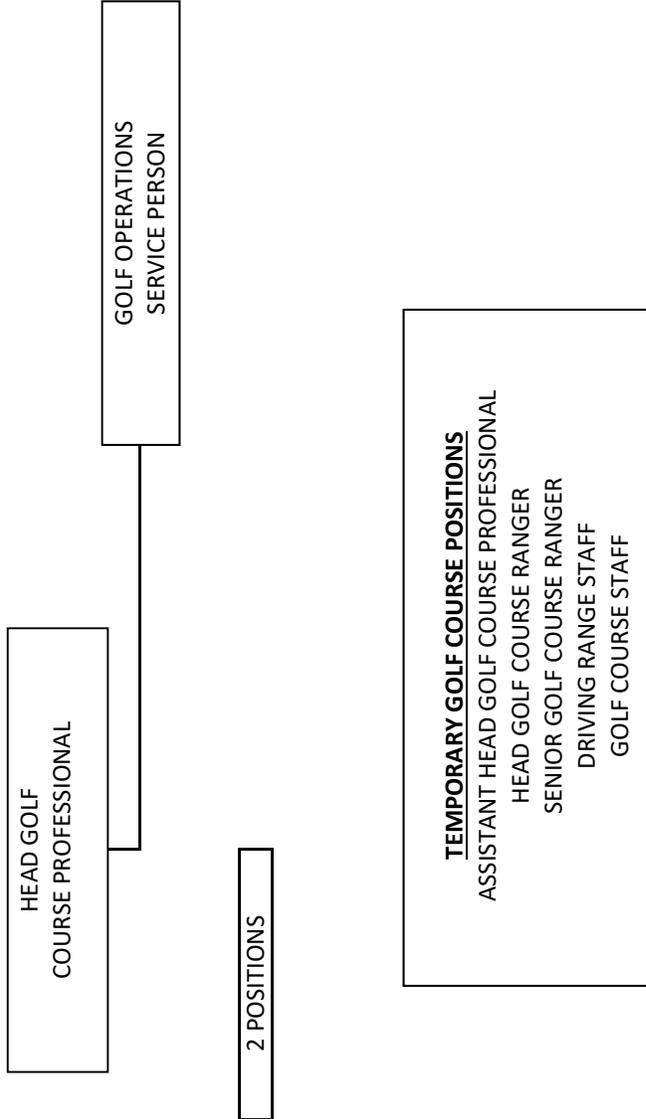
Major Accomplishments of FY19

- Completed construction of a Driving Range and new hole at Worcester’s Green Hill Golf Course which is scheduled to open in late Spring 2019.

New and Continued Initiatives

- Aggressively market the new Driving Range, including marketing to local hotels and conferences.
- Enhance marketing of the Grill on the Hill to attract additional patrons to the Golf Course.

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



PAUL J. MOOSEY, COMMISSIONER

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #710**

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 100,132.00	44EM	HEAD GOLF COURSE PROFESSIONAL	1	\$ 104,972.00
1	72,093.00	39M	GOLF OPERATIONS SERVICE PERSON	1	75,582.00
2	\$ 172,225.00		REGULAR SALARIES	2	\$ 180,554.00
	4,044.00		EM INCENTIVE PAY		3,305.00
			<u>GOLF COURSE TEMPORARY STAFF:</u>		
	9,000.00	FLT	ASSISTANT HEAD GOLF COURSE PROFESSIONAL		25,000.00
	8,094.00	FLT	HEAD GOLF COURSE RANGER		8,094.00
	8,818.00	FLT	SENIOR GOLF COURSE RANGER		8,818.00
	25,000.00		DRIVING RANGE TEMPORARY STAFF		25,000.00
	42,657.00		GOLF COURSE TEMPORARY STAFF		42,657.00
	93,569.00		TOTAL RECOMMENDED PERSONAL SERVICES		109,569.00
2	\$ 269,838.00	710-91000	TOTAL RECOMMENDED PERSONAL SERVICES	2	\$ 293,428.00
	\$ 36,600.00		ELECTRICITY		\$ 36,600.00
	50,000.00		LEASES & RENTALS		45,000.00
	-		OTHER PERSONAL SERVICES		488,000.00
	700.00		SERCUITY SERVICES		700.00
	3,400.00		NEWSPAPER ADVERTISING		5,000.00
	89,000.00		WATER		89,000.00
	3,900.00		PRINTING		3,700.00
	3,000.00		MAINTENANCE SYSTEM SOFTWARE		2,000.00
	500,000.00		MAINTENANCE/REPAIR BUILDING		23,000.00
	500.00		MAINTENANCE/REPAIR EQUIPMENT		700.00
	5,000.00		CONSULTANTS		4,500.00
	9,000.00		PREPARED MEALS		10,000.00
	3,000.00		MEMBERSHIP DUES		5,000.00
	5,000.00		BUILDING SUPPLIES		5,000.00
	4,500.00		FOOD SUPPLIES		5,000.00
	2,100.00		OFFICE SUPPLIES		1,900.00
	6,500.00		NATURAL GAS		6,500.00
	-		HARDWARE SUPPLIES		2,500.00
	95,000.00		RECREATIONAL SUPPLIES		95,000.00
	5,700.00		AUTO FUEL NO LEAD GAS		5,700.00
	1,000.00		HARDWARE/DEVICES		500.00
	21,100.00		OTHER CHARGES & EXPENDITURES		18,700.00
	3,000.00		MEALS		4,000.00
	\$ 848,000.00	710-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 858,000.00
	\$ -	710-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		\$ -
	\$ 194,436.00		DEBT PRINCIPAL		\$ 253,456.00
	99,191.00		DEBT INTEREST		117,078.00
	\$ 293,627.00	710-94000	TOTAL RECOMMENDED DEBT SERVICE		\$ 370,534.00
	\$ 33,067.00	710-95000	TOTAL RECOMMENDED TRANSFER OF SERVICES		\$ 36,479.00

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #710**

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
			FRINGE BENEFITS:		
	\$ 41,859.00		HEALTH INSURANCE		43,563.00
	10,000.00		UNEMPLOYMENT COMPENSATION		10,000.00
	52,700.00		CONTRIBUTORY PENSIONS		55,879.00
	93.00		EARLY RETIREMENT		93.00
	19,517.00		PENSION OBLIGATION BONDS		19,516.00
	<u>\$ 124,169.00</u>	710-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ 129,051.00</u>
<hr/>					
	<u>\$ 1,568,701.00</u>		SUMMARY:		
			TOTAL BUDGET		<u>\$ 1,687,492.00</u>
			FUNDING SOURCES:		
	(1,418,701.00)		GOLF COURSE REVENUES		(1,487,492.00)
	(150,000.00)		TAX LEVY SUBSIDY		(200,000.00)
	<u>\$ (1,568,701.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (1,687,492.00)</u>

SNOW

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

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

Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Regular Salaries	\$ -	\$ -	\$ 19,235.95	\$ 25,000.00
Overtime	679,223.88	500,000.00	994,087.75	500,000.00
Ordinary Maintenance	4,829,487.60	5,500,000.00	3,515,187.06	5,475,000.00
Capital Outlay	39,720.34	-	-	-
Total	\$ 5,548,431.82	\$ 6,000,000.00	\$ 4,528,510.76	\$ 6,000,000.00

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be leveled funded at \$6,000,000.

Major Accomplishments of FY19

- Responded to 30 days of winter weather events, 26 of which required plowing, sanding or salting operations.
- Directed nine general plowing operations deploying more than 360 pieces of equipment per storm.
- Continued snow parking ban outreach, including social media posting, newspaper advertising, and AlertWorcester notifications.
- Opened the customer service center for after-hours snow events to respond to resident concerns.

New and Continued Initiatives

- Evaluating additional pre-treatment locations.
- Preparing to add additional snow removal equipment to the City's fleet.
- Improving Snow inspector Customer Service application to improve customer feedback and information during snow operations.

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS - SNOW REMOVAL #411

APPROVED FY19 AMOUNT	TITLE	RECOMMENDED FY20 AMOUNT
\$ -	411-91000 TOTAL RECOMMENDED PERSONAL SERVICES	\$ 25,000.00
\$ 500,000.00	411-97000 TOTAL RECOMMENDED OVERTIME	\$ 500,000.00
\$ 16,500.00	SPECIAL POLICE	\$ 85,000.00
10,000.00	MAINTENANCE & REPAIR	-
20,000.00	TELEPHONES	30,000.00
3,353.00	OTHER PERSONAL SERVICES	-
-	SECURITY SERVICES	500.00
1,000.00	NEWSPAPER ADVERTISING	6,000.00
-	SNOW REMOVAL	3,821,850.00
3,947,537.00	HIRED SERVICES & EQUIPMENT	-
-	MAINTENANCE SYSTEM SOFTWARE	12,000.00
1,610.00	OTHER SUPPLIES	-
-	MAINT/REP EQUIPMENT	1,000.00
-	MAINTENANCE/REPAIR VEHICLE	2,500.00
-	OFFICE SUPPLIES	150.00
1,500,000.00	SAND & GRAVEL SUPPLIES	1,500,000.00
-	HARDWARE/DEVICES	16,000.00
\$ 5,500,000.00	411-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$ 5,475,000.00
\$ 6,000,000.00	TOTAL RECOMMENDED TAX LEVY	\$ 6,000,000.00

STREETLIGHTS

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

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

Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Ordinary Maintenance	\$ 2,105,855.06	\$ 1,952,828.00	1,095,992.67	\$ 1,489,647.00
Total	\$ 2,105,855.06	\$ 1,952,828.00	\$ 1,095,992.67	\$ 1,489,647.00

Operating Budget Highlights

The budget for Fiscal 2020 is recommended to be \$1,489,647, which is a decrease of \$463,181 from the Fiscal 2019 amount of \$1,952,828. This decrease is mainly due to a more energy efficient lighting system.

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS - STREETLIGHTS #412

APPROVED FY19 AMOUNT	TITLE	RECOMMENDED FY20 AMOUNT
\$ 1,545,728.00	ELECTRICITY	\$ 1,004,987.00
38,000.00	SPECIAL POLICE	46,470.00
159,000.00	MAINTENANCE/REPAIR BUILDING	64,000.00
204,000.00	MAINTENANCE/REPAIR EQUIPMENT	368,100.00
5,500.00	NATURAL GAS	5,490.00
600.00	SAFETY SUPPLIES	600.00
<u>\$ 1,952,828.00</u>	412-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,489,647.00</u>
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<u>\$ 1,952,828.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,489,647.00</u>

SEWER

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

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

Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 2,810,957.52	\$ 3,417,917.00	\$ 2,195,534.37	\$ 3,579,673.00
Overtime	433,878.14	250,000.00	302,338.97	250,000.00
Ordinary Maintenance	23,436,340.99	23,528,410.00	17,608,832.87	24,196,620.00
Capital Outlay	13,423.48	24,500.00	15,732.00	24,500.00
Debt Service	9,681,789.65	9,719,204.00	5,441,628.74	9,916,197.00
Transfer of Services	3,636,756.00	3,882,750.00	3,882,750.00	4,106,529.00
Fringe Benefits	3,024,945.38	3,495,661.00	2,556,498.16	3,680,891.00
Total Expenditures	\$ 43,038,091.16	\$ 44,318,442.00	\$ 32,003,315.11	\$ 45,754,410.00
Total Positions	69	69	69	70

Operating Budget Highlights

The budget for Fiscal 2020 is recommended to be \$45,754,410 which is an increase of \$1,435,968 from the Fiscal 2019 amount of \$44,318,442. The salary increases are mainly due to contractual and non-represented wage increases, EM incentive pay and step increases, an Electrician position being added to table of organization. The Ordinary Maintenance increases are attributed to a catch basin waste disposal increase, Upper Blackstone Sewerage treatment contract increase, and non-capital items that have been traditionally funded through the capital budget such as studies, inspections, and other operating costs.

Major Accomplishments of FY19

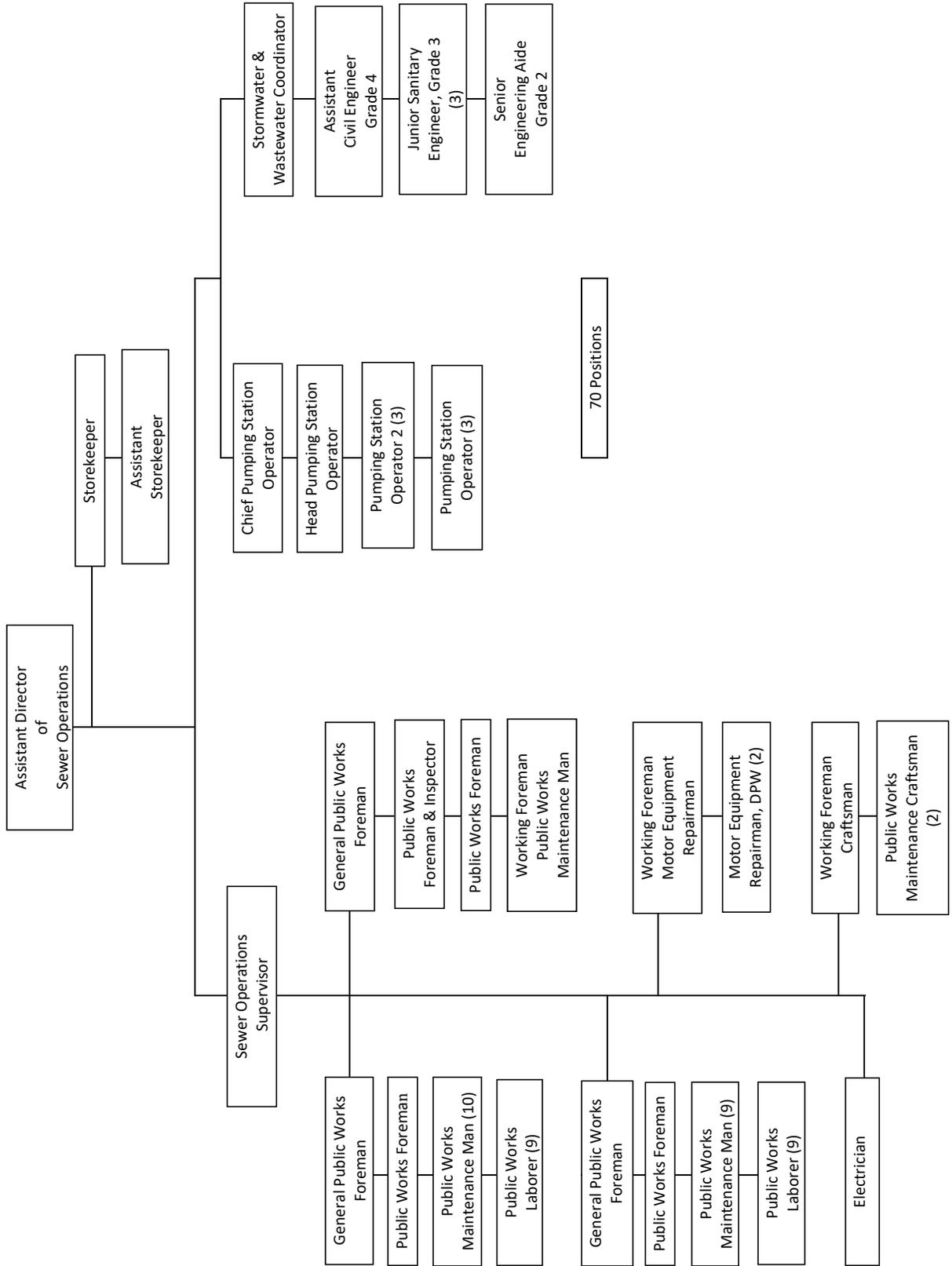
- Monitored, maintained, and responded to calls for service related to City’s sewer system, including the following:
 - 398 miles of sewer pipe
 - 29 pump stations
 - Quinsigamond Combined Sewer Overflow facility
- Cleaned more than 8,000 catch basins throughout the City.

SEWER

New and Continued Initiatives

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

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



PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF SEWER- DIVISION #440

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 96,866.00	47M	ASSISTANT DIRECTOR SEWER OPERATIONS	1	\$ 97,569.00
1	86,445.00	44M	STORMWATER & WASTEWATER COORDINATOR	1	69,064.00
1	72,093.00	39M	SEWER OPERATIONS SUPERVISOR	1	75,582.00
1	72,093.00	39M	CHIEF PUMPING STATION OPERATOR	1	75,582.00
1	53,415.00	39	ASSISTANT CIVIL ENGINEER, GRADE 4	1	53,826.00
0	-	38	ELECTRICIAN	1	52,987.00
3	183,228.00	38	GENERAL PUBLIC WORKS FOREMAN	3	212,850.00
1	66,352.00	38	HEAD PUMPING STATION OPERATOR	1	70,950.00
3	199,431.00	37	JUNIOR SANITARY ENGINEER, GRADE 3	3	204,990.00
0	-	36	PUBLIC WORKS FOREMAN & INSPECTOR	1	49,529.00
1	59,780.00	35	WORKING FOREMAN MOTOR EQUIPMENT REPAIRMAN	1	63,551.00
3	169,049.00	34	PUBLIC WORKS FOREMAN	3	176,939.00
1	43,535.00	33	SENIOR ENGINEERING AIDE, GRADE 2	1	44,750.00
1	55,620.00	32	WORKING FOREMAN, CRAFTSMAN	1	57,158.00
3	149,616.00	32	PUMPING STATION OPERATOR 2	3	153,763.00
2	100,818.00	31	MOTOR EQUIPMENT REPAIRMAN DPW	2	91,890.00
2	104,042.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	106,938.00
2	90,708.00	30	WORKING FOREMAN, PUBLIC WORKS MAINTENANCE MAN	1	53,469.00
3	151,418.00	30	PUMPING STATION OPERATOR	3	159,311.00
19	747,340.00	26	PUBLIC WORKS MAINTENANCE MAN	19	760,092.00
1	34,528.00	26	STOREKEEPER (DPW)	1	35,486.00
1	43,847.00	25	ASSISTANT STOREKEEPER (DPW)	1	45,064.00
18	692,870.00	24	PUBLIC WORKS LABORER	18	723,510.00
69	3,273,094.00		TOTAL REGULAR SALARIES	70	3,434,850.00
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	34	PUBLIC WORKS FOREMAN	1	-
1	-	26	PUBLIC WORKS MAINTENANCE MAN	1	-
2	-		TOTAL REGULAR SALARIES	2	-
	195,342.00		CONTRACTUAL STIPENDS - MEO		195,342.00
	(50,519.00)		VACANCY FACTOR		(50,519.00)
71	\$ 3,417,917.00	440-91000	TOTAL RECOMMENDED PERSONAL SERVICES	72	\$ 3,579,673.00
	\$ 250,000.00		OVERTIME		\$ 250,000.00
	\$ 250,000.00	440-97000	TOTAL RECOMMENDED OVERTIME		\$ 250,000.00
	\$ 445,000.00		ELECTRICITY		\$ 460,000.00
	162,000.00		LEASES & RENTALS		145,000.00
	40,000.00		ARCHITECTS		40,000.00
	65,000.00		SPECIAL POLICE		96,000.00
	850,000.00		HIRED SERVICES		1,600,000.00
	51,575.00		TELEPHONE		29,000.00
	4,000.00		POSTAGE		3,600.00
	6,575.00		SECURITY SERVICES		2,000.00
	10,000.00		REGISTRATION SERVICES		10,000.00
	15,000.00		EXTERMINATOR SERVICES		8,500.00
	10,000.00		PRINTING		3,000.00
	100,000.00		RUBBISH REMOVAL		100,000.00
	25,000.00		MAINTENANCE SYSTEM SOFTWARE		7,000.00

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2020
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF SEWER- DIVISION #440**

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	PROPOSED FY20 AMOUNT
	\$ 166,000.00		MAINTENANCE/REPAIR BUILDING		\$ 100,000.00
	70,000.00		MAINTENANCE/REPAIR EQUIPMENT		20,000.00
	4,000.00		TRAINING CERTIFICATES		8,000.00
	455,000.00		MAINTENANCE/REPAIR VEHICLE		395,000.00
	35,000.00		CLEANING SUPPLIES		33,000.00
	8,800.00		INSURANCE		10,500.00
	35,000.00		CONSULTANTS		20,000.00
	53,000.00		ENVIRONMENTAL SERVICES		38,150.00
	2,500.00		MEMBERSHIP DUES		2,000.00
	20,000.00		AUTOMOBILE SUPPLIES		23,000.00
	102,000.00		BUILDING SUPPLIES		102,000.00
	5,000.00		EDUCATIONAL SUPPLIES		2,000.00
	10,000.00		OFFICE SUPPLIES		9,000.00
	40,000.00		NATURAL GAS		30,000.00
	3,000.00		PRINTING SUPPLIES		1,000.00
	50,000.00		AUO FUEL NO LEAD GAS		50,000.00
	100,000.00		DIESEL GAS		140,000.00
	2,500.00		MEDICAL SUPPLIES		2,000.00
	16,500.00		LABORATORY SUPPLIES		13,000.00
	38,500.00		PARTS/EQUIPMENT SUPPLIES		48,000.00
	35,500.00		SAFETY SUPPLIES		25,000.00
	47,000.00		CHEMICAL SUPPLIES		110,000.00
	5,000.00		CUSTODIAL SUPPLIES		10,000.00
	10,000.00		HARDWARE/DEVICES		25,000.00
	20,423,460.00		SEWAGE TREATMENT		20,466,670.00
	2,500.00		OTHER CHARGES & EXPENDITURES		5,200.00
	2,000.00		TRAVELING		2,000.00
	2,000.00		LICENSES		2,000.00
	<u>\$ 23,528,410.00</u>	440-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 24,196,620.00</u>
	<u>\$ 24,500.00</u>	440-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ 24,500.00</u>
	\$ 5,802,649.00		DEBT SERVICE:		\$ 5,681,105.00
	3,916,555.00		REDEMPTION OF BONDS		4,235,092.00
	<u>\$ 9,719,204.00</u>	440-94000	TOTAL RECOMMENDED DEBT SERVICES		<u>\$ 9,916,197.00</u>
	<u>\$ 3,882,750.00</u>	440-95000	TOTAL RECOMMENDED TRANSFER OF SERVICES		<u>\$ 4,106,529.00</u>
	\$ 1,293,423.00		HEALTH INSURANCE		\$ 1,330,356.00
	1,494,841.00		CONTRIBUTORY PENSIONS		1,650,485.00
	58,802.00		EARLY RETIREMENT		58,615.00
	553,595.00		PENSION OBLIGATION BONDS		576,435.00
	90,000.00		WORKERS COMPENSATION		60,000.00
	5,000.00		UNEMPLOYMENT COMPENSATION		5,000.00
	<u>\$ 3,495,661.00</u>	440-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ 3,680,891.00</u>
	<u>\$ 44,318,442.00</u>		TOTAL SEWER		<u>\$ 45,754,410.00</u>



The City of
WORCESTER

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WATER

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

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

Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 5,928,819.53	\$ 7,032,036.00	\$ 4,297,234.70	\$ 7,359,443.00
Overtime	649,704.78	643,000.00	531,589.74	643,000.00
Ordinary Maintenance	3,695,477.15	3,770,150.00	2,389,304.45	4,215,100.00
Capital Outlay	10,931.83	25,000.00	11,324.59	25,000.00
Debt Service	8,015,218.09	7,568,350.00	3,694,371.39	7,194,451.00
Transfer of Services	2,313,991.00	2,438,155.00	2,438,155.00	2,708,681.00
Fringe Benefits	4,255,954.54	4,948,959.00	3,645,766.30	5,095,131.00
Total Expenditures	\$ 24,870,096.92	\$ 26,425,650.00	\$ 17,007,746.17	\$ 27,240,806.00
Total Positions	136	137	137	140

Operating Budget Highlights

The budget for Fiscal 2020 is recommended to be \$27,240,806 which is an increase of \$815,156 from the Fiscal 2019 amount of \$26,425,650. This is mainly due to contractual and non-represented wage increases, EM incentive pay and step increases, and adding 3 Senior Engineering Aide positions to the table of organization. The increase in ordinary maintenance is for asset management software and hardware, as well as non-capital items that have been traditionally funded through the capital budget such as studies, inspections, and other operating costs totaling \$400,000.

Major Accomplishments of FY19

- Distributed 20+ Million gallons of water per day to residential and commercial users throughout the region.
- Maintained 10 reservoirs and treated over 7 billion gallons of water at the Water Filtration Plant.
- Monitored, repaired, and responded to calls for service related to the City's 592 miles of water mains, 6,100 fire hydrants, and 40,000 service connections.
- Began installation of energy efficient ozone generation equipment at the Water Filtration Plant.

WATER

New and Continued Initiatives

- Completing the City of Worcester Integrated Water Resources Management Plan, a comprehensive plan that allows the City to prepare for the next 50 years of investments in our Water and Sewer infrastructure in a way that is effective and affordable.
- Expanding the Worcester Blue Space program to include more of the City's lakes and ponds.

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 111,343.00	47EM	DIRECTOR, WATER & SEWER OPERATIONS	1	\$ 116,731.00
1	100,132.00	48M	ASSISTANT DIRECTOR OF WATER OPERATIONS	1	104,968.00
1	92,997.00	46M	WATER FILTRATION PLANT MANAGER	1	97,485.00
1	70,679.00	46M	PRINCIPAL SANITARY ENGINEER	1	74,094.00
1	86,445.00	44M	CHIEF PLANT OPERATOR	1	69,064.00
1	76,066.00	44M	ENVIRONMENTAL MANAGER	1	82,436.00
1	80,205.00	42M	WATER SUPPLY MANAGER	1	84,092.00
1	55,120.00	39M	WATER DISTRIBUTION SUPERVISOR	1	57,787.00
1	72,093.00	39M	SENIOR STAFF ASSISTANT	1	57,787.00
2	143,125.00	41	ASSISTANT SANITARY ENGINEER, GRADE 4	2	147,119.00
1	74,714.00	40P	SYSTEMS ACCOUNTANT	1	78,328.00
1	73,674.00	41	SENIOR GIS ANALYST	1	78,789.00
1	52,375.00	40	LABORATORY SUPERVISOR	1	56,865.00
1	71,116.00	40	WATER FILTRATION INSTRUMENT TECHNICIAN	1	76,043.00
1	68,640.00	39	FORESTER	1	73,402.00
1	68,640.00	39	WATER RESOURCE COORDINATOR	1	73,402.00
2	137,280.00	39	SENIOR WATER FILTRATION PLANT OPERATOR	2	146,804.00
1	64,549.00	38	CHIEF LAB TECHNICIAN	1	69,926.00
2	129,002.00	38	GENERAL PUBLIC WORKS FOREMAN	2	139,280.00
1	66,352.00	38	HEAD PUMPING STATION OPERATOR	1	70,950.00
5	308,633.00	37	JUNIOR CIVIL ENGINEER, GRADE 3	5	319,427.00
1	59,447.00	37	STAFF ASSISTANT III	1	63,551.00
1	51,978.00	37	SUPPORT TECHNICIAN	1	57,090.00
1	61,735.00	36	SENIOR FILTRATION MECHANICAL TECHNICIAN	1	66,024.00
4	223,224.00	36	PUBLIC WORKS FOREMAN AND INSPECTOR	4	229,436.00
1	59,780.00	34	UTILITY DATA TECHNICIAN	1	61,434.00
6	337,814.00	34	PUBLIC WORKS FOREMAN	6	337,236.00
4	229,884.00	34	WATER FILTRATION PLANT OPERATOR	5	277,335.00
2	96,695.00	34	FILTRATION PLANT LABORATORY TECHNICIAN	2	105,130.00
1	66,352.00	34	WORKING FOREMAN, MOTOR EQUIP REPAIRMAN	1	46,427.00
1	54,538.00	33HC	SENIOR ENVIRONMENTAL ANALYST	1	58,164.00
4	206,105.00	33	SENIOR ENGINEERING AIDE, GRADE 2	7	342,918.00
1	55,495.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	59,338.00
1	43,535.00	33	ASSISTANT FORESTER	1	49,078.00
1	43,535.00	33	ENVIRONMENTAL ANALYST	1	48,670.00
1	55,620.00	32	PRINCIPAL STOREKEEPER	1	57,158.00
3	145,525.00	32	WORKING FOREMAN, CRAFTSMAN	3	151,413.00
1	51,967.00	32	WATER FILTRATION MECHANICAL TECHNICIAN	1	56,149.00
3	163,261.00	32	PUMPING STATION OPERATOR II	3	167,785.00
2	78,376.00	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	80,572.00
2	96,374.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	100,702.00
4	206,067.00	30	WORKING FOREMAN, MAINTENANCE MAN	4	213,876.00
2	89,163.00	30	HEAD CLERK	2	91,788.00
1	46,568.00	27	PRINCIPAL CLERK & STENOGRAPHER	1	36,238.00
30	1,191,096.00	26	PUBLIC WORKS MAINTENANCE MAN	30	1,216,057.00
1	45,386.00	26	WATER SERVICE INSPECTOR	1	46,657.00
2	79,914.00	26	STOREKEEPER	2	70,972.00
3	113,808.00	25	ASSISTANT STOREKEEPER	3	107,161.00
3	122,055.00	24	ASSISTANT FILTRATION PLANT OPERATOR	2	87,026.00
1	32,748.00	24	SENIOR CLERK AND STENOGRAPHER	1	33,660.00
15	576,064.00	24	PUBLIC WORKS LABORER	15	569,720.00
1	30,876.00	22	SENIOR CLERK AND TYPIST	1	31,732.00
1	51,874.00	4	SENIOR SECURITY GUARD	1	56,374.00
4	151,070.00	1	SECURITY GUARD	4	158,327.00
137	6,921,109.00		REGULAR SALARIES	140	7,209,977.00

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 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	-
9	-		REGULAR SALARIES	9	-
	868.00		EM INCENTIVE PAY		2,570.00
	252,398.00		CONTRACTUAL STIPENDS - MEO		252,398.00
	(105,502.00)		VACANCY FACTOR		(105,502.00)
	<u>7,068,873.00</u>		TOTAL RECOMMENDED SALARIES		<u>7,359,443.00</u>
	(36,837.00)		FUNDING SOURCES:		-
	<u>(36,837.00)</u>		CREDIT SEWER REVENUES		-
<u>146</u>	<u>\$ 7,032,036.00</u>	450-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>149</u>	<u>\$ 7,359,443.00</u>
	\$ 643,000.00		OVERTIME		\$ 643,000.00
	<u>\$ 643,000.00</u>	450-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 643,000.00</u>
\$ 1,265,000.00			ELECTRICITY		\$ 1,184,000.00
17,500.00			LEASES & RENTALS		17,500.00
102,000.00			SPECIAL POLICE		107,000.00
44,000.00			HIRED SERVICES		35,000.00
40,500.00			TELEPHONE		45,000.00
2,750.00			POSTAGE		1,600.00
6,000.00			SECURITY SERVICES		3,500.00
3,500.00			NEWSPAPER ADVERTISING		3,000.00
12,000.00			REGISTRATION FEES		1,600.00
155,000.00			WATER		265,000.00
6,500.00			EXTERMINATOR SERVICES		2,000.00
19,500.00			PRINTING		15,000.00
5,000.00			RUBBISH REMOVAL		5,000.00
45,000.00			MAINTENANCE SYSTEM SOFTWARE		42,000.00
65,000.00			MAINTENANCE/REPAIR BUILDING		65,000.00
79,250.00			MAINTENANCE/REPAIR EQUIPMENT		69,000.00
3,000.00			TRAINING CERTIFICATES		3,000.00
285,000.00			MAINTENANCE/REPAIR VEHICLE		249,000.00
12,000.00			CLEANING SERVICES		6,500.00
40,500.00			INSURANCE		50,500.00
15,000.00			CONSULTANTS		12,500.00
6,500.00			ENVIRONMENTAL SERVICES		6,500.00
7,500.00			HARDWARE NETWORK SUPPORT		7,000.00
9,000.00			MEMBERSHIP DUES		9,500.00
6,000.00			AUTOMOTIVE SUPPLIES		1,000.00

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	\$ 335,000.00		BUILDING SUPPLIES		\$ 335,000.00
	13,000.00		OFFICE SUPPLIES		13,000.00
	131,500.00		NATURAL GAS		131,500.00
	6,000.00		SAND & GRAVEL SUPPLIES		4,000.00
	6,000.00		PRINTING SUPPLIES		7,500.00
	80,000.00		AUTO FUEL NO LEAD GAS		80,000.00
	67,000.00		DIESEL FUEL		72,000.00
	100,000.00		LABORATORY SUPPLIES		90,000.00
	61,500.00		PARTS/EQUIPMENT SUPPLIES		175,000.00
	32,500.00		SAFETY SUPPLIES		29,000.00
	2,000.00		SUBSCRIPTIONS		2,000.00
	318,000.00		CHEMICAL SUPPLIES		310,000.00
	19,000.00		CUSTODIAL SUPPLIES		18,000.00
	3,500.00		COPY PAPER		2,000.00
	2,000.00		UNIFORMS		2,000.00
	4,500.00		HARDWARE/DEVICES		2,500.00
	2,500.00		LANDSCAPING SUPPLIES		3,400.00
	168,650.00		OTHER CHARGES & EXPENDITURES		567,000.00
	160,000.00		TAXES		160,000.00
	4,500.00		LICENSES		4,500.00
	<u>\$ 3,770,150.00</u>	450-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 4,215,100.00</u>
	<u>\$ 25,000.00</u>		CAPITAL OUTLAY		<u>\$ 25,000.00</u>
	<u>\$ 25,000.00</u>	450-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ 25,000.00</u>
	\$ 5,191,335.00		DEBT SERVICES:		
	2,377,015.00		REDEMPTION OF BONDS		\$4,639,193.00
	<u>\$ 7,568,350.00</u>	450-94000	TOTAL RECOMMENDED DEBT SERVICES		<u>\$ 7,194,451.00</u>
	<u>\$ 2,438,155.00</u>	450-95000	TOTAL RECOMMENDED TRANSFER OF SERVICES		<u>\$ 2,708,681.00</u>
	\$ 1,886,887.00		HEALTH INSURANCE		\$ 1,869,218.00
	2,075,385.00		CONTRIBUTORY PENSIONS		2,207,507.00
	133,095.00		EARLY RETIREMENT		132,430.00
	768,592.00		PENSION OBLIGATION BONDS		770,976.00
	80,000.00		WORKERS COMPENSATION		110,000.00
	5,000.00		UNEMPLOYMENT COMPENSATION		5,000.00
	<u>\$ 4,948,959.00</u>	450-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ 5,095,131.00</u>
	<u>\$ 26,425,650.00</u>		TOTAL WATER		<u>\$ 27,240,806.00</u>

OFF STREET PARKING

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

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

Department Allocation Summary

	Actual	Approved	Totals	Recommended
	Fiscal 2018	Budget for	as of	Appropriation
Expenditures		Fiscal 2019	3/31/19	Fiscal 2020
Pearl Elm Garage	\$ 482,794.77	\$ 464,029.00	\$ 404,990.22	\$ 737,913.00
Federal Plaza Garage	540,284.48	543,047.00	475,175.46	678,047.00
Off Street Parking Lots	162,671.51	546,624.00	156,071.74	353,322.00
Parking Meters	300,823.23	75,000.00	271,113.07	300,000.00
Union Station Garage	697,689.59	702,790.00	565,083.77	740,155.00
Major Taylor Blvd Garage	1,076,937.45	1,118,804.00	485,935.47	834,214.00
Worcester Common Garage	329,635.90	295,000.00	348,089.01	480,000.00
Total Expenditures	\$ 3,590,836.93	\$ 3,745,294.00	\$ 2,706,458.74	\$ 4,123,651.00
Funding Sources				
Pearl Elm Garage	\$ 482,794.77	\$ 956,092.00	\$ 404,990.22	\$ 737,913.00
Federal Plaza Garage	540,284.48	500,000.00	475,175.46	450,000.00
Off Street Parking Lots	162,671.51	400,398.00	156,071.74	353,322.00
Parking Meters	300,823.23	75,000.00	271,113.07	300,000.00
Union Station Garage	697,689.59	400,000.00	565,083.77	435,100.00
Major Taylor Blvd Garage	1,076,937.45	1,118,804.00	485,935.47	1,597,316.00
Worcester Common Garage	329,635.90	295,000.00	348,089.01	250,000.00
Total Funding Sources	\$ 3,590,836.93	\$ 3,745,294.00	\$ 2,706,458.74	\$ 4,123,651.00

Operating Budget Highlights

The budget for Fiscal 2020 is recommended to be \$4,123,651, which is an increase of \$378,357 from the Fiscal 2019 amount of \$3,745,294.

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF PUBLIC WORKS & PARKS

OFF STREET PARKING PROGRAM #46S

RECOMMENDED FY19 AMOUNT	TITLE	RECOMMENDED FY20 AMOUNT
\$ 350,000.00	PEARL / ELM GARAGE ORDINARY MAINTENANCE	\$ 629,000.00
32,319.00	INTEREST ON BONDS	29,182.00
81,710.00	REDEMPTION ON BONDS	79,731.00
<u>\$ 464,029.00</u>	TOTAL PEARL ELM GARAGE	<u>\$ 737,913.00</u>
\$ 285,000.00	FED/PLAZA GARAGE ORDINARY MAINTENANCE	\$ 432,000.00
63,634.00	INTEREST ON BONDS	55,673.00
194,413.00	REDEMPTION ON BONDS	190,374.00
<u>\$ 543,047.00</u>	TOTAL FEDERAL PLAZA GARAGE	<u>\$ 678,047.00</u>
\$ 75,000.00	PARKING METERS ORDINARY MAINTENANCE	\$ 300,000.00
<u>\$ 75,000.00</u>	TOTAL PARKING METERS	<u>\$ 300,000.00</u>
\$ 175,000.00	OFF STREET PARKING LOT ORDINARY MAINTENANCE	\$ 208,000.00
184,783.00	INTEREST ON BONDS	72,461.00
186,841.00	REDEMPTION ON BONDS	72,861.00
<u>\$ 546,624.00</u>	TOTAL OFF STREET PARKING LOT	<u>\$ 353,322.00</u>
\$ 335,000.00	UNION STATION ORDINARY MAINTENANCE	\$ 385,000.00
96,227.00	INTEREST ON BONDS	82,624.00
271,563.00	REDEMPTION ON BONDS	272,531.00
<u>\$ 702,790.00</u>	TOTAL UNION STATION GARAGE	<u>\$ 740,155.00</u>
\$ 475,000.00	MAJOR TAYLOR BOULEVARD GARAGE ORDINARY MAINTENANCE	\$ 775,000.00
55,804.00	INTEREST ON BONDS	25,214.00
588,000.00	REDEMPTION ON BONDS	34,000.00
<u>\$ 1,118,804.00</u>	TOTAL WORCESTER CENTER BOULEVARD GARAGE	<u>\$ 834,214.00</u>
\$ 295,000.00	WORCESTER COMMON GARAGE ORDINARY MAINTENANCE	\$ 480,000.00
<u>\$ 295,000.00</u>	TOTAL WORCESTER COMMON GARAGE	<u>\$ 480,000.00</u>
<u>\$ 3,745,294.00</u>	TOTAL OFF - STREET PARKING	<u>\$ 4,123,651.00</u>
	FUNDING SOURCES:	
\$ (956,092.00)	PEARL ELM GARAGE	\$ (737,913.00)
(500,000.00)	FEDERAL PLAZA	(450,000.00)
(75,000.00)	PARKING METERS	(300,000.00)
(400,398.00)	OFF STREET PARKING LOTS	(353,322.00)
(400,000.00)	UNION STATION GARAGE	(435,100.00)
(1,118,804.00)	MAJOR TAYLOR BOULEVARD GARAGE	(1,597,316.00)
(295,000.00)	WORCESTER COMMON GARAGE	(250,000.00)
<u>\$ (3,745,294.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (4,123,651.00)</u>
<u>\$ -</u>	RECOMMENDED TAX LEVY	<u>\$ -</u>

ECONOMIC DEVELOPMENT

Michael E. Traynor - Chief Development Officer

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

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

- Coordinating with and encourages public and private entities to envision and build a city that attracts new businesses and residents;
- Generating land value that draws private investment to vacant and underutilized properties;
- Procuring funds for, administers, and otherwise facilitates the provision of effective programs and efficient delivery of services to Worcester’s diverse neighborhood areas, thereby enhancing an improved quality of life for all City residents and promoting individual and family economic stability and advancement;
- Providing credible, timely, and accessible data for decision-making and problem solving that effectively brings the organization’s interdisciplinary analytic capacity to bear on significant planning problems.

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 1,495,518.04	\$ 1,705,204.00	\$ 980,161.90	\$ 1,708,537.00
Overtime	3,500.00	-	-	-
Ordinary Maintenance	381,268.30	455,585.00	86,239.75	405,569.00
Capital Outlay	62,145.00	-	-	2,500.00
Total Expenditures	\$ 1,942,431.34	\$ 2,160,789.00	\$ 1,066,401.65	\$ 2,116,606.00
Total Positions	35	37	40	37

Operating Budget Highlights

The Fiscal 2020 operating budget for the Economic Development Department is recommended to be funded at \$2,116,606, which is a decrease of \$44,183 from Fiscal 2019. This decrease is mainly due to the re-organization of the Cultural Development Division consisting of three positions and \$50,000 in Ordinary Maintenance being re-located to the City Manager’s budget. In addition, the Neighborhood Development Director salary was upgraded, a Staff Assistant II position was funded, and a Program & Compliance Manager position was added to the department. The Program & Compliance Manager will be responsible for Tax Increment Financing (TIF) and Tax Increment Exemption (TIE) compliance as well as, Brownfields Program administration functions, and other initiatives assigned related to Commercial & Industrial Development. Capital Outlay was funded at \$2,500 to purchase tablets that will be utilized at meetings.

ECONOMIC DEVELOPMENT

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Provide opportunities for business development and employment growth			
	-Private investment leveraged from City TIFs or TIEs	\$75,928,523	*	\$20,000,000
	-Private investment leveraged from Econ. Dev. (Small Business) CDBG recipients	\$2,153,000	*	\$750,000
	-Minority and woman owned businesses awarded Economic Development Small Business Grants	71%	*	50%
	-Pre-development consultations (IRT), etc., annually (Number)	84	62	75
	Objective: Maintain a safe and appealing infrastructure			
	-Amount of CDBG funds invested annually on community development, public facility & public safety projects	\$1,565,909	\$1,445,711	\$1,200,000
	-CDBG funding invested on low-moderate income clientele annually	98.4%	97.8%	95%
	Objective: Support safe and affordable housing options			
	-City investment to create and preserve affordable housing (CDBG/Home/WLAP funds)	\$2,571,446	*	\$2,559,014
	Objective: Support opportunities for skill development, employment, and educational advancement for all residents and employees			
	-Jobs created or retained by business entities in Worcester that received City TIFs or TIEs (Number)	432	*	50

*Data is currently being compiled and is reported on a yearly basis

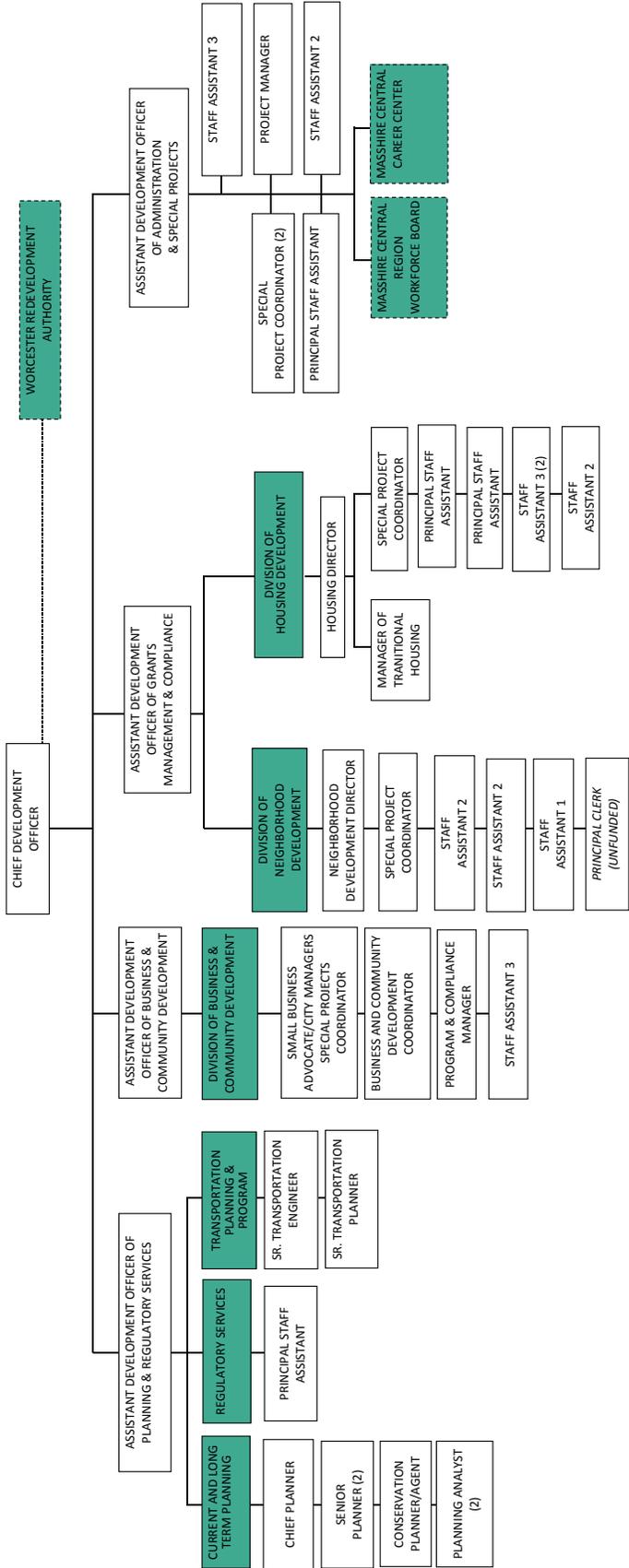
Major Accomplishments of FY19

- Executions of Letters of Intent to relocate the Boston Red Sox Triple-A Affiliate to Worcester, construct a state-of the art Triple-A ballpark, and a \$90M mixed use development.
- The lease of approximately 15,000 square feet at Union Station to house Cannabis Control Commission, the first primary office of a state agency in Worcester.
- Administered \$170,000 of CDBG funds for small business financial assistance, leveraging over \$1.25M in private investment.
- Adoption of the Urban Agriculture Zoning Ordinance.

New and Continued Initiatives

- Conveyance and redevelopment of the Lincoln Square Boys Club.
- Conveyance and redevelopment of 2 Clover Street property.
- Development of a new hotel in Washington Square.
- Development of a Diverse Business Directory in partnership with the Human Rights Division.

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT ORGANIZATIONAL CHART



37 FUNDED POSITIONS

MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2020

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 138,279.00	58CM	CHIEF DEVELOPMENT OFFICER	1	\$ 144,973.00
1	89,711.00	48EM	ASSTISTANT DEVELOPMENT OFFICER - SPECIAL PROJ.	1	90,401.00
1	89,690.00	48EM	ASSTISTANT DEVELOPMENT OFFICER- GRANTS MGMT. & COMPLIANCE	1	96,743.00
1	75,170.00	45M	SPECIAL PROJECT COORDINATOR	2	168,653.00
1	65,874.00	42M	PROJECT MANAGER	1	70,991.00
1	74,735.00	40M	PRINCIPAL STAFF ASSISTANT	1	78,349.00
1	63,898.00	37	STAFF ASSISTANT 3	1	68,330.00
1	51,319.00	35	STAFF ASSISTANT 2	1	55,601.00
8	\$648,676.00		REGULAR SALARIES	9	\$ 774,041.00
	6,320.00		EM INCENTIVE PAY		5,032.00
8	\$ 654,996.00		TOTAL SALARIES	9	\$ 779,073.00
			<u>FUNDING SOURCES:</u>		
	\$ (137,288.00)		FEDERAL GRANTS		\$ (137,900.00)
	-		URBAN RENEWAL		(87,036.00)
	(5,595.00)		CABLE REVENUES		-
	\$ (142,883.00)		TOTAL FUNDING SOURCES		\$ (224,936.00)
8	\$ 512,113.00		TOTAL PERSONAL SERVICES	9	\$ 554,137.00
1	\$ 89,711.00	48EM	ASSISTANT DEVELOPMENT OFFICER- BUSINESS & COMMUNITY DEVELOP.	1	\$ 93,705.00
1	89,711.00	46EM	SMALL BUSINESS ADVOCATE/CM'S SPECIAL PROJECTS COORD.	1	94,048.00
1	70,679.00	42M	BUSINESS & COMMUNITY DEVELOPMENT COORDINATOR	1	64,348.00
0	-	40M	PROGRAM & COMPLIANCE MANAGER	1	59,799.00
1	63,898.00	37	STAFF ASSISTANT 3	1	68,330.00
4	\$ 313,999.00		TOTAL REGULAR SALARIES	5	\$ 380,230.00
1	\$89,690.00	45M	CULTURAL DEVELOPMENT OFFICER	0	\$ -
1	63,524.00	40M	PRINCIPAL STAFF ASSISTANT	0	-
1	45,388.00	32	STAFF ASSISTANT 1	0	-
3	\$ 198,602.00		TOTAL REGULAR SALARIES	0	\$ -
1	\$88,317.00	42EM	NEIGHBORHOOD DEVELOPMENT DIRECTOR	1	\$ 92,594.00
1	59,447.00	35	SPECIAL PROJECT COORDINATOR	1	63,551.00
1	59,447.00	35	STAFF ASSISTANT 2	2	118,660.00
1	46,250.00	32	STAFF ASSISTANT 1	1	50,081.00
4	\$ 253,461.00		TOTAL REGULAR SALARIES	5	\$ 324,886.00
1	\$74,735.00	42EM	HOUSING DIRECTOR	1	\$ 90,777.00
1	80,205.00	45M	SPECIAL PROJECT COORDINATOR	1	71,537.00
2	144,630.00	40M	PRINCIPAL STAFF ASSISTANT	2	154,321.00
1	54,859.00	37	MANAGER OF TRANSITIONAL HOUSING	1	67,321.00
2	120,546.00	37	STAFF ASSISTANT 3	2	130,513.00
1	46,347.00	37	STAFF ASSISTANT 2	1	50,167.00
8	\$ 521,322.00		TOTAL REGULAR SALARIES	8	\$ 564,636.00
1	\$93,538.00	48EM	ASSISTANT DEVELOPMENT OFFICER- PLANNING & REGULATORY SERVICES	1	\$ 101,607.00
1	79,030.00	45M	CHIEF PLANNER	1	84,248.00
1	65,874.00	44M	SENIOR TRANSPORTATION ENGINEER	1	69,064.00
1	61,381.00	42M	SENIOR TRANSPORTATION PLANNER	1	65,103.00
1	64,547.00	42M	CONSERVATION PLANNER/AGENT	1	68,148.00
2	131,404.00	42M	SENIOR PLANNER	2	128,696.00
1	74,735.00	40M	PRINCIPAL STAFF ASSISTANT	1	78,349.00
2	101,504.00	37	PLANNING ANALYST	2	110,966.00
10	\$ 672,013.00		REGULAR SALARIES	10	\$ 706,181.00
29	\$ 1,959,397.00		REGULAR SALARIES	28	\$ 1,975,933.00
	(10,000.00)		VACANCY FACTOR		(10,000.00)
	7,961.00		EM INCENTIVE PAY		6,145.00
29	\$ 1,957,358.00		TOTAL PERSONAL SERVICES	28	\$ 1,972,078.00
			<u>FUNDING SOURCES:</u>		
	\$ (704,016.00)		FEDERAL GRANTS		\$ (751,171.00)
	(31,979.00)		STATE GRANTS		(34,615.00)
	(28,272.00)		EPA PROJECTS		(31,892.00)
	(764,267.00)		TOTAL FUNDING SOURCES		(817,678.00)
29	\$ 1,193,091.00		TOTAL PERSONAL SERVICES	28	\$ 1,154,400.00
37	\$ 1,705,204.00	043-91000	TOTAL RECOMMENDED PERSONAL SERVICES	37	\$ 1,708,537.00

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2020

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	\$ 10,000.00		ARCHITECTS		\$ -
	900.00		BOOKS		550.00
	200,000.00		CONSULTANTS		218,800.00
	300.00		COPY PAPER		2,200.00
	1,000.00		ELECTRICITY		-
	10,000.00		ENVIRONMENTAL SERVICES		12,317.00
	3,000.00		EQUIPMENT INSURANCE		100.00
	-		HARDWARE/DEVICES		950.00
	4,000.00		HARDWARE NETWORK SUPPORT		-
	13,000.00		HIRED SERVICES		-
	10,000.00		LEASE & RENTALS		1,200.00
	40,000.00		LEGAL CONSULTANTS		60,000.00
	500.00		LEGAL FILING FEES		75.00
	1,200.00		LICENSE COMMISSION		1,200.00
	25,000.00		LIVE WORCESTER INCENTIVE PROGRAM		25,000.00
	6,850.00		MAINTENANCE SYSTEM SOFTWARE		400.00
	5,660.00		MAINTENANCE/REPAIR BUILDINGS		-
	500.00		MEMBERSHIP DUES		1,200.00
	5,000.00		NEWSPAPER ADVERTISING		14,000.00
	5,000.00		OFFICE SUPPLIES		4,000.00
	250.00		POSTAGE		-
	11,000.00		PRINTING		1,085.00
	6,000.00		PRINTING SUPPLIES		14,000.00
	-		RECREATION PROGRAMS		1,885.00
	1,000.00		RECREATION SUPPLIES		-
	1,725.00		REGISTRATION FEES		500.00
	-		SECURITY SERVICES		1,100.00
	7,000.00		SNOW REMOVAL		10,000.00
	50,000.00		SPECIAL EVENTS		-
	25,000.00		SUSTAINING HOUSING FIRST SOLUTIONS PILOT PROGRAM		25,000.00
	6,000.00		TELEPHONES		5,067.00
	200.00		TRAVEL		1,500.00
	500.00		WATER		440.00
	5,000.00		TREE REMOVAL		3,000.00
	\$ 455,585.00		TOTAL ORDINARY MAINTENANCE		\$ 405,569.00
	\$ 455,585.00	043-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 405,569.00
	\$ -		CAPITAL OUTLAY		\$ 2,500.00
	\$ -		TOTAL CAPITAL OUTLAY		\$ 2,500.00
	\$ -	043-93000	TOTAL RECOMMENDED TAX LEVY CAPITAL OUTLAY		\$ 2,500.00
	\$ 112,102.00		HEALTH INSURANCE		\$ 141,583.00
	81,589.00		RETIREMENT		98,795.00
	\$ 193,691.00		TOTAL FRINGE BENEFITS		\$ 240,378.00
	\$ (193,691.00)		FUNDING SOURCES:		\$ (240,378.00)
	\$ (193,691.00)		FUNDING SOURCES		\$ (240,378.00)
	\$ -	043-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
	\$ 2,160,789.00		TOTAL RECOMMENDED TAX LEVY		\$ 2,116,606.00

**FISCAL YEAR 2020
DEPARTMENT OF ECONOMIC DEVELOPMENT
FUNDING SOURCES**

DIVISION: ADMINISTRATION

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 130,196.00	30,250.00	\$ 160,446.00
EMERGENCY SOLUTION	1,935.00	591.00	2,526.00
HOME	5,769.00	1,251.00	7,020.00
URBAN RENEWAL	87,036.00	24,796.00	111,832.00
	<u>\$ 224,936.00</u>	<u>\$ 56,888.00</u>	<u>\$ 281,824.00</u>

DIVISION: BUSINESS ASSISTANCE

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 30,424.00	9,716.00	\$ 40,140.00
EPA GRANTS	31,892.00	9,340.00	41,232.00
	<u>\$ 62,316.00</u>	<u>\$ 19,056.00</u>	<u>\$ 81,372.00</u>

DIVISION: NEIGHBORHOOD DEVELOPMENT

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 265,935.00	\$ 68,642.00	\$ 334,577.00
	<u>\$ 265,935.00</u>	<u>\$ 68,642.00</u>	<u>\$ 334,577.00</u>

DIVISION: HOUSING DEVELOPMENT

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 168,852.00	\$ 27,286.00	\$ 196,138.00
CLPP GRANT	34,615.00	7,204.00	41,819.00
2015 LEAD HAZARD GRANT	188,293.00	45,026.00	233,319.00
HOME	84,203.00	9,094.00	93,297.00
HOPWA	3,366.00	356.00	3,722.00
EMERGENCY SOLUTION	10,098.00	1,067.00	11,165.00
	<u>\$ 489,427.00</u>	<u>\$ 90,033.00</u>	<u>\$ 579,460.00</u>

DEPARTMENT TOTAL

\$ 1,042,614.00	\$ 234,619.00	\$ 1,277,233.00
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UNION STATION / WORCESTER REDEVELOPMENT AUTHORITY

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

The Worcester Redevelopment Authority (WRA) board oversees operations and management of Union Station and carries out other administrative functions of the WRA, including the oversight and implementation of the Downtown Urban Revitalization Plan. The WRA is staffed by key operational personnel from the City’s administrative departments. In addition to the management and maintenance of Union Station, the WRA seeks new tenants for leasable areas in Union Station and the retail space in the Union Station Parking Garage.

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Actual	Budget for	as of	Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/2019	Fiscal 2020
Ordinary Maintenance	\$ 1,540,021.50	\$ 1,804,950.00	\$ 1,464,231.22	\$ 1,876,220.00
Total Expenditures	\$ 1,540,021.50	\$ 1,804,950.00	\$ 1,464,231.22	\$ 1,876,220.00
Funding Sources				
Operating Revenue	\$ 894,204.00	\$ 176,458.00	\$ 193,949.29	\$ 396,149.00
FTA Preventative Maintenance	-	819,600.00	522,966.00	984,000.00
General Revenue Funds	645,817.50	808,892.00	808,892.00	496,071.00
Total Funding Sources	\$ 1,540,021.50	\$ 1,804,950.00	\$ 1,525,807.29	\$ 1,876,220.00

The budget for Fiscal 2020 is recommended to be \$496,071, which is a decrease of \$312,821 from the Fiscal 2019 amount of \$808,892. This is due to an increase in Union Station rental income.

Operating Budget Highlights

- The Massachusetts Cannabis Control Commission executed a lease agreement with the WRA to occupy space on the second floor of Union Station in Fiscal 2019 and occupancy is anticipated in Fiscal 2020.
- The Worcester Regional Transit Authority (WRTA) completed a state-of-the-art \$13M bus terminal and transfer facility on land leased from the WRA. 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 Highlights

- Amended the Downtown Urban Revitalization Plan by increasing the area to include Green Island/Canal District, and adding additional parcels for acquisition/disposition purposes.
- Revitalization efforts downtown spurred strategic public investments in the Grid District, 517 Main Street, and 526 -538 Main Street.
- Hired Owner's Project Manager, Architectural team, and Construction Manager at Risk for the Canal District Ballpark Project.
- The Canal District Ballpark Project brings with it a private, mixed-use development that, in Phase I, will consist of no fewer than 220 market rate apartments, 250 hotel rooms, approximately 90,000 square feet of office space, and approximately 48,000 square feet of retail/restaurant space.

There is no recommended Fiscal Year 2020 appropriation for the Downtown Urban Renewal Initiative. Previously authorized Urban Renewal Bonds are currently being used for consultant services and staffing relative to the Urban Revitalization efforts.

New and Continued Initiatives

- Lease up the remaining retail space in Union Station.
- Coordinate Canal District Ballpark Project featuring the construction of a state-of-the-art Triple-A baseball park that will be the future home of the Boston Red Sox' Triple-A affiliate.
- Construction of publicly owned 525 space parking garage off Madison Street.
- Continue to push for redevelopment of properties identified in the Downtown Revitalization Plan.

MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2020
DEPARTMENT OF ECONOMIC DEVELOPMENT
DIVISION OF UNION STATION- DIVISION #480**

APPROVED FY19 AMOUNT	TITLE	RECOMMENDED FY20 AMOUNT
	<u>UNION STATION AND BUSPORT OPERATIONS</u>	
\$ 171,250.00	JANITORIAL SERVICES	\$ 203,100.00
112,800.00	MAINTENANCE & REPAIR	141,000.00
852,800.00	SECURITY	903,300.00
131,000.00	SNOW REMOVAL & GROUNDS	160,000.00
71,500.00	UNION STATION PROPERTY MANAGEMENT	65,000.00
3,600.00	TENANT PARKING	34,320.00
2,000.00	OTHER ORDINARY MAINTENANCE	5,500.00
180,000.00	REAL ESTATE TAXES	90,000.00
17,000.00	INSURANCE	17,000.00
17,000.00	GENERAL & ADMINISTRATIVE	18,000.00
246,000.00	UTILITIES	239,000.00
<u>\$ 1,804,950.00</u>	ORDINARY MAINTENANCE UNION STATION	<u>\$ 1,876,220.00</u>
<u>-</u>	DOWNTOWN URBAN RENEWAL INITIATIVE	<u>-</u>
<u>\$ 1,804,950.00</u>	TOTAL WORCESTER REDEVELOPMENT AUTHORITY	<u>\$ 1,876,220.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (176,458.00)	TENANT REVENUE	\$ (396,149.00)
<u>(819,600.00)</u>	FTA PREVENTATIVE MAINTENANCE	<u>(984,000.00)</u>
<u>\$ (996,058.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,380,149.00)</u>
<u>\$ 808,892.00</u>	480-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 496,071.00</u>
<u>\$ 808,892.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 496,071.00</u>



The City of
WORCESTER

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MASSHIRE CENTRAL REGION WORKFORCE BOARD

Jeffrey Turgeon - Director

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

MassHire Central Region Workforce Board Mission Statement:

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

Department Allocation Summary

	Actuals	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2018</u>	<u>Fiscal 2019</u>	<u>3/31/19</u>	<u>Fiscal 2020</u>
Salaries	\$ 383,038.00	\$ 552,119.00	\$ 306,656.00	\$ 577,816.00
Ordinary Maintenance	117,932.00	130,720.00	112,126.00	130,720.00
Capital Outlay	-	3,600.00	-	3,600.00
Fringe Benefits	91,385.00	163,653.00	75,676.00	160,707.00
Total	\$ 631,695.00	\$ 850,092.00	\$ 494,458.00	\$ 872,843.00
Federal & State Grants	(531,695.00)	(650,092.00)	(411,969.75)	(672,843.00)
Net Total Tax Levy	\$ 100,000.00	\$ 200,000.00	\$ 82,488.25	\$ 200,000.00
Total Positions	10	10	10	10

Operating Budget Highlights

The total Fiscal 2020 Budget is recommended to be \$200,000, which is a level funded budget to Fiscal 2019.

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Support opportunities for skill development, employment, and educational advancement for all residents and employees			
	- At-risk youth served through the MassHire Central Region’s Workforce Innovation and Opportunity Act programs and YouthWorks subsidized youth employment programs (Number)	442	385 (YTD)	360
	-Clients served by the Worcester Jobs Fund with no job training, job search or related services(Number)	46	62 (YTD)	75

MASSHIRE CENTRAL REGION WORKFORCE BOARD

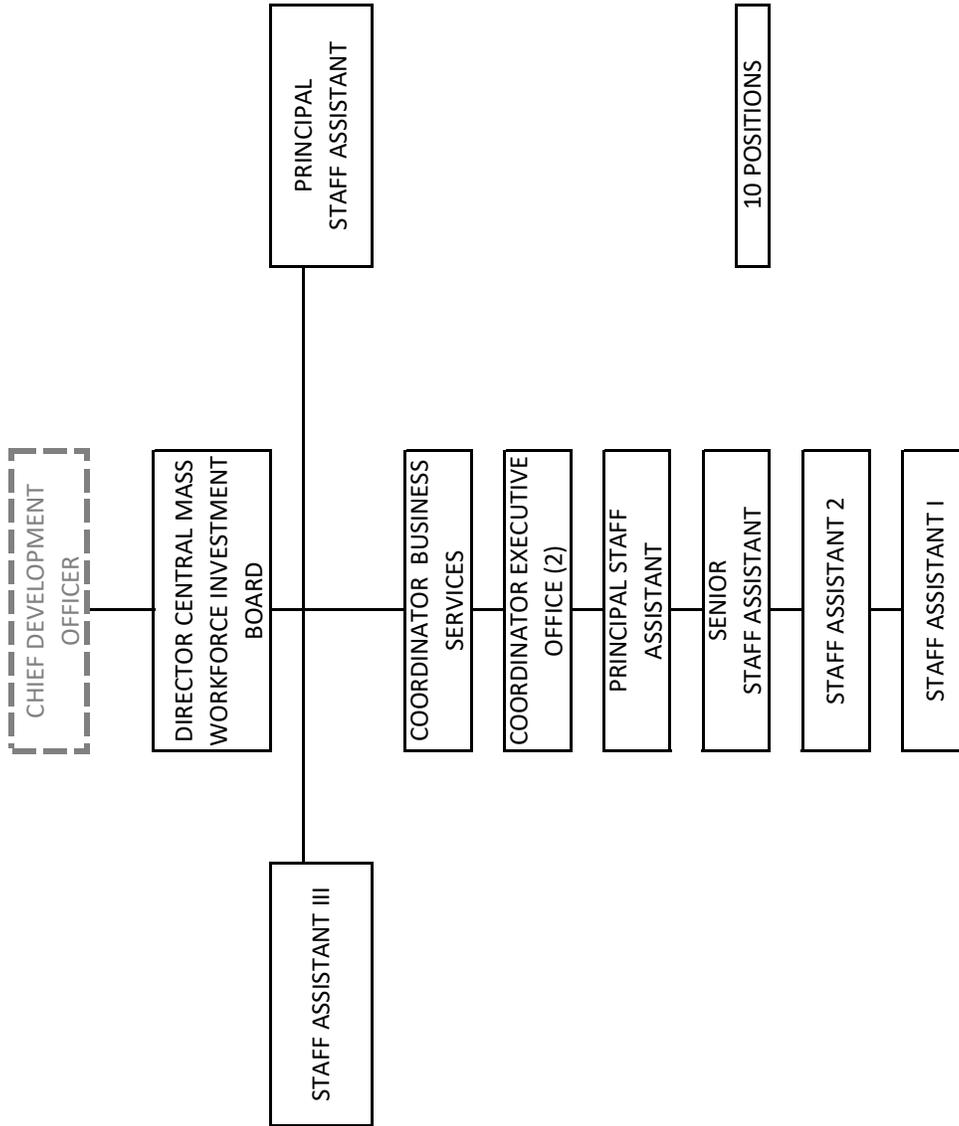
Major Accomplishments of FY19

- Achieved Phase III Workforce Board Certification approval from the MA Executive Office of Labor and Workforce Development, pursuant to the Workforce Innovation and Opportunity Act (WIOA).
- Successful transition to the statewide MassHire “brand.”
- Successful development and completion of the regional career center operator certification process.
- On track for achievement of Worcester Jobs Fund FY 19 participant goals (70 trainees, average placement 80%+, wage at \$16/per hour), and leveraging of more than \$100,000 in state and federal funding.
- Successful award and advancement of two State grant projects (Pharmacy technician training and child development apprenticeship development).
- Successful integration of regional WIOA partners and development of the region’s FY19 partner Memorandum of Understanding.
- Successfully completed the development and implementation of the City’s hurricane evacuee workforce assistance initiative, resulting in coordination of services for 911 local evacuees with numerous local, state, and federal partners.
- Successfully oversaw the region’s summer youth jobs program (YouthWorks) for 373 youth, as well as WIOA Youth programming, provided by three contracted providers (the Fieldstone School, Worcester Community Action Council, and You, Inc.), and the regional school-to-career Connecting Activities program in partnership with 21 area school districts.

New and Continued Initiatives

- Continued coordination of the regional workforce system pursuant to the Workforce Innovation and Opportunity Act and state regulations.
- Successful implementation of the regional workforce blueprint and regional WIOA partner efforts.
- Ongoing coordination of the Worcester Jobs Fund program.
- Monitor and contract review for career center operator and WIOA Youth program providers.
- Implementation of the 2019 YouthWorks summer and year-round programs and connecting activities.
- Continue leverage state, federal, and private funding to support regional workforce initiatives and programs.
- Approval from MA Division of Career Services for our Workforce Development Area’s (WDA) WIOA FY19 plan.
- Approval for, and successful implementation of, the completed Workforce Skills Cabinet regional workforce blueprint plan for the Central MA WDA.
- Continued engagement with the City’s youth jobs task force and youth anti-violence initiative.

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT MASSHIRE CENTRAL REGION WORKFORCE BOARD



JEFFREY TURGEON - DIRECTOR

CITY OF WORCESTER - NET COST FISCAL 2020

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

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

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 103,855.00	53EM	DIRECTOR OF MASSHIRE CENTRAL REGION WORKFORCE BOARD	1	\$ 108,885.00
1	63,426.00	43EM	COORDINATOR OF BUSINESS SERVICES	1	65,192.00
2	154,904.00	42EM	COORDINATOR, EXECUTIVE OFFICE	2	164,952.00
2	134,377.00	40M	PRINCIPAL STAFF ASSISTANT	2	145,636.00
1	55,120.00	39M	SENIOR STAFF ASSISTANT	1	57,787.00
1	57,942.00	37	STAFF ASSISTANT 3	1	51,248.00
1	44,284.00	35	STAFF ASSISTANT 2	1	47,810.00
1	39,812.00	32	STAFF ASSISTANT 1	1	43,545.00
<u>10</u>	<u>\$ 653,720.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 685,055.00</u>
	3,987.00		EM INCENTIVE PAY		7,392.00
	(105,588.00)		VACANCY FACTOR		(114,631.00)
<u>10</u>	<u>\$ 552,119.00</u>	31S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 577,816.00</u>
	\$ 130,720.00		ORDINARY MAINTENANCE		\$ 130,720.00
	<u>\$ 130,720.00</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 OUTLAY		<u>\$ 3,600.00</u>
	\$ 95,281.00		HEALTH INSURANCE		\$ 89,012.00
	68,372.00		RETIREMENT		71,695.00
	<u>\$ 163,653.00</u>	31S-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ 160,707.00</u>
	<u>\$ 850,092.00</u>		TOTAL MASSHIRE CENTRAL REGION WORKFORCE BOARD BUDGET		<u>\$ 872,843.00</u>
	\$ (650,092.00)		FUNDING SOURCES:		\$ (672,843.00)
	<u>\$ (650,092.00)</u>		FEDERAL AND STATE GRANTS		<u>\$ (672,843.00)</u>
	<u>\$ 200,000.00</u>		TOTAL FUNDING SOURCES		<u>\$ 200,000.00</u>
			TOTAL RECOMMENDED TAX LEVY/WORCESTER JOBS FUND		<u>\$ 200,000.00</u>

MASSHIRE CENTRAL CAREER CENTER

Janice Ryan Weekes- Director

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

MassHire Central Career Development Mission Statement:

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

Department Allocation Summary

	Actuals	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2018</u>	<u>Fiscal 2019</u>	<u>3/31/19</u>	<u>Fiscal 2020</u>
Salaries	\$ 1,328,417.00	\$ 1,777,429.00	\$ 991,809.00	\$ 1,904,558.00
Ordinary Maintenance	1,109,783.00	1,167,679.00	910,469.00	1,182,679.00
Capital Outlay	-	15,000.00	-	-
Fringe Benefits	271,661.00	490,662.00	216,229.00	511,917.00
Total	\$ 3,172,964.00	\$ 3,450,770.00	\$ 2,118,507.00	\$ 3,599,154.00
Federal & State Grants	(3,172,964.00)	(3,450,770.00)	(2,118,507.00)	(3,599,154.00)
Net Total Tax Levy	\$ -	\$ -	\$ -	\$ -
Total Positions	35	35	35	35

Operating Budget Highlights

The total Fiscal 2020 Budget is recommended to be \$3,599,154, which is an increase of \$148,384 from the Fiscal 2019 amount of \$3,450,770. This is due mainly to increases in contractual and non-represented wage increases. In addition, one upgrade was incorporated for the Assessment Supervisor position.

MASSHIRE CENTRAL CAREER CENTER

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Support opportunities for skill development, employment, and educational advancement for all residents and employees			
	Job seeker provided career development services through the region’s career centers and workforce board (Number)	9,372	5,001 (YTD)	8,550
	Objective: Provide opportunities for business development and employment growth			
	Businesses provided Workforce Development services through the region’s career centers and Workforce Board	882	642 (YTD)	900

Major Accomplishments of FY19

- 10,542 services provided through various programs
- Monthly on site job fairs
- Largest annual job fair in Central MA held at DCU-May 9, 2019
- Annual November Veterans Job Fair

New and Continued Initiatives

- **Access to Recovery (ATR):** In the Fall of 2017, MassHire Worcester Career Center applied for the Massachusetts Opioid State Targeted Response (STR) grant. Opioid STR grants are administered through the Substance Abuse Mental Health Services Administration (SAMHSA) and authorized under the 21st Century Cures Act. This funding has made it possible to implement the program in the Worcester Career Center, and provides services for participants who are in active recovery & seeking employment. The two-week program has a set curriculum around work readiness, and is facilitated by Worcester Career Center staff. In addition to the funding received to administer the program, each participant receives a stipend at the end of the program totaling \$340. To date, 98 have graduated from the last 13 cohorts.
- **Veterans’ Services:** MassHire Worcester Career Center’s Veteran Representatives founded and administered the Central Massachusetts Veteran Services Provider Coalition (CMVSPC), which meets quarterly, and gained the distinction of being recognized as a best practice at both the state and federal levels by MA Secretary of Veterans’ Affairs, Francisco Urena. The Coalition currently has more than 50 member agencies and organizations serving the veteran population, including but not limited to VSOs, the NEADS Program, Homebase, Project New Hope, MANG Family Assistance, Worcester County Sheriff’s Office, Congressman Jim McGovern’s office, and Shoulder to Shoulder. Additionally, in an effort to continue, and to develop relationships, the group acknowledges veteran-friendly businesses in Central MA, who aggressively seek to hire veterans. Continuing over this past year, our Worcester Career Center consistently ranks among the top in the Commonwealth as it relates to the number of veterans served, those entered into employment, and retention rates & services for veterans with

MASSHIRE CENTRAL CAREER CENTER

significant barriers to employment. Our distinctions have repeatedly earned us various awards including the Gold & Silver levels of the Commonwealth of MA's DCS Veterans' Employment and Training Program, as well as Performance and Incentives Award Program, which recognizes Career Centers' ability to work as a cohesive team in supporting the needs of veterans' and their families.

- **Re-entry:** For several years, MassHire Worcester Career Center has worked with the Worcester County Sheriff's Office and House of Correction to provide programming to individuals currently incarcerated at the West Boylston facility, with continued support upon their release. Work readiness and employment services workshops are offered "behind the walls", and when the participants are released they have a Career Center membership that can be utilized at any Career Center across the Commonwealth. We have recently begun to provide similar services at the Chicopee facility since a majority of their released women are returning to Central MA.

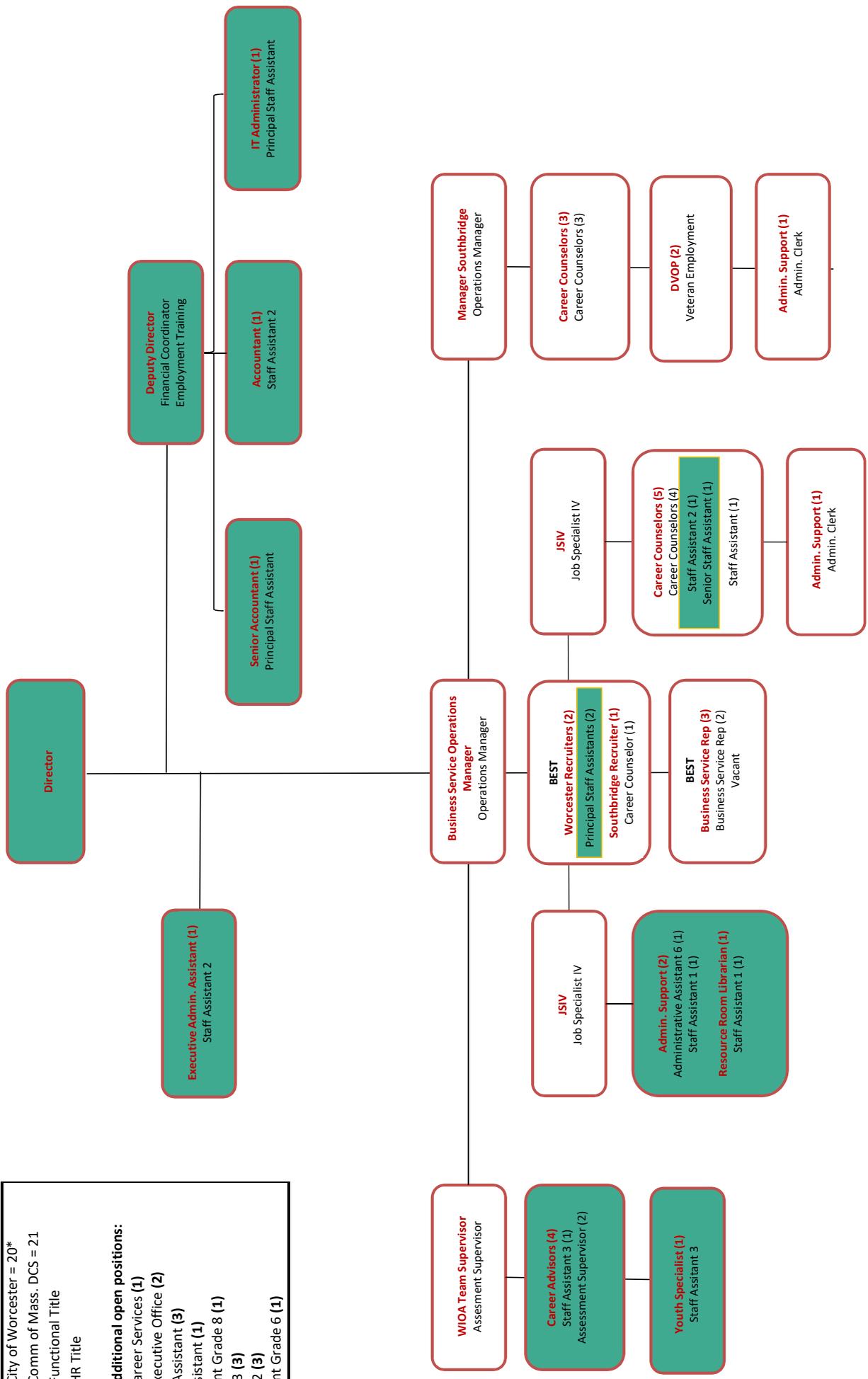
Community Event Support: MassHire Worcester Career Center has an active annual presence at the following community events: Latin American Festival, Black Heritage/Juneteenth Festival, Southeast Asian Festival, Gospel Fest Festival, Worcester County Fathers' Festivals, Convoy of Hope, and City of Worcester Opportunity Fairs/Block Parties.

- **Department of Transitional Assistance (DTA) – Work Participant Program (WPP):** MassHire Worcester Career Center works collaboratively with the Worcester DTA Office, who have also designated staff to ensure that Transitional Aid To Families with Dependent Children (TAFDC) & Supplemental Nutrition Assistance Program (SNAP) clients receive tailored and appropriate job readiness, job matching, coaching and employment supports. The DTA staff is housed at the Career Center, and Career Center staff participates in daily orientations at the Worcester DTA office, allowing us to be more intentional with serving and supporting this targeted population.
- **Opportunities Fair:** Worcester Career Center is part of program initiatives with Worcester Public Schools, the Worcester Regional Chamber of Commerce, and local Chief Business Officers to make high school seniors aware of available employment and training opportunities
- **Sam's Club Worcester Fulfillment Center:** MassHire Worcester Career Center will be working with Sam's Club as they transition the Retail Store on Rte. 146 to a Fulfillment Center. We will host a two-day job fair providing the employer with space for information sessions, interviews, and PC labs for direct online applications.

MassHire Central Career Center Organization Chart

City of Worcester = 20*
Comm of Mass. DCS = 21
Functional Title
HR Title
Above Line
Below Line

There are 15 additional open positions:
 Coordinator, Career Services (1)
 Coordinator, Executive Office (2)
 Principal Staff Assistant (3)
 Senior Staff Assistant (1)
 Admin. Assistant Grade 8 (1)
 Staff Assistant 3 (3)
 Staff Assistant 2 (3)
 Admin. Assistant Grade 6 (1)



JANICE RYAN WEEKES, DIRECTOR MASSHIRE CENTRAL CAREER CENTER

CITY OF WORCESTER - NET COST FISCAL 2020

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

DIVISION OF MASSHIRE CENTRAL CAREER CENTER- DIVISION #31S

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 96,804.00	48EM	DIRECTOR OF MASSHIRE CENTRAL CAREER CENTERS	1	\$ 101,488.00
1	68,348.00	45EM	COORDINATOR CAREER SERVICES	1	70,252.00
1	97,116.00	43EM	FINANCIAL COORDINATOR	1	101,808.00
3	202,813.00	42EM	COORDINATOR, EXECUTIVE OFFICE	3	210,114.00
7	445,753.00	40M	PRINCIPAL STAFF ASSISTANT	7	467,329.00
2	127,213.00	39M	SENIOR STAFF ASSISTANT	2	133,369.00
1	53,228.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	55,796.00
2	123,345.00	37	ASSESSMENT SUPERVISOR	2	133,055.00
5	265,119.00	37	STAFF ASSISTANT 3	5	285,625.00
7	364,261.00	35	STAFF ASSISTANT 2	7	391,722.00
1	50,004.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	44,750.00
2	103,481.00	32	STAFF ASSISTANT 1	2	111,487.00
2	74,298.00	30	HEAD CLERK	2	90,083.00
<u>35</u>	<u>\$ 2,071,783.00</u>		TOTAL REGULAR SALARIES	<u>35</u>	<u>\$ 2,196,878.00</u>
	-		EM INCENTIVE PAY		2,034.00
	-		INTERDEPARTMENTAL CHARGE		-
	(294,354.00)		VACANCY FACTOR		(294,354.00)
<u>35</u>	<u>\$ 1,777,429.00</u>	31S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>35</u>	<u>\$ 1,904,558.00</u>
	\$ 1,167,679.00		ORDINARY MAINTENANCE		\$ 1,182,679.00
	<u>\$ 1,167,679.00</u>	31S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,182,679.00</u>
	\$ 15,000.00		CAPITAL PURCHASE		\$ -
	<u>\$ 15,000.00</u>	31S-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ -</u>
	\$ 274,161.00		HEALTH INSURANCE		\$ 282,314.00
	216,501.00		RETIREMENT		229,603.00
	<u>\$ 490,662.00</u>	31S-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ 511,917.00</u>
	<u>\$ 3,450,770.00</u>		TOTAL CENTRAL CAREER CENTER BUDGET		<u>\$ 3,599,154.00</u>
	\$ (3,450,770.00)		FUNDING SOURCES:		\$ (3,599,154.00)
	<u>\$ (3,450,770.00)</u>		FEDERAL GRANTS		\$ (3,599,154.00)
			TOTAL FUNDING SOURCES		<u>\$ (3,599,154.00)</u>
	<u>\$ -</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ -</u>



The City of
WORCESTER

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MARKETING CAMPAIGN

Michael E. Traynor, Esq. – Chief Development Officer

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

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Ordinary Maintenance	\$500,000.00	\$500,000.00	\$ 333,333.36	\$ 500,000.00
Funding Source	-	(500,000.00)	-	(500,000.00)
Total Expenditures	\$500,000.00	\$ -	\$ 333,333.36	\$ -

Operating Budget Highlights

The Fiscal 2020 budget recommends \$0 in tax levy funding for the Marketing Campaign. DCU Special District Financing will fund \$500,000 in anticipated Fiscal 2020 expenditures.

In FY19, Discover Central Massachusetts focused on enhancing visibility and increasing digital engagement within the leisure market and the event planner community. A multitude of campaigns have highlighted the City as a premiere destination to visit and to host a meeting, event or conference, including digital (web, social, and partner sites), print, radio and soon outdoor media advertising. Leisure campaigns have focused around discovering the following areas of interest dining, craft beer, the neighborhoods of Worcester, and art.

MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF ECONOMIC DEVELOPMENT

WORCESTER'S MARKETING CAMPAIGN- DIVISION #041

APPROVED FY19 AMOUNT	TITLE	RECOMMENDED FY20 AMOUNT
\$ 500,000.00	DESTINATION WORCESTER	\$ 500,000.00
<u>\$ 500,000.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 500,000.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (500,000.00)	DCU SPECIAL DISTRICT FINANCING ZONE	\$ (500,000.00)
<u>\$ (500,000.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (500,000.00)</u>
<u>\$ -</u>	041-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ -</u>
<u>\$ -</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ -</u>

PUBLIC SCHOOLS

Maureen F. Binienda - Superintendent

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

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

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Actual	Budget for	as of	Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 213,466,150	\$ 222,643,626	\$ 137,078,295	\$ 235,379,614
Overtime	1,610,390	1,304,747	1,280,120	1,330,842
Ordinary Maintenance	41,768,534	37,123,514	24,827,158	39,066,494
Capital Outlay	515,425	250,000	168,092	350,000
Fringe Benefits	57,590,390	62,943,919	48,508,734	66,776,665
Total Expenditures	\$ 314,950,888	\$ 324,265,806	\$ 211,862,399	\$ 342,903,615
Non Net School Spending				
Salaries	\$ 3,353,239	\$ 4,256,872	\$ 2,813,514	\$ 4,402,727
Overtime	596,623	538,043	649,489	648,804
Ordinary Maintenance	16,216,374	15,997,954	9,058,976	16,972,877
Total Expenditures	\$ 20,166,237	\$ 20,792,869	\$ 12,521,980	\$ 22,024,408
Total Worcester Public Schools Budget	\$ 335,117,125	\$ 345,058,675	\$ 224,384,378	\$ 364,928,023

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$364,928,023, which is an increase of \$19,869,348 from the Fiscal 2019 amount of \$345,058,675.

The Fiscal Year 2020 budget presents the Public School budget in two organizations, separating those appropriations that are considered “educational expenses” by the Department of Elementary and Secondary Education, which count toward Net School Spending from those that are non-educational expenditures, and therefore not counted toward the state’s Net School Spending levels. The final allocation of appropriations to these two organizations is completed by the School Committee, which has appropriating authority over the Public School budget.

PUBLIC SCHOOLS

Funding for the Public Schools comes from direct educational aid from the Commonwealth in the form of Chapter 70 and Charter Reimbursement aid. These revenues are offset by assessments from the Commonwealth for Charter Tuitions, School Choice (out of district and Special Education tuitions). In addition, to the direct aid described above, the Education Reform legislation required mandatory local contributions toward educational purposes. For Fiscal Year 2020, the City Manager’s budget funds the Public Schools in an amount equal to the minimum required contribution established by the Commonwealth.

MAUREEN F. BINIENDA, SUPERINTENDENT

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
WORCESTER PUBLIC SCHOOLS - DEPARTMENT #500 and #540**

Net School Spending Funding			
APPROVED FY19 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY20 AMOUNT
\$ 222,643,626.00		REGULAR SALARIES	\$ 235,379,614.00
<u>\$ 222,643,626.00</u>	500-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>\$ 235,379,614.00</u>
\$ 1,304,747.00		OVERTIME	\$ 1,330,842.00
<u>\$ 1,304,747.00</u>	500-97000	TOTAL RECOMMENDED OVERTIME	<u>\$ 1,330,842.00</u>
\$ 37,123,514.00		ORDINARY MAINTENANCE	\$ 39,066,494.00
<u>\$ 37,123,514.00</u>	500-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 39,066,494.00</u>
\$ 250,000.00	500-93000	TOTAL CAPITAL OUTLAY	<u>\$ 350,000.00</u>
\$ 62,943,919.00	500-96000	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 66,776,665.00</u>
<u>\$ 324,265,806.00</u>		TOTAL RECOMMENDED BUDGET TAX LEVY	<u>\$ 342,903,615.00</u>
Non Net School Spending Funding			
RECOMMENDED FY19 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY20 AMOUNT
\$ 4,256,872.00		REGULAR SALARIES	\$ 4,402,727.00
<u>\$ 4,256,872.00</u>	540-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>\$ 4,402,727.00</u>
\$ 538,043.00		OVERTIME	\$ 648,804.00
<u>\$ 538,043.00</u>	540-97000	TOTAL RECOMMENDED OVERTIME	<u>\$ 648,804.00</u>
\$ 15,997,954.00		ORDINARY MAINTENANCE	\$ 16,972,877.00
<u>\$ 15,997,954.00</u>	540-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 16,972,877.00</u>
\$ 20,792,869.00		TOTAL RECOMMENDED BUDGET TAX LEVY	<u>\$ 22,024,408.00</u>
<u>\$ 345,058,675.00</u>			<u>\$ 364,928,023.00</u>



The City of
WORCESTER

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PUBLIC LIBRARY

Geoffrey M. Dickinson- Head Librarian

3 Salem Square
Worcester, MA 01608
508-799-1655

The mission of the Worcester Public Library (WPL) is to serve as a gathering place that actively promotes the free exchange of ideas in our democratic society. 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.

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Budget for	Budget for	as of	Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 3,676,407.98	\$ 3,890,617.00	\$ 2,992,075.11	\$ 4,161,759.00
Ordinary Maintenance	1,846,075.54	1,793,850.00	1,283,769.72	1,899,658.00
Overtime	122,504.43	123,795.00	74,600.06	126,795.00
Capital Outlay	-	-	-	7,400.00
Total	\$ 5,644,987.95	\$ 5,808,262.00	\$ 4,350,444.89	\$ 6,195,612.00
Total Positions	100	101	101	101

Operating Budget Highlights

The Fiscal 2020 operating budget for the Public Library is recommended to be funded at \$6,195,612, which is an increase of \$387,350 from the Fiscal 2019 amount of \$5,808,262. This increase is due mainly due to contractual and non-represented wage increases. In addition, Ordinary Maintenance library materials increased to meet the state aid requirement per MGL Ch. 78 19A. Capital Outlay was also funded at \$7,400 to purchase shelving units and furniture at the Great Brook Valley branch.

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Support opportunities for skill development, employment, and educational advancement for all residents and employees			
	-Library cards registered (number)	102,726	104,819	105,000
	-Programs offered (number)	2,763	1,672 (YTD)	2,000

PUBLIC LIBRARY

Major Accomplishments of FY19

- The Worcester Public Library challenged the entire city to read One Million Minutes during the Summer Reading Program in 2018. Many patrons were drawn to this as staff displayed a large sign being shaded in red as the minutes were read. During this challenge, the people of Worcester surprised everyone by not just reading One Million Minutes, but reading 1,513,168 minutes in total.
- During the month of December, the Worcester Public Library held their annual Food For Fines program to help patrons reduce their fines by bringing in non-perishable food items for donation to the Worcester County Food Bank. Every year we see a tremendous amount of support. In FY19, patrons brought in 2,039 items equaling 2,055 pounds of food donated. This is a 22% increase over FY18.
- Our electronic materials checkouts have seen tremendous growth and in FY19, WPL had a record number of ebook checkouts through the Overdrive portal. Indeed, our Library network, CWMars reached One Million checkouts for the first time. WPL contributed a significant portion of this, circulating 67,619 items through Overdrive to date. In total, the WPL has electronic item circulations over 75,000 to date.

New and Continued Initiatives

- In a continued effort to bring patrons into the Library who have had their privileges suspended due to excessive fines, the WPL will be initiating a program called “Read Away Your Fines”. This initiative will be held during the summer for patrons taking part in our Summer Reading Program. Patrons who read regularly over the summer will have \$1 of fines waived from their account for every 20 minutes read. The goal of this initiative is similar to our Food For Fines program. Many patrons struggle economically and excessive fines keep them from accessing Library services. This program will allow patrons who are blocked to take part in our Summer Reading Program and reduce their fines by reading.
- The Main Library renovation will provide significant improvements to our New Americans Center, providing more individualized services for immigrants and those seeking assistance with English Language instruction and naturalization. The Teen room will be significantly enlarged, allowing Young Adults their own space to work, learn and play. We will be adding an Innovation Lab which will provide a unique, flexible space for experiential learning for all ages. The Children’s Room will be completely re-imagined into a space that will evoke curiosity, exploration and a love of reading, and learning all in an exciting Worcester-centric space.
- Our Great Brook Valley Branch will be renovated thanks to the Worcester Housing Authority providing the space to expand. This new area will allow the branch to have a dedicated program room and expanded collections.

GEOFFREY DICKINSON , HEAD LIBRARIAN

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER PUBLIC LIBRARY- DIVISION #550

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 112,237.00	53EM	HEAD LIBRARIAN	1	\$ 117,672.00
1	98,176.00	48M	ASSOCIATE DIRECTOR	1	104,968.00
1	79,529.00	44M	YOUTH SERVICES COORDINATOR	1	86,562.00
1	86,445.00	44M	COMMUNITY SERVICES COORDINATOR	1	90,632.00
1	86,445.00	44M	PUBLIC SERVICE COORDINATOR	1	90,632.00
6	451,428.00	40P	GRADUATE LIBRARIAN, GRADE 4	6	473,215.00
1	72,093.00	39M	HUMAN RESOURCE & DEVELOPMENT MANAGER	1	72,962.00
4	258,650.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	4	276,043.00
2	140,587.00	37P	GRADUATE LIBRARIAN, GRADE 3	2	146,286.00
21	1,143,356.00	36P	GRADUATE LIBRARIAN, GRADE 2	21	1,227,711.00
2	111,634.00	31P	GRADUATE LIBRARIAN, GRADE 1	2	114,757.00
1	71,116.00	40	SENIOR SUPPORT TECHNICIAN	1	76,043.00
1	63,898.00	37	SUPPORT TECHNICIAN	1	68,330.00
2	100,070.00	31	LIBRARIAN, GRADE 4	2	107,740.00
1	38,252.00	27	PRINCIPAL CLERK	1	42,654.00
2	80,345.00	27	BOOKMOBILE OPERATOR	2	86,884.00
1	41,297.00	26	LIBRARIAN, GRADE 2A	1	43,951.00
4	162,237.00	25	LIBRARIAN, GRADE 2	4	170,435.00
18	629,976.00	21	LIBRARIAN, GRADE 1	18	653,928.00
1	31,616.00	24	LIBRARY SECURITY COMPLIANCE OFFICER	1	39,831.00
72	\$ 3,859,387.00		TOTAL REGULAR SALARIES WITHOUT PAGES	72	\$ 4,091,236.00
1	\$ 67,577.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 71,828.00
1	48,322.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	53,600.00
1	46,069.00	31	LIBRARIAN, GRADE 4	1	49,922.00
3	139,443.00	31	LIBRARIAN, GRADE 4	3	148,372.00
2	87,809.00	27	BOOKMOBILE OPERATOR	2	91,701.00
4	153,873.00	25	LIBRARIAN, GRADE 2	4	153,024.00
1	31,797.00	21	LIBRARIAN, GRADE 1	1	33,766.00
13	\$ 574,890.00		REGULAR SALARIES	13	\$ 602,213.00
85	\$ 4,434,277.00		REGULAR SALARIES	85	\$ 4,693,449.00
	101,816.00		TOTAL PAGES SALARIES		101,816.00
	1,964.00		EM INCENTIVE		2,093.00
	304,160.00		BUILDING OPERATION		353,501.00
	(46,710.00)		VACANCY FACTOR		(56,887.00)
85	\$ 4,795,507.00		TOTAL RECOMMENDED SALARIES	85	\$ 5,093,972.00
	(708,730.00)		FUNDING SOURCES: PILOT		(727,905.00)
	(80,000.00)		BOOKMOBILE FUNDING		(80,000.00)
	(116,160.00)		LIBRARY RESOURCE FUNDING-SALARIES		(124,308.00)
	(904,890.00)		TOTAL FUNDING SOURCES		(932,213.00)
85	\$ 3,890,617.00	550-91000	TOTAL RECOMMENDED PERSONAL SERVICES	85	\$ 4,161,759.00

FY19 TOTAL POSITIONS	RECOMMENDED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	\$ 25,658.00		REGULAR OVERTIME		\$ 25,658.00
	66,137.00		SUNDAY OVERTIME		66,137.00
	\$ 91,795.00		TOTAL OVERTIME		\$ 91,795.00
	\$ 32,000.00		BUILDING OPERATIONS		\$ 35,000.00
	\$ 123,795.00	550-97000	TOTAL RECOMMENDED OVERTIME		\$ 126,795.00

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER PUBLIC LIBRARY- DIVISION #550

\$	3,000.00	AUTO FUEL	\$	1,904.00
	7,500.00	BUILDING SUPPLIES		3,382.00
	7,300.00	CLEANING SERVICES		2,500.00
	3,000.00	COPY PAPER		1,888.00
	3,000.00	CUSTODIAL SUPPLIES		5,178.00
	4,300.00	FOOD SUPPLIES		4,200.00
	10,500.00	HARDWARE NETWORK SUPPORT		17,600.00
	26,500.00	HARDWARE/DEVICES		50,766.00
	750.00	INSURANCE		720.00
	11,000.00	LEASES & RENTALS		11,200.00
	3,500.00	LICENSES		3,485.00
	1,700.00	MAINTENANCE REPAIR EQUIPMENT		2,800.00
	1,300.00	MAINTENANCE REPAIR VEHICLE		6,030.00
	88,000.00	MAINTENANCE SYSTEM SOFTWARE		80,775.00
	58,500.00	MEDIA/LIBRARY SUPPLIES		71,248.00
	1,000.00	MEDICAL SUPPLIES		100.00
	195,000.00	MEMBERSHIP DUES		194,000.00
	5,000.00	NEWSPAPER ADVERTISEMENT		7,200.00
	12,000.00	OFFICE SUPPLIES		19,000.00
	6,000.00	OTHER CHARGES & EXPENDITURES		5,300.00
	5,400.00	OTHER PERSONAL SERVICES		2,600.00
	14,000.00	POSTAGE		14,013.00
	26,000.00	PRINTING		13,850.00
	39,000.00	PRINTING SUPPLIES		21,000.00
	2,300.00	REGISTRATION FEES		2,400.00
	-	RENTAL/NETWORK STORAGE		7,130.00
	32,572.00	SECURITY SERVICES		31,000.00
	33,000.00	TELEPHONE		20,354.00
	-	UNIFORMS		500.00
	1,000.00	TUITION		-
	805,578.00	LIBRARY MATERIALS		853,535.00
\$	1,407,700.00	ORDINARY MAINTENANCE	\$	1,455,658.00
	386,150.00	BUILDING OPERATIONS		444,000.00
\$	1,793,850.00	TOTAL ORDINARY MAINTENANCE	\$	1,899,658.00
\$	1,793,850.00	550-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$	1,899,658.00
\$	-	CAPITAL OUTLAY	\$	7,400.00
\$	-	550-93000 TOTAL RECOMMENDED CAPITAL OUTLAY	\$	7,400.00
\$	22,426.00	HEALTH INSURANCE	\$	38,403.00
	8,612.00	RETIREMENT		9,191.00
\$	31,038.00	TOTAL FRINGE BENEFITS	\$	47,594.00
\$	(31,038.00)	FUNDING SOURCES:	\$	(47,594.00)
\$	-	LIBRARY RESOURCE FUNDING-FRINGE BENEFITS	\$	-
\$	5,808,262.00	550-96000 TOTAL RECOMMENDED FRINGE BENEFITS	\$	-
\$	5,808,262.00	TOTAL RECOMMENDED TAX LEVY	\$	6,195,612.00

GEOFFREY DICKINSON , HEAD LIBRARIAN

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

WORCESTER PUBLIC LIBRARY- DIVISION #550

1	\$	68,481.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$	72,849.00
1		55,409.00	36P	GRADUATE LIBRARIAN, GRADE 2	1		61,119.00
1		34,444.00	25	LIBRARIAN, GRADE 2	1		37,426.00
3	\$	158,334.00		REGULAR SALARIES	3	\$	171,394.00
3	\$	158,334.00		TOTAL REGULAR SALARIES	3	\$	171,394.00
3	\$	158,334.00		TOTAL REGULAR SALARIES	3	\$	171,394.00
		25,893.00		FRINGE BENEFITS			32,501.00
	\$	184,227.00		TOTAL EXPENSES- LIBRARY RESOURCES		\$	203,895.00
		(158,334.00)		<u>FUNDING SOURCES-STATE REVENUES:</u>			
		(25,893.00)		SALARIES			(171,394.00)
		(184,227.00)		FRINGE BENEFITS			(32,501.00)
				TOTAL CREDITS- LIBRARY RESOURCES			(203,895.00)
	\$	-		TOTAL RECOMMENDED TAX LEVY		\$	-

FY19 TOTAL POSITIONS	RECOMMENDED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 79,477.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 71,619.00
1	48,194.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	49,529.00
1	57,720.00	31P	GRADUATE LIBRARIAN, GRADE 1	1	59,338.00
2	77,002.00	21	LIBRARIAN, GRADE 1	2	79,146.00
5	\$ 262,393.00		REGULAR SALARIES	5	\$ 259,632.00
5	\$ 262,393.00		TOTAL REGULAR SALARIES	5	\$ 259,632.00
5	\$ 262,393.00		TOTAL REGULAR SALARIES	5	\$ 259,632.00
	3,000.00		OVERTIME		3,000.00
	132,217.00		ORDINARY MAINTENANCE		139,064.00
	48,522.00		FRINGE BENEFITS		57,820.00
	\$ 446,132.00		TOTAL EXPENSES- TALKING BOOKS		\$ 459,516.00
	(262,393.00)		<u>FUNDING SOURCES-STATE REVENUES:</u>		
	(3,000.00)		SALARIES		(259,632.00)
	(132,217.00)		OVERTIME		(3,000.00)
	(48,522.00)		ORDINARY MAINTENANCE		(139,064.00)
	\$ (446,132.00)		FRINGE BENEFITS		(57,820.00)
			TOTAL CREDITS- TALKING BOOKS		\$ (459,516.00)
	\$ -		TOTAL RECOMMENDED TAX LEVY		\$ -

HEALTH AND HUMAN SERVICES

Dr. Matilde Castiel - Commissioner

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

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

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 542,418.79	\$ 797,123.00	\$ 593,442.50	\$ 908,578.00
Ordinary Maintenance	1,951,096.04	2,251,691.00	1,375,635.58	2,041,331.00
Total	\$ 2,493,514.83	\$ 3,048,814.00	\$ 1,969,078.08	\$ 2,949,909.00
Total Positions	13	19	19	19

Operating Budget Highlights

The Fiscal 2020 operating budget for the Department is recommended to be funded at \$2,949,909, which is a decrease of \$98,905 from Fiscal 2019. The increase in salaries is a result of contractual and non-represented wage increases, salary upgrades, and step increases per the salary ordinance. The decrease in Ordinary Maintenance is due to a reduction in Veteran's benefits. Human Rights Ordinary Maintenance increased by \$25,000 in order to support programming and Outreach for Human Rights and Disabilities Division.

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Support opportunities for skill development, employment, and educational advancement for all residents and employees			
	-Educational advancement for youth employed by the City's summer employment program (Number)	111	112	112

Major Accomplishments of FY19

- Youth Office implemented first faith-based after-school program at St. Bernard.
- Youth Office offered first school vacation week-long camp.
- Increased access to mental health services through the newly hired recovery coach.
- Rolled out the Stigma Free Worcester cellphone application.

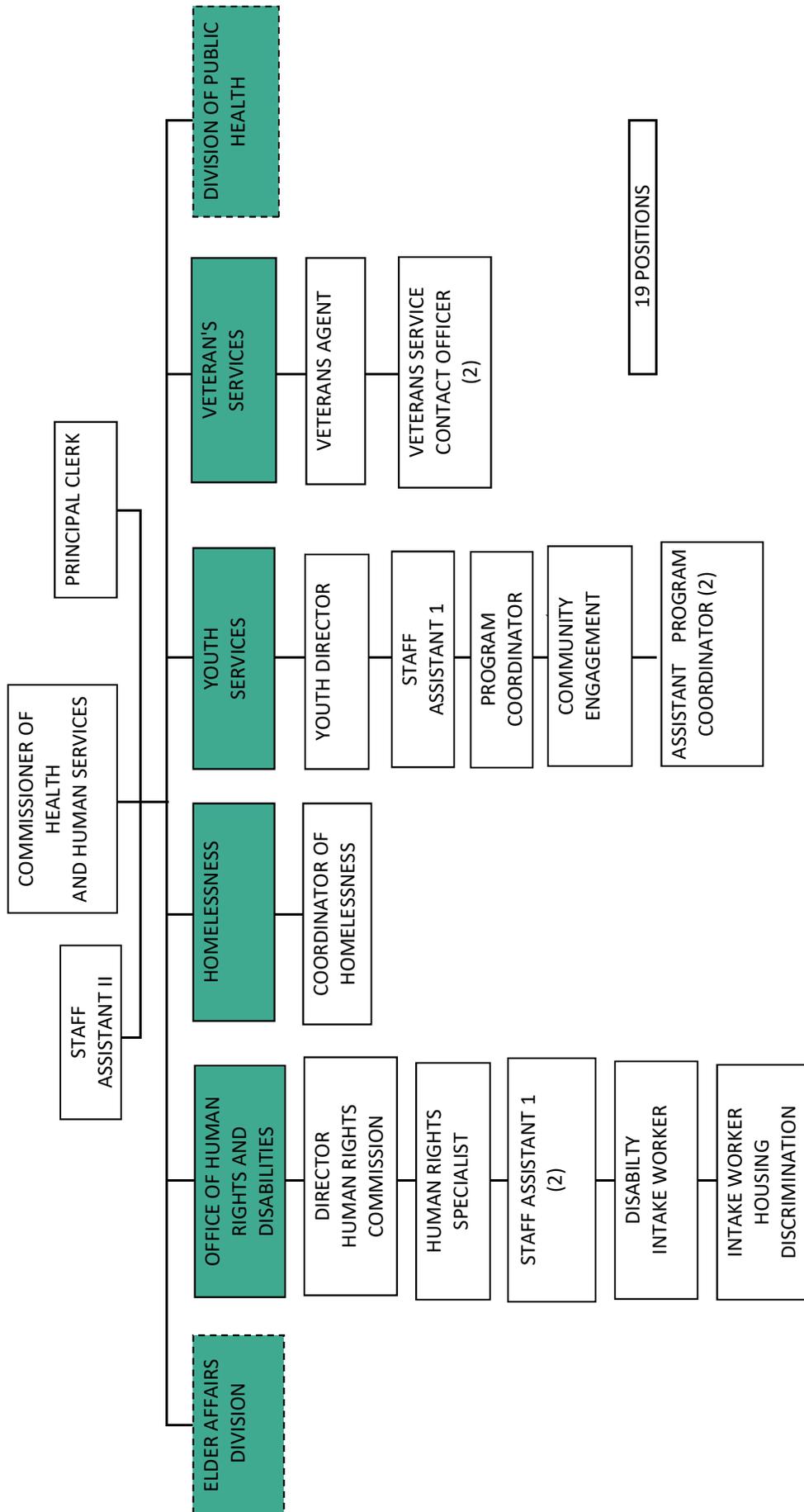
HEALTH AND HUMAN SERVICES

- Veterans Office increased amount of home visits to housebound Veterans and Veteran widows to connect them to Massachusetts Veteran resources.
- Human Rights Office facilitated bimonthly interdepartmental Disability Etiquette Workshops to educate City employees with customer service and public relations job duties.
- Organized first Deaf and Hard of Hearing Public Safety Day in collaboration with the Fire, Police and Emergency Communications Departments.
- Recovered and returned over \$360,000 to consumers through the Worcester Consumer Rights Program.

New and Continued Initiatives

- Increase food access through Community Compact Grant.
- Implement Mobile Addiction Service program at overdose “hot spots”.
- Expand Veteran Services at the Worcester Senior Center.
- Implement Youth Undoing Racism group.
- Roll out culturally inclusive summer feeding program for Recreation Worcester.
- Provide consultations to City departments and boards, as well as community and social service provider forums addressing indigenous rights.
- Increase racial equity to undo the effects of structural racism and discrimination, which are key to Worcester’s progress in the 21st century. Recognizing this, the Worcester Office of Human Rights has proposed a partnership with the Greater Worcester Community Foundation to create a capacity-building grant program to help local nonprofits and City departments make strides on these issues.
- Create an HHS Quality Council, HHS LEAN / ideas board, HHS Employee Resource Group, and identify Division Diversity Liaison.
- Expand funding streams.
- Form and maintain connections to services and enhance communication networks throughout the City.
- Share data, reports, and information across HHS divisions.
- Addressing the upstream determinants of addiction, such as trauma in public schools, to downstream effects, like harm reduction and improved reentry efforts.

DIVISION OF HEALTH AND HUMAN SERVICES ORGANIZATIONAL CHART



19 POSITIONS

MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

DIVISION OF ADMINISTRATION- DIVISION #331

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
HEALTH AND HUMAN SERVICES					
1	\$ 121,618.00	58CM	COMMISSIONER OF HEALTH AND HUMAN SERVICES	1	\$ 127,506.00
1	63,732.00	37P	COORDINATOR OF HOMELESSNESS	1	62,982.00
1	50,004.00	35	STAFF ASSISTANT II	1	58,973.00
1	43,573.00	27	PRINCIPAL CLERK	1	47,391.00
4	\$ 278,927.00		TOTAL REGULAR SALARIES	4	\$ 296,852.00
	2,456.00		EM INCENTIVE PAY		3,650.00
	<u>281,383.00</u>		TOTAL SALARIES		<u>300,502.00</u>
	\$ (31,866.00)		FUNDING SOURCES: EMERGENCY SHELTER GRANT		\$ (31,354.00)
	\$ (31,866.00)		TOTAL HHS PERSONAL SERVICES		\$ (31,354.00)
4	\$ 249,517.00	331-91000	TOTAL RECOMMENDED PERSONAL SERVICES- HHS	4	\$ 269,148.00
	\$ -		COPY PAPER		\$ 500.00
	300.00		FOOD SUPPLIES		-
	-		HARDWARE DEVICES		1,500.00
	-		HUMAN RIGHTS PROGRAMMING		2,000.00
	-		HUMAN RIGHTS EQUITY FUND		20,000.00
	500.00		MAINTENANCE SYSTEM SOFTWARE		1,200.00
	-		MEMBERSHIPS		3,000.00
	1,500.00		NEWSPAPER ADVERTISEMENT		500.00
	1,500.00		OFFICE SUPPLIES		1,750.00
	1,000.00		OTHER SUPPLIES		-
	150.00		PREPARED MEALS		500.00
	-		PRINTING SUPPLIES		1,000.00
	500.00		REGISTRATION FEES		-
	3,000.00		TELEPHONE		2,500.00
	100.00		TRAVEL		2,250.00
	500.00		WATER		400.00
	\$ 9,050.00	331-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE- HHS		\$ 37,100.00
OFFICE OF HUMAN RIGHTS AND DISABILITIES					
1	\$ 72,176.00	42EM	EXECUTIVE DIRECTOR HUMAN RIGHTS COMMISSION	1	\$ 75,661.00
1	38,418.00	31	COMMUNITY RELATIONS SPECIALIST, HUMAN RIGHTS	1	41,732.00
2	90,086.00	32	STAFF ASSISTANT 1	2	79,437.00
1	15,894.00	FL	DISABILITY INTAKE WORKER	1	21,355.00
1	35,319.00	FL	INTAKE WORKER HOUSING DISCRIMINATION	1	35,591.00
6	\$ 251,893.00		TOTAL REGULAR SALARIES	6	\$ 253,776.00
	(1,750.00)		VACANCY FACTOR		-
	1,166.00		EM INCENTIVE PAY		1,949.00
6	\$ 251,309.00		TOTAL SALARIES	6	\$ 255,725.00
	\$ (32,720.00)		FUNDING SOURCES: WORCESTER FAIR HOUSING PROJECT		\$ (34,478.00)
	(60,000.00)		CONSUMER AID PROGRAM		(75,000.00)
	\$ (92,720.00)		TOTAL FUNDING SOURCES		\$ (109,478.00)
6	\$ 158,589.00	3311-91000	TOTAL RECOMMENDED PERSONAL SERVICES- HUMAN RIGHTS	6	\$ 146,247.00
	\$ 200.00		COPY PAPER		\$ 800.00
	500.00		FOOD SUPPLIES		550.00
	2,000.00		HARDWARE DEVICES		400.00
	1,800.00		LEASE & RENTALS		2,100.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		500.00
	-		NEWSPAPER ADVERTISING		400.00
	1,800.00		OFFICE SUPPLIES		1,250.00
	-		OTHER SUPPLIES		150.00
	1,000.00		PREPARED MEALS		500.00
	3,000.00		PRINTING		850.00
	2,500.00		PRINTING SUPPLIES		2,000.00
	800.00		REGISTRATION FEES		500.00
	-		TELEPHONE		1,100.00
	5,000.00		TRANSLATION/INTERPRETATION		11,000.00
	2,600.00		TRANSPORTATION		-
	-		TRAVELING		200.00
	\$ 22,200.00	3311-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE- HUMAN RIGHTS		\$ 22,300.00

MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2020
DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES
DIVISION OF ADMINISTRATION- DIVISION #331

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
OFFICE OF VETERANS SERVICE					
1	\$ 69,761.00	42EM	VETERANS AGENT	1	\$ 73,139.00
2	71,575.00	31	VETERANS SERVICE SPECIALIST	2	98,251.00
3	\$ 141,336.00	3312-91000	TOTAL RECOMMENDED PERSONAL SERVICES- VETERANS	3	\$ 171,390.00
	\$ 100.00		COPY PAPER		\$ 150.00
	2,000.00		HARDWARE DEVICES		1,500.00
	35,000.00		LEASE & RENTAL		42,000.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		700.00
	250.00		MEMBERSHIP DUES		150.00
	1,500.00		OFFICE SUPPLIES		2,100.00
	18,250.00		OTHER PERSONAL SERVICES		15,300.00
	800.00		PRINTING		800.00
	1,000.00		PRINTING SUPPLIES		-
	20,000.00		FLAGS & WREATHS FOR VETERAN'S GRAVES		20,500.00
	2,030,500.00		VETERAN'S BENEFITS		1,825,500.00
	\$ 2,110,400.00	3312-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE- VETERANS		\$ 1,908,700.00
YOUTH SERVICES					
1	\$ 68,224.00	42EM	YOUTH DIRECTOR	1	\$ 75,601.00
1	50,554.00	32	STAFF ASSISTANT 1	1	57,158.00
1	39,375.00	27	PROGRAM COORDINATOR	1	48,334.00
1	39,375.00	26	COMMUNITY ENGAGEMENT SPECIALIST	1	45,735.00
2	64,772.00	22	ASST. PROGRAM COORDINATOR	2	80,236.00
6	\$ 262,300.00		TOTAL REGULAR SALARIES	6	\$ 307,064.00
	466,887.00		YOUTH PROGRAM TEMPORARY STAFF		534,561.00
	(115,124.00)		RECREATION WORCESTER SUMMER VACANCY FACTOR		(118,017.00)
6	\$ 614,063.00		TOTAL SALARIES	6	\$ 723,608.00
	\$ (221,382.00)		FUNDING SOURCES: RECREATION WORCESTER STATE GRANT FUNDING		\$ (281,815.00)
	(145,000.00)		RECREATION WORCESTER SUMMER PROGRAM DONATIONS		(120,000.00)
	\$ (366,382.00)		TOTAL FUNDING SOURCES		\$ (401,815.00)
6	\$ 247,681.00	3314-91000	TOTAL RECOMMENDED PERSONAL SERVICES- YOUTH SERVICES	6	\$ 321,793.00
	\$ 15,481.00		LEASE & RENTALS		\$ 15,481.00
	4,000.00		NEWSPAPER ADVERTISING		1,500.00
	12,500.00		OFFICE SUPPLIES		6,750.00
	500.00		PRINTING		500.00
	50,000.00		RECREATIONAL PROGRAMING		30,000.00
	47,380.00		RECREATIONAL SUPPLIES		46,000.00
	1,600.00		TELEPHONE		4,000.00
	1,485.00		TRAINING COSTS		1,950.00
	-		TRAVEL		1,225.00
	2,000.00		YOUTH COUNCIL		2,000.00
	\$ 134,946.00		TOTAL ORDINARY MAINTENANCE		\$ 109,406.00
	\$ (24,905.00)		FUNDING SOURCES: RECREATION WORCESTER STATE GRANT FUNDING		\$ (36,175.00)
	\$ (24,905.00)		TOTAL FUNDING SOURCES		\$ (36,175.00)
	\$ 110,041.00	3314-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE- YOUTH SERVICES		\$ 73,231.00
	\$ 3,147.00		HEALTH INSURANCE		\$ 3,162.00
	3,397.00		RETIREMENT		3,291.00
	\$ 6,544.00		TOTAL FRINGE BENEFITS		\$ 6,453.00
	\$ (6,544.00)		FUNDING SOURCES: FEDERAL GRANTS		\$ (6,453.00)
	\$ (6,544.00)		TOTAL FUNDING SOURCES		\$ (6,453.00)
	\$ -	3314-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
19	\$ 3,048,814.00		TOTAL RECOMMENDED TAX LEVY	19	\$ 2,949,909.00



The City of
WORCESTER

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PUBLIC HEALTH

Karyn E. Clark– Director

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

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

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 435,908.99	\$ 520,167.00	\$ 413,113.28	\$ 572,140.00
Overtime	-	500.00	-	500.00
Ordinary Maintenance	69,521.45	74,500.00	36,514.07	74,500.00
Total	\$ 505,430.44	\$ 595,167.00	\$ 449,627.35	\$ 647,140.00
Total Positions	26	25	26	25

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$647,140, which is an increase of \$51,973 from the Fiscal 2019 amount of \$595,167. This is mainly due to increases in contractual and non-represented wage increases. In addition, two Public Health Prevention Specialists were upgraded to Senior Public Health Prevention Specialists.

Major Accomplishments of FY19

- In collaboration with community partners, WDPH Nursing provided vaccinations and education for those experiencing homelessness and substance use to curb a Hepatitis A outbreak in the City (59 cases).
- 2018 Greater Worcester Community Health Assessment: Released in October 2018, WDPH once again collaborated with UMass Memorial Healthcare and Fallon Health to produce a comprehensive health assessment for Worcester and the CMRPHA. This document will inform the 2021 Community Health Improvement Plan (CHIP).
- Through efforts to reduce youth access to tobacco products, WDPH provided policy technical assistance throughout CMRPHA, resulting in six of the seven towns raise the minimum tobacco sales age to 21. Several of the CMRPHA communities, including Worcester, also adopted a minimum cigar packaging policy, and a flavor restriction to adult only establishments.



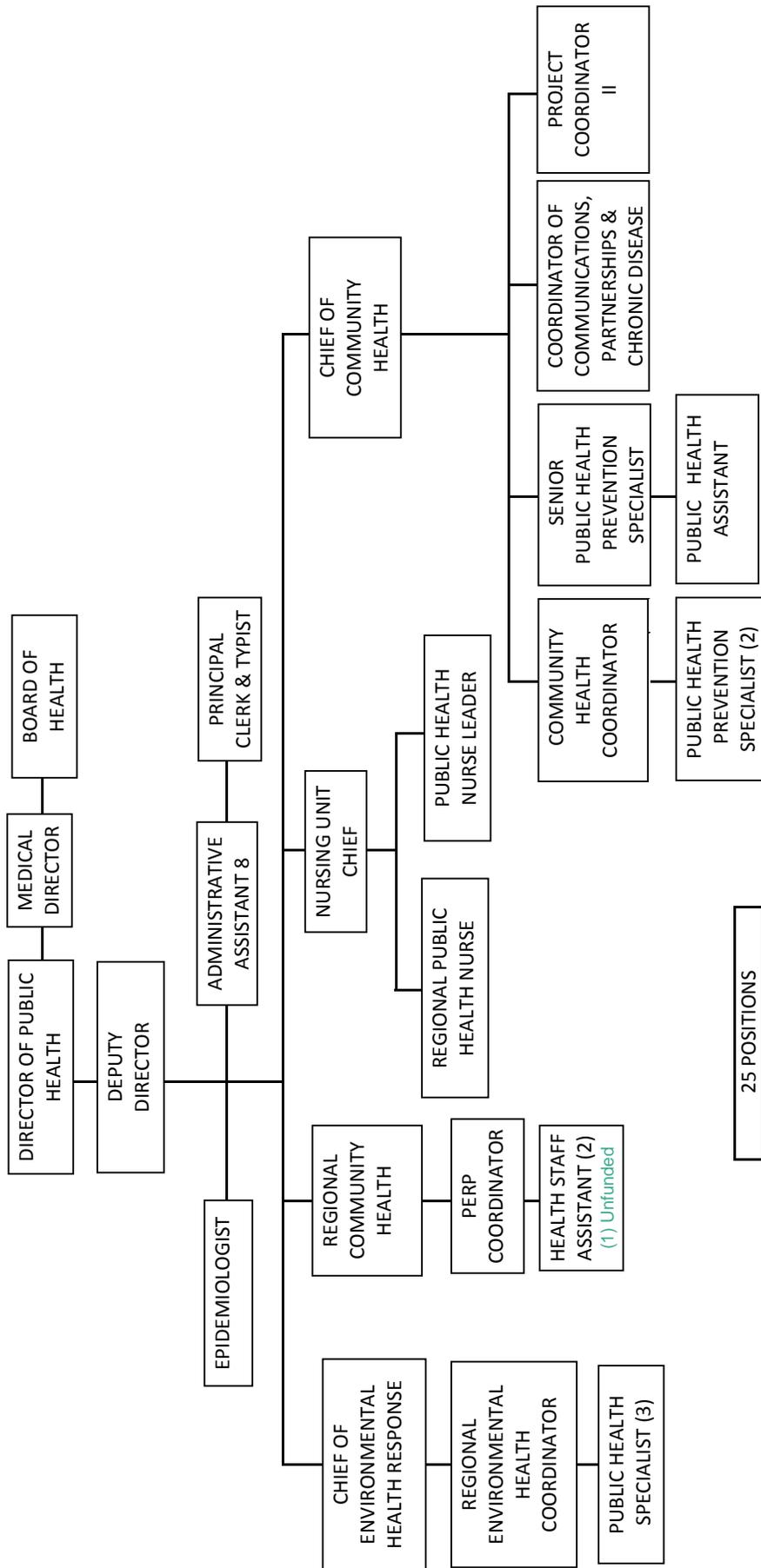
PUBLIC HEALTH

- Central MA Mosquito Control Program (CMMCP): WDPH coordinated the City's participation in the CMMCP, a quasi-state agency that provides comprehensive mosquito control services to reduce mosquito exposure to the public, and the potential for disease transmission by mosquitoes, by utilizing proven, sound mosquito control techniques. In addition to extensive trapping and testing, 24 spraying events occurred in affected areas, 321 residents called for spraying service and 13,000 catch basins were treated to interrupt breeding grounds.
- The CHIP Annual Report was released in November 2018, highlights the collective work of hundreds of individuals participating in CHIP priority strategy work. The report indicates that 89 percent of strategies are in process or completed. The goal of the CHIP is health equity for all that live, work, play or attend school in Worcester and CMRPHA communities.
- Expansion of Academic Health Collaborative of Worcester (AHCW): During this fiscal year, WDPH hosted 65 student interns, many of whom chose to continue with their internships for multiple semesters, increasing the depth of student research projects. There were five faculty led course based projects, five faculty incorporated real world public health projects from the AHCW across eight different courses which included work on 11 CHIP strategies and included more than 100 students. This work represented 14 colleges and one high school.

New and Continued Initiatives

- Racial and Ethnic Approaches to Community Health (REACH) CDC Cooperative Agreement – received a five-year award, \$780,000 per year, to improve health outcomes for the Latino population (representing 22% of Worcester's population) in the areas of nutrition and physical activity through clinical-community linkages. This project overlays the 2016 CHIP with an overarching goal of health equity.
- Trauma-Informed Response to Young Victims of Crime - received a three-year grant from the Department of Justice Office of Victims of Crime (OVC). The grant will support the implementation of an effective, data-driven response to improve the public safety of children and families impacted by drug crime. With this award, WDPH will lead the Trauma-Informed Response to Young Victims of Crime (TIRYVOC) program to provide direct services to children under the age of 10 who are crime victims and ensure that stakeholders from various sectors receive the training and support they need to respond effectively.
- Regional Disaster Health Response Award - Mass General Hospital (MGH) was awarded a Regional Disaster Health Response System Partnership grant from the Assistant Secretary of Preparedness and Response, one of only two awarded nationwide. As a partner in statewide and regional preparedness work, WDPH received a \$10,000 grant from MGH to implement the plans and policies that the hospital develops.

DIVISION OF PUBLIC HEALTH ORGANIZATIONAL CHART



25 POSITIONS

KARYN E. CLARK, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DIVISION OF PUBLIC HEALTH -#330

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 99,341.00	52EM	DIRECTOR OF PUBLIC HEALTH	1	\$ 104,160.00
1	44,533.00	50EM	MEDICAL DIRECTOR	1	45,773.00
1	87,943.00	45M	DEPUTY DIRECTOR OF PUBLIC HEALTH	1	94,027.00
1	68,224.00	43M	CHIEF OF EPIDEMIOLOGIST & HEALTH PROTECTION	1	74,094.00
1	69,597.00	38M	ADMINISTRATIVE ASSISTANT 8	1	72,962.00
1	39,047.00	27	PRINCIPAL CLERK & TYPIST	1	41,395.00
6	\$ 408,685.00		TOTAL SALARIES	6	\$ 432,411.00
	\$ (145,045.00)		FUNDING SOURCES:		
	\$ (145,045.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (131,799.00)
			TOTAL FUNDING SOURCES		\$ (131,799.00)
	\$ 263,640.00		TOTAL RECOMMENDED PERSONAL SERVICES- PUBLIC HEALTH ADMINISTRATION OFFICE		\$ 300,612.00
1	\$ 79,204.00	43M	CHIEF OF COMMUNITY HEALTH	1	\$ 81,443.00
1	72,792.00	42M	COORD. OF COMMUNICATIONS, PARTNERSHIPS & CHRONIC DISEASE	1	64,348.00
0	-	41M	PROJECT COORDINATOR, PUBLIC HEALTH	1	62,720.00
1	59,260.00	40M	COMMUNITY HEALTH COORDINATOR	1	57,787.00
0	-	38M	SENIOR PUBLIC HEALTH PREVENTION SPECIALIST	1	57,787.00
3	152,838.00	33P	PUBLIC HEALTH PREVENTION SPECIALIST	2	100,710.00
1	53,485.00	34	PUBLIC HEALTH STAFF ASSISTANT	1	51,198.00
7	\$ 417,579.00		TOTAL SALARIES	8	\$ 475,993.00
	\$ (328,787.00)		FUNDING SOURCES:		
	\$ (328,787.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (381,289.00)
			TOTAL FUNDING SOURCES		\$ (381,289.00)
	\$ 88,792.00		TOTAL RECOMMENDED PERSONAL SERVICES- COMMUNITY HEALTH OFFICE		\$ 94,704.00
1	\$ 69,924.00	40M	REGIONAL COMMUNITY HEALTH COORDINATOR	1	\$ 76,045.00
1	59,260.00	38M	PERP COORDINATOR	1	68,447.00
2	97,735.00	34	PUBLIC HEALTH STAFF ASSISTANT	1	59,780.00
4	\$ 226,919.00		TOTAL SALARIES	3	\$ 204,272.00
	\$ (226,919.00)		FUNDING SOURCES:		
	\$ (226,919.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (204,272.00)
			TOTAL FUNDING SOURCES		\$ (204,272.00)
	\$ -		TOTAL RECOMMENDED PERSONAL SERVICES- EMERGENCY PREPAREDNESS OFFICE		\$ -
1	\$ 83,263.00	43M	NURSING UNIT CHIEF	1	\$ 87,299.00
1	47,689.00	36	REGIONAL PUBLIC HEALTH NURSE	1	52,059.00
1	59,780.00	80B	PUBLIC HEALTH NURSE LEADER	1	65,207.00
3	\$ 190,732.00		TOTAL SALARIES	3	\$ 204,565.00
	\$ (32,171.00)		FUNDING SOURCES:		
	\$ (32,171.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (34,759.00)
			TOTAL FUNDING SOURCES		\$ (34,759.00)
	\$ 158,561.00		TOTAL RECOMMENDED PERSONAL SERVICES- NURSING UNIT		\$ 169,806.00
1	\$ 83,263.00	43M	CHIEF OF ENVIRONMENTAL HEALTH AND RESPONSE	1	\$ 87,299.00
1	59,260.00	40M	REGIONAL ENVIRONMENTAL HEALTH COORDINATOR	1	64,348.00
3	148,467.00	33P	REGIONAL PUBLIC HEALTH SPECIALIST	3	172,347.00
5	\$ 290,990.00		TOTAL SALARIES	5	\$ 323,994.00
	\$ (282,664.00)		FUNDING SOURCES:		
	\$ (282,664.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (319,629.00)
			TOTAL FUNDING SOURCES		\$ (319,629.00)
	\$ 8,326.00		TOTAL RECOMMENDED PERSONAL SERVICES- REGIONAL PUBLIC HEALTH OFFICE		\$ 4,365.00
25	\$ 519,319.00		TOTAL SALARIES	25	\$ 569,487.00

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DIVISION OF PUBLIC HEALTH -#330

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	520.00		PUBLIC HEALTH NURSE STIPENDS		520.00
	10,000.00		REGIONAL HEALTH STIPEND		10,000.00
	<u>10,520.00</u>		TOTAL CONTRACTUAL STIPENDS AND EXTRAS		<u>10,520.00</u>
	(10,245.00)		VACANCY FACTOR		(10,000.00)
	573.00		EM INCENTIVE PAY		1,133.00
	-		NURSE UNIFORM CONTRACTUAL ALLOWANCE		1,000.00
	<u>\$ 520,167.00</u>		TOTAL SALARIES		<u>\$ 572,140.00</u>
	<u>\$ 520,167.00</u>	330-91000	TOTAL RECOMMENDED PERSONAL SERVICES		<u>\$ 572,140.00</u>
	\$ 3,000.00		OVERTIME - REGIONAL HEALTH		\$ 3,000.00
	500.00		OVERTIME - NURSING		500.00
	<u>\$ 3,500.00</u>		TOTAL OVERTIME		<u>\$ 3,500.00</u>
	\$ (3,000.00)		FUNDING SOURCES:		\$ (3,000.00)
	<u>\$ (3,000.00)</u>		GRANT & REGIONAL FUNDINGS SOURCES		<u>\$ (3,000.00)</u>
	<u>\$ 500.00</u>	330-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 500.00</u>
	\$ 1,000.00		AUTO FUEL		\$ 1,100.00
	-		CONSULTANT		50,000.00
	-		COPY PAPER		400.00
	-		EDUCATIONAL SUPPLIES		1,000.00
	-		HARDWARE DEVICES		500.00
	1,800.00		LEASE & RENTALS		3,000.00
	-		LICENSES-NURSING		300.00
	2,800.00		MAINTENANCE REPAIR VEHICLE		2,500.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	5,000.00		MEDICAL SUPPLIES-NURSING		2,000.00
	200.00		MEMBERSHIP DUES		500.00
	1,200.00		NEWSPAPER ADVERTISEMENT		200.00
	1,000.00		OFFICE SUPPLIES-NURSING		950.00
	2,000.00		PRINTING		1,000.00
	-		PRINTING SUPPLIES		200.00
	-		REGISTRATION FEES-NURSING		150.00
	-		RUBBISH REMOVAL-NURSING		3,500.00
	8,500.00		TELEPHONE		6,000.00
	-		TRAVELING		100.00
	50,000.00		W.A.A.S.E ORDINARY MAINTENANCE		-
	-		WATER		100.00
	<u>\$ 74,500.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 74,500.00</u>
	<u>\$ 74,500.00</u>	330-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 74,500.00</u>
	\$ 125,602.00		HEALTH INSURANCE		\$ 119,464.00
	91,403.00		RETIREMENT		96,457.00
	<u>\$ 217,005.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 215,921.00</u>
	\$ (217,005.00)		FUNDING SOURCES:		\$ (215,921.00)
	<u>\$ (217,005.00)</u>		GRANT & REGIONAL FUNDING SOURCES		<u>\$ (215,921.00)</u>
	<u>\$ -</u>	330-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 595,167.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 647,140.00</u>

**FISCAL YEAR 2020
DIVISION OF PUBLIC HEALTH
FUNDING SOURCES**

DIVISION: PUBLIC HEALTH

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
HMCC	\$ 23,507.00	\$ 2,476.00	\$ 25,983.00
OPIOID	3,705.00	767.00	4,472.00
OVC	10,373.00	2,148.00	12,521.00
PFS	3,705.00	767.00	4,472.00
REACH	12,111.00	2,029.00	14,140.00
REGIONALIZATION	27,341.00	5,203.00	32,544.00
SAPC	3,705.00	767.00	4,472.00
UMASS	47,352.00	5,185.00	52,537.00
	<u>\$ 131,799.00</u>	<u>\$ 19,342.00</u>	<u>\$ 151,141.00</u>

DIVISION: COMMUNITY HEALTH

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
BPHC	\$ 11,557.00	\$ 2,473.00	\$ 14,030.00
MASS IN MOTION	23,039.00	4,712.00	27,751.00
OPIOID	30,651.00	7,635.00	38,286.00
OVC	33,016.00	7,762.00	40,778.00
PFS	18,520.00	2,587.00	21,107.00
REACH	185,908.00	46,541.00	232,449.00
REGIONALIZATION	5,701.00	954.00	6,655.00
SAPC	28,894.00	6,181.00	35,075.00
TOBACCO	44,003.00	5,289.00	49,292.00
	<u>\$ 381,289.00</u>	<u>\$ 84,134.00</u>	<u>\$ 465,423.00</u>

DIVISION: EMERGENCY PREPAREDNESS & NURSING

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
HMCC	\$ 204,272.00	\$ 40,390.00	\$ 244,662.00
REGIONALIZATION	34,759.00	8,364.00	43,123.00
	<u>\$ 239,031.00</u>	<u>\$ 48,754.00</u>	<u>\$ 287,785.00</u>

DIVISION: REGIONAL PUBLIC HEALTH

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
REGIONALIZATION	\$ 319,629.00	\$ 63,691.00	\$ 383,320.00
	<u>\$ 319,629.00</u>	<u>\$ 63,691.00</u>	<u>\$ 383,320.00</u>

DEPARTMENT TOTAL

	<u><u>\$ 1,071,748.00</u></u>	<u><u>\$ 215,921.00</u></u>	<u><u>\$ 1,287,669.00</u></u>
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ELDER AFFAIRS

Amy Vogel Waters- Director

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

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

Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 365,918.69	\$ 385,254.00	\$ 269,384.44	\$ 459,096.00
Ordinary Maintenance	134,431.65	159,890.00	104,981.56	153,350.00
Capital Outlay	-	-	-	3,000.00
Total	\$ 500,350.34	\$ 545,144.00	\$ 374,366.00	\$ 615,446.00
Total Positions	8	8	8	9

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$615,446, which is an increase of \$70,302 from the Fiscal 2019 amount of \$545,144. This is due mainly to increases in contractual and non-represented wage increases. In addition, a Principal Clerk position was added to provide consistent front desk coverage at the Senior Center. Also, Capital Outlay funding of \$3,000 was budgeted for computer lab upgrades.

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Provide opportunities for all residents to access the services and support they need to live a healthy life			
	-Number of Senior Health and Wellness programs offered at the Senior Center	386	340	350
	-Diversity and inclusivity (geographic, ethnicity, programming, etc.) of seniors served by, enrolled in, and attending Health and Wellness programs	77% (non-01604) 36.1% (non-caucasian)	77.2% (non-01604) 38.8% (non-caucasian)	78% (non-01604) 35% (non-caucasian)

ELDER AFFAIRS

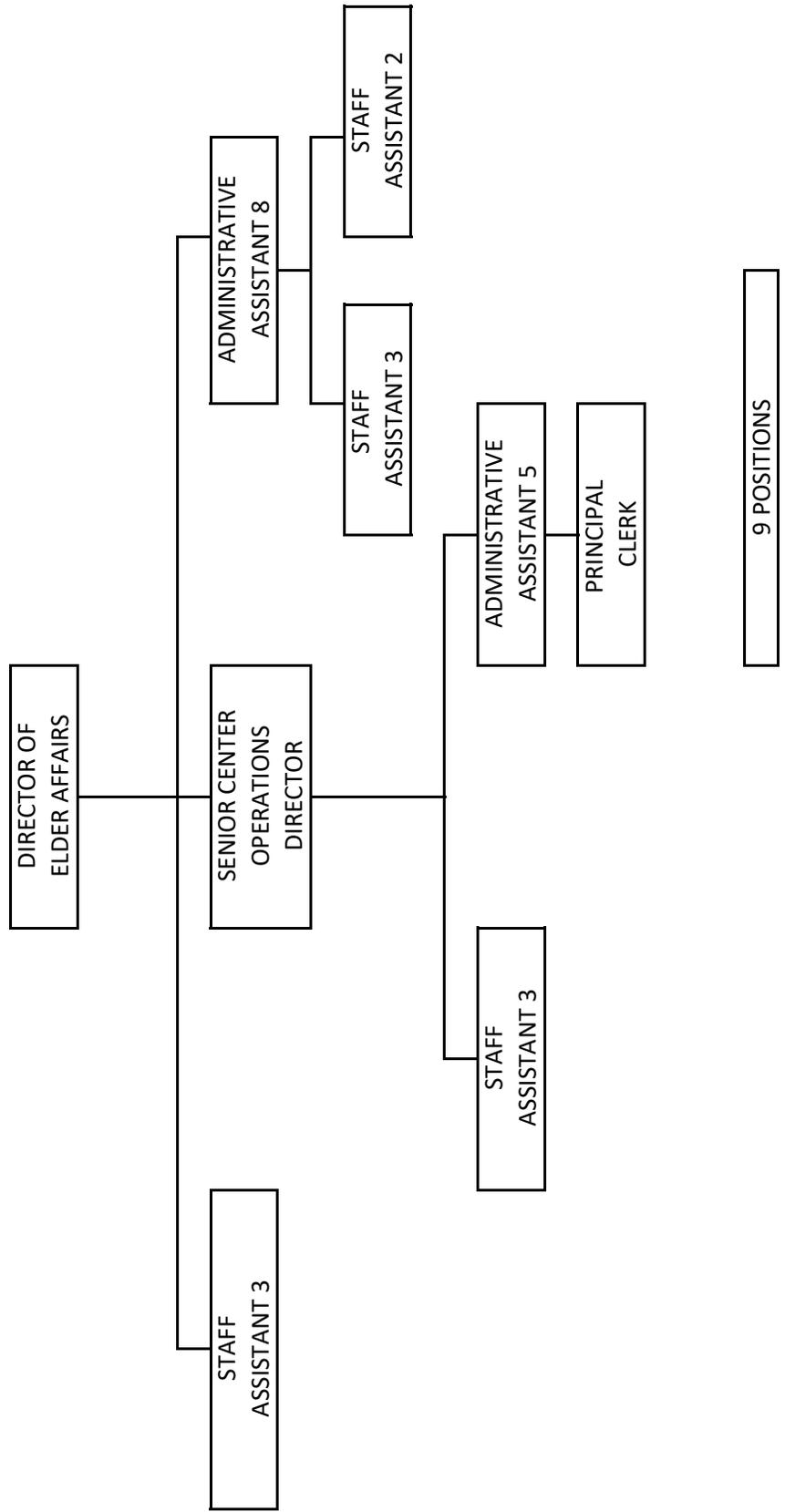
Major Accomplishments of FY19

- Successful pilot of “Time to Care,” a weekly respite program for caregivers of people living with dementia; this augments monthly “Memory Café” and jumpstarts Dementia Friendly Worcester efforts, including the formation of an action team.
- Addition of certified personal fitness trainer as tenant and new fitness programs, such as Prime Time Health, Seated Core, Seated Strength, Silver Sneakers, and A Walk in the Park.
- New culturally sensitive Blood Pressure education program developed and provided by new part-time public health nurse, students, and interpreters for seniors in six languages.
- Contributed to the education of senior centers statewide by creating a video via the MA Council on Aging, which documents the significant success of our Vietnamese Elder Group as a model for multi-cultural outreach.
- Addressed changes in various senior issues such as assisting in the implementation of the WRTA’s automated fare system, hosting farmer’s markets even in the winter, expanding community gardens, and keeping up with various benefits to assist with basic needs. In addition to direct service to individuals, provided ongoing education and an annual Senior Health & Safety Fair, which had formerly been organized by UMASS Memorial Health Care.

New and Continued Initiatives

- The Dementia Friendly Worcester program will inform our community on the importance of recognizing the signs of dementia, how to communicate effectively with people/customers/constituents who have dementia, and provide support for the caregiver. It is expected that an application will be submitted and approved to officially declare Worcester a dementia friendly community.
- Begin structured effort via the 2020 Community Health Improvement Plan, to work towards Worcester being declared an official age friendly community. This will help ensure that the needs of older residents’ are better addressed, as well as boosting the City’s attractiveness to retirees.
- Manage the operation of a newly renovated Fitness Center at the Senior Center.
- Secure additional, cutting edge programs to promote healthy aging and social connection.
- Expand and improve Senior Walk in the Parks program.

DIVISION OF ELDER AFFAIRS ORGANIZATIONAL CHART



9 POSITIONS

AMY VOGEL WATERS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF HEALTH & HUMAN SERVICES

DIVISION OF ELDER AFFAIRS - DIVISION #340

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 87,402.00	44EM	DIRECTOR OF ELDER AFFAIRS	1	\$ 91,632.00
1	83,263.00	43M	SENIOR CENTER OPERATIONS DIRECTOR	1	87,299.00
1	68,224.00	38M	ADMINISTRATIVE ASSISTANT 8	1	72,962.00
3	189,531.00	37	STAFF ASSISTANT 3	3	203,649.00
1	56,893.00	35	STAFF ASSISTANT 2	1	61,713.00
1	47,981.00	31	ADMINISTRATIVE ASSISTANT 5	1	51,985.00
0	-	27	PRINCIPAL CLERK	1	36,597.00
8	\$ 533,294.00		REGULAR SALARIES	9	\$ 605,837.00
	2,647.00		EM INCENTIVE PAY		3,672.00
8	\$ 535,941.00		TOTAL RECOMMENDED SALARIES	9	\$ 609,509.00
			<u>FUNDING SOURCES:</u>		
	\$ (150,687.00)		STATE COUNCIL ON AGING GRANT		\$ (150,413.00)
	\$ (150,687.00)		TOTAL FUNDING SOURCES		\$ (150,413.00)
8	\$ 385,254.00	340-91000	TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 459,096.00
	\$ 300.00		BUILDING SUPPLIES		\$ 100.00
	600.00		COPY PAPER		500.00
	-		CONSULTANTS		2,000.00
	1,500.00		FOOD SUPPLIES		150.00
	3,800.00		HARDWARE/DEVICES		3,000.00
			HIRED SERVICES		1,000.00
			INSURANCE		150.00
	3,600.00		LEASES & RENTALS		3,900.00
	7,000.00		MAINTENANCE /REPAIR BUILDING		4,900.00
	3,000.00		MAINTENANCE SYSTEM SOFTWARE		2,500.00
	5,000.00		MAINTENANCE/REPAIR EQUIPMENT		6,000.00
	-		MARKETING		3,000.00
	1,000.00		NEWSPAPER ADVERTISEMENT		500.00
	2,000.00		OFFICE SUPPLIES		2,500.00
	8,490.00		OTHER PERSONAL SERVICES		-
	3,000.00		OTHER SUPPLIES		1,000.00
	1,000.00		PRINTING		600.00
	1,000.00		PRINTING SUPPLIES		1,500.00
	95,000.00		PROGRAMS		92,900.00
	5,000.00		PROGRAMS-TRANSLATION/INTERPRETATION		7,100.00
	10,000.00		PROGRAMS-TRANSPORTATION		12,200.00
	200.00		RECREATION PROGRAMS		3,400.00
	200.00		SECURITY SERVICES		150.00
	500.00		SUBSCRIPTIONS		600.00
	4,000.00		TELEPHONES		3,500.00
	3,000.00		TRANSLATION/INTERPRETATION		-
	200.00		TRAVELING		150.00
	500.00		WATER		50.00
	\$ 159,890.00		ORDINARY MAINTENANCE		\$ 153,350.00
	\$ 159,890.00	340-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 153,350.00
	\$ -		CAPITAL OUTLAY		\$ 3,000.00
	\$ -		TOTAL ORDINARY MAINTENANCE		\$ 3,000.00
	\$ -	340-93000	TOTAL RECOMMENDED TAX LEVY CAPITAL OUTLAY		\$ 3,000.00

AMY VOGEL WATERS, DIRECTOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
DEPARTMENT OF HEALTH & HUMAN SERVICES
DIVISION OF ELDER AFFAIRS - DIVISION #340**

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	\$ 14,191.00		HEALTH INSURANCE		\$ 13,535.00
	15,001.00		RETIREMENT		15,718.00
	<u>\$ 29,192.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 29,253.00</u>
			<u>FUNDING SOURCES:</u>		
	(29,192.00)		STATE GRANTS		(29,253.00)
	<u>(29,192.00)</u>		TOTAL FUNDING SOURCES		<u>(29,253.00)</u>
	<u>\$ -</u>	340-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 545,144.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 615,446.00</u>



The City of
WORCESTER

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TECHNICAL SERVICES

Eileen M. Cazaropoul- Chief Information Officer

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

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

Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2018</u>	<u>Fiscal 2019</u>	<u>3/31/19</u>	<u>Fiscal 2020</u>
Salaries	\$ 2,374,655.70	\$ 2,569,400.00	\$ 1,661,399.20	\$ 2,793,460.00
Overtime	23,742.03	40,000.00	10,171.22	30,000.00
Ordinary Maintenance	1,422,610.51	1,646,185.00	1,462,817.75	2,256,360.00
Capital Outlay	-	-	-	279,100.00
Total	\$ 3,821,008.24	\$ 4,255,585.00	\$ 3,134,388.17	\$ 5,358,920.00
Total Positions	31	33	33	34

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$5,358,920, which is an increase of \$1,103,335 from the Fiscal 2019 amount of \$4,255,585. The salary increase is due to a newly added position of Senior Client Server Programmer/Analyst for GIS System administrative duties, which is being funded for six months in FY20, as well as non-represented wage increases, and step increases. In addition, the increase in Ordinary Maintenance of \$610,175 is for additional data storage, Windows 10 Maintenance System Software, Maintenance for two Data Centers, and a consultant for the citywide Centralized Master Address List initiative. In Fiscal 2020, there is an additional allocation of \$279,100 in Capital Outlay for citywide desktops and workstation upgrades.

Departmental Strategic Objectives & Performance Measures

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Provide transparent and regular engagement			
	-Number of new features offered on the website	7	10	-
	Objective: Provide efficient and innovative delivery of City services			
	-Number of new applications developed to improve efficiencies	23	19	-
	Objective: Provide Quality Customer Services			
	-Technical Services Customer Satisfaction Survey results	-	-	-

TECHNICAL SERVICES

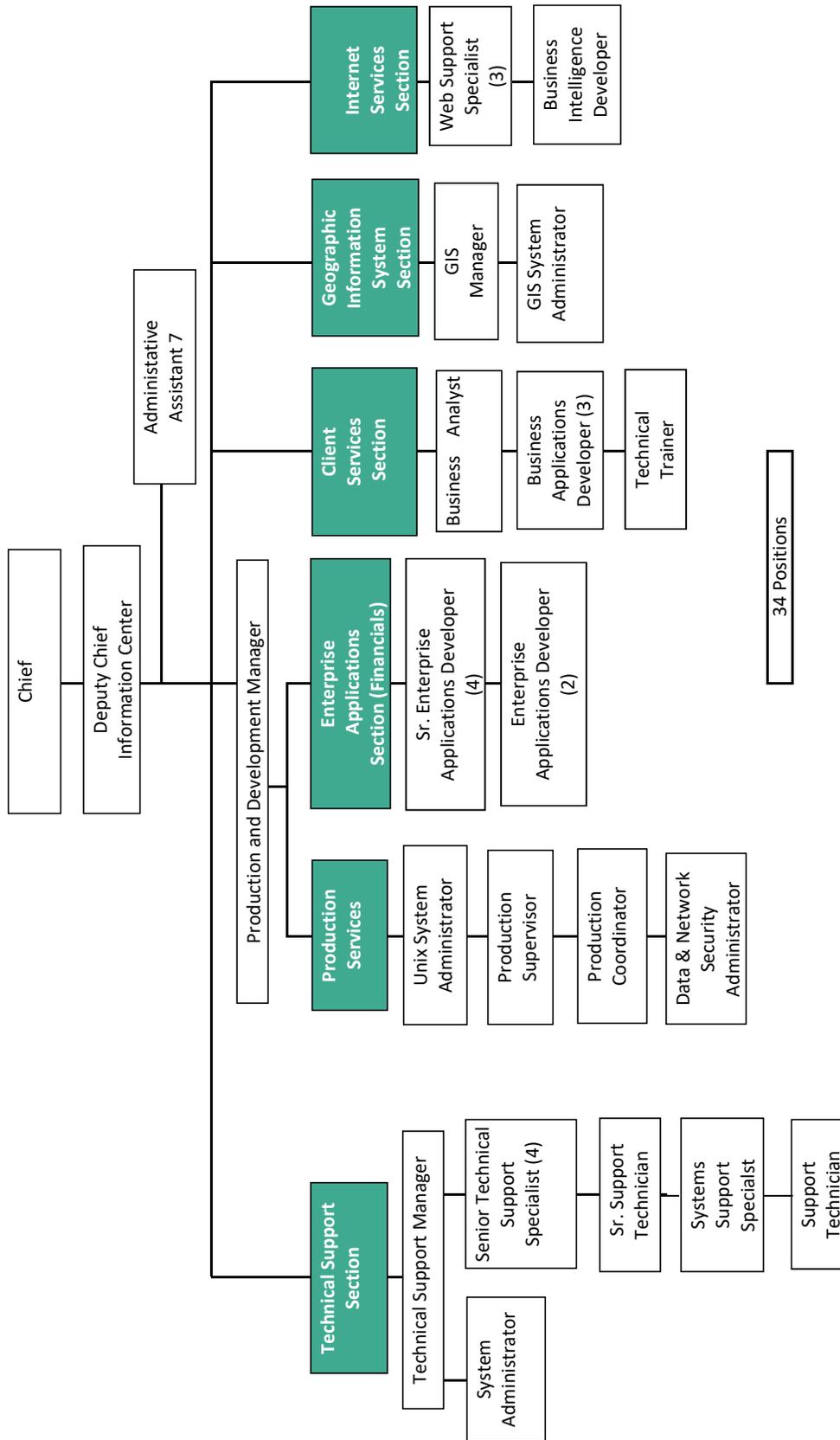
Major Accomplishments of FY19

- Developed a new “Permit History” section, on the City’s website, to view permits issued by the Department of Inspectional Services. Building, electrical, gas, plumbing and mechanical permit data, dating back to 2000, is now available and searchable by permit type, year and occupancy type.
- Developed and implemented the DPW&P Engineering and Water Permits using the new Viewpoint Cloud product. The software includes an employee portal that can be accessed in the office or in the field, as well as a robust citizen portal for the public to apply for and track the status of their permits.
- Upgraded the firmware on the City’s video surveillance platform, including servers, encoders and cameras throughout the City. Configured, installed and added to the City network additional cameras at the following locations: Crompton Park, Coes Knife, Park, Glodis Field, Camp Street Park, Laurel Street Park, South Worcester Park, South Worcester Playground, Castle Park, Stearns Building and at traffic intersections on Lincoln and Shrewsbury Streets. All cameras tie back to the Police Department’s Real Time Crime Center.
- Implemented an Employee Cybersecurity Awareness Program and delivered awareness training to city employees.

New and Continued Initiatives

- Conduct a city-wide technology assessment and develop a Five-Year IT Strategic Plan.
- Develop and launch the Performance Management Dashboard Portal.
- Develop and launch the Open Data Portal.
- Upgrade all city computers to Microsoft Windows 10 and Office 2016.
- Assess and develop standards to implement a standard citywide electronic master address list to be used by all departments and integrated with all applications and systems.
- Upgrade desktop hard drives and memory as well as high powered workstations city wide.

TECHNICAL SERVICES DIVISION ORGANIZATIONAL CHART ORGANIZATIONAL CHART



EILEEN M. CAZAROPOUL, CHIEF INFORMATION OFFICER

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF TECHNICAL SERVICES- DIVISION #680**

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 124,176.00	53EM	CHIEF INFORMATION OFFICER	1	\$ 130,178.00
1	113,714.00	48EM	DEPUTY CHIEF INFORMATION CENTER	1	119,211.00
1	112,424.00	47EM	PRODUCTION AND DEVELOPMENT MANAGER	1	113,289.00
1	109,221.00	47EM	TECHNICAL SUPPORT MANAGER	1	114,507.00
2	200,264.00	48P	SENIOR DATABASE DEVELOPER	2	209,936.00
2	200,264.00	48P	SENIOR CLIENT SERVER DATABASE ANALYST	2	197,455.00
1	84,760.00	48P	SENIOR ENTERPRISE APPLICATIONS DEVELOPER (P.G. 48P)	1	65,301.00
1	94,973.00	48P	NETWORK ADMINISTRATOR	1	101,365.00
2	177,221.00	48P	SYSTEM ADMINISTRATOR	2	188,673.00
4	377,799.00	48P	SENIOR TECHNICAL SUPPORT SPECIALIST	4	404,069.00
3	262,206.00	48P	SENIOR CLIENT SERVER PROGRAMMER/ANALYST	4	313,410.00
1	80,205.00	42P	CLIENT SERVER PROGRAMMER/ANALYST	1	83,390.00
2	160,410.00	42P	DATABASE DEVELOPER	2	168,184.00
3	220,666.00	42P	WEB SUPPORT SPECIALIST	3	235,696.00
1	72,316.00	42P	SYSTEM SUPPORT SPECIALIST	1	78,670.00
1	57,034.00	40P	BUSINESS INTELLIGENCE DEVELOPER	1	68,370.00
1	74,714.00	40P	PRODUCTION SUPERVISOR	1	78,328.00
1	69,507.00	40	SENIOR SUPPORT TECHNICIAN	1	75,078.00
1	66,352.00	38	PRODUCTION COORDINATOR	1	70,950.00
1	62,500.00	37	SUPPORT TECHNICIAN	1	67,460.00
1	59,447.00	35	ADMINISTRATIVE ASSISTANT 7	1	63,551.00
1	44,284.00	35	PRODUCTION SUPPORT SPECIALIST	1	62,148.00
33	\$ 2,824,457.00		REGULAR SALARIES	34	\$ 3,009,219.00
	18,558.00		EM INCENTIVE PAY		14,584.00
	(76,066.00)		VACANCY FACTOR		(22,658.00)
	20,000.00		TEMPORARY STAFF		20,000.00
33	\$ 2,786,949.00		TOTAL RECOMMENDED SALARIES	34	\$ 3,021,145.00
	\$ (3,128.00)		FUNDING SOURCES:		\$ (3,326.00)
	(62,569.00)		GOLF REVENUES		(66,520.00)
	(94,818.00)		SEWER REVENUES		(100,805.00)
	(57,034.00)		WATER REVENUES		(57,034.00)
	\$ (217,549.00)		COMMUNITY COMPACT GRANT		\$ (227,685.00)
			TOTAL FUNDING SOURCES		
33	\$ 2,569,400.00	680-91000	TOTAL RECOMMENDED PERSONAL SERVICES	34	\$ 2,793,460.00
	\$ 40,000.00		OVERTIME		\$ 30,000.00
	\$ 40,000.00	680-97000	TOTAL RECOMMENDED OVERTIME		\$ 30,000.00
	\$ 30,000.00		ELECTRICITY		\$ 30,000.00
	150,000.00		LEASE AND RENTALS		100,000.00
	200,000.00		TELEPHONES		150,000.00
	300.00		POSTAGE		300.00
	1,000.00		NEWSPAPER ADVERTISEMENT		5,000.00
	500.00		SECURITY SERVICES		500.00
	20,000.00		REGISTRATION FEES & TRAINING CERTIFICATIONS		8,000.00
	8,500.00		OFFICE SUPPLIES		10,000.00
	800.00		OTHER SUPPLIES		800.00
	4,000.00		COPY PAPER		3,500.00
	4,000.00		PRINTING & PRINTING SUPPLIES		4,300.00
	32,000.00		MAINTENANCE/REPAIR BUILDINGS		37,000.00
	400.00		MEMBERSHIP DUES		5,000.00
	450.00		BOOKS		-
	3,500.00		TRAVELING		5,000.00
	792,675.00		REGULAR SYSTEM MAINTENANCE		1,550,073.00
	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

EILEEN M. CAZAROPOUL, CHIEF INFORMATION OFFICER

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF TECHNICAL SERVICES- DIVISION #680**

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	96,420.00		EMC BACKUP HW/SW SUPPORT		96,420.00
	49,000.00		GIS HARDWARE/SOFTWARE		49,000.00
	26,500.00		VIDEO SURVEILLANCE SOFTWARE SUPPORT		26,500.00
	36,000.00		SQL ORDINARY MAINTENANCE		36,000.00
	<u>\$ 1,948,900.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 2,610,248.00</u>
			FUNDING SOURCES:		
	\$ (151,916.00)		CREDIT INET		(151,916.00)
	(1,493.00)		CREDIT FROM GOLF		(2,000.00)
	(60,384.00)		CREDIT FROM SEWER		(80,875.00)
	(88,922.00)		CREDIT FROM WATER		(119,097.00)
	<u>\$ (302,715.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (353,888.00)</u>
	<u>\$ 1,646,185.00</u>	680-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 2,256,360.00</u>
	\$ -		FURNITURE & EQUIPMENT		\$ 279,100.00
	<u>\$ -</u>	680-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ 279,100.00</u>
	<u>\$ 4,255,585.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 5,358,920.00</u>



The City of
WORCESTER

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HUMAN RESOURCES

Kathleen G. Johnson - Director

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

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

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Fiscal 2018	Budget for	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2018</u>	<u>Fiscal 2019</u>	<u>3/31/19</u>	<u>Fiscal 2020</u>
Salaries	\$ 926,171.77	\$ 1,010,711.00	\$ 644,076.55	\$ 1,095,680.00
Overtime	8,603.94	3,000.00	1,149.57	3,000.00
Ordinary Maintenance	315,377.28	373,408.00	219,399.80	436,101.00
Total	\$ 1,250,152.99	\$ 1,387,119.00	\$ 864,625.92	\$ 1,534,781.00
Total Positions	17	18	18	17

Operating Budget Highlights

The Fiscal 2020 operating budget for the Human Resources Department is recommended to be funded at \$1,534,781, which is an increase of \$147,662 from Fiscal 2019. The salary increase is primarily due to contractual and non-represented wage increases, fully funding the Safety & Training Officer for a full year, salary upgrade to the Chief Diversity Officer position, and Succession Planning for the Director of Human Resources. Ordinary Maintenance also increased due to adding consultant services of \$60,000 to take over the City Physician duties and adding \$13,000 to support Translation/Interpretation services.

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Attractive employer of high-performing talented workforce			
	-Average time to fill a vacant position (days)	67.5	64.0 (YTD)	56
	-Workforce attending annual professional development trainings (number)	673	552 (YTD)	700
	Objective: Support opportunities for skill development, employment, and educational advancement for all residents and employees			
	-Staff members taking advantage of the City's tuition reimbursement benefit (number)	28	30 (YTD)	50

HUMAN RESOURCES

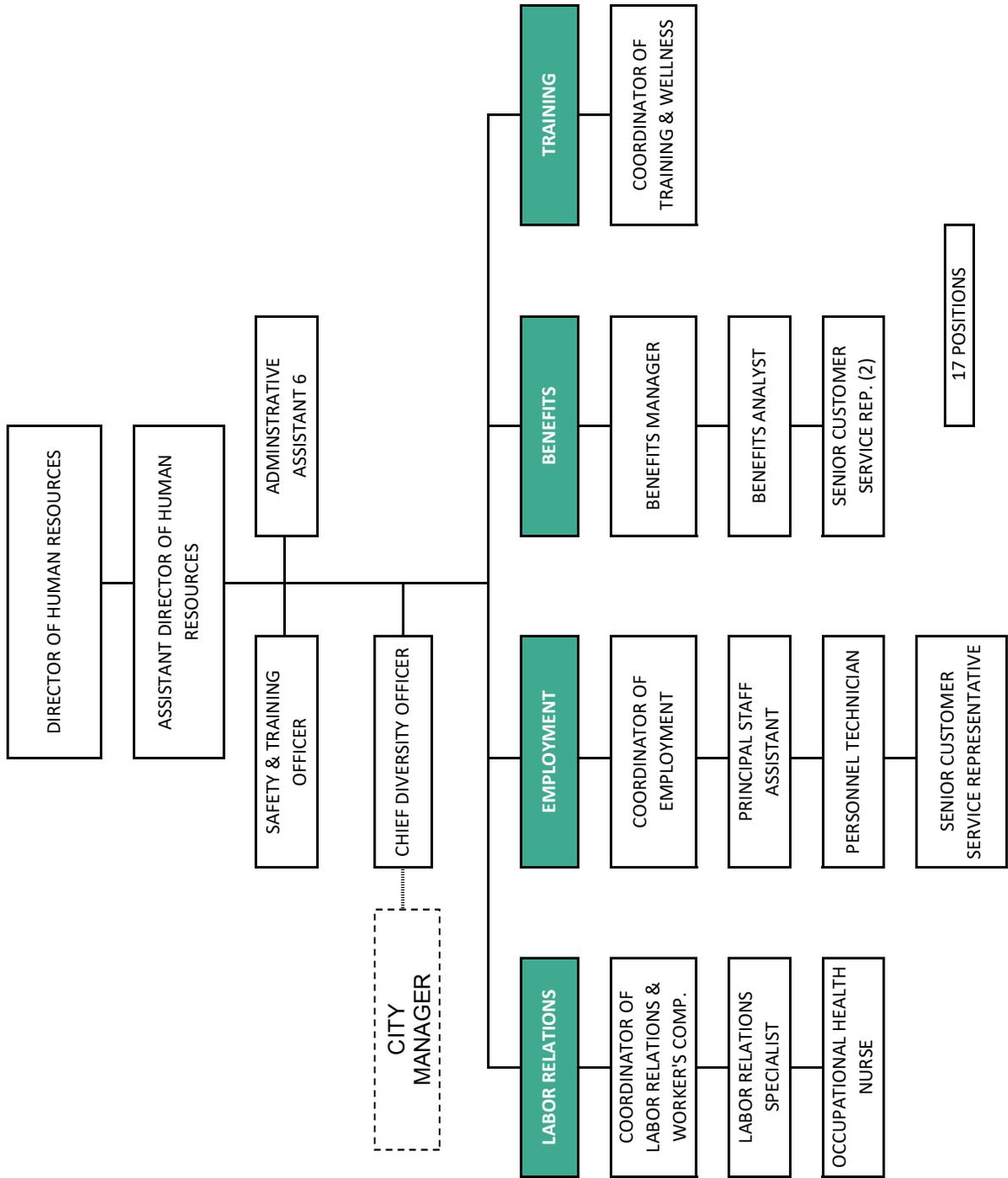
Major Accomplishments of FY19

- Successful recruitment of a new City Physician, in addition to a backup City Physician, resulting in access to new resources for employee testing, therapy and assessment.
- Successful recruitment of a contractor to institute a pay equity study for all City non-union personnel.
- The Diversity and Inclusion Advisory Committee worked diligently with the Chief Diversity Officer to update the “Affirmative Action Policy on Employment”, established in 1996 by the then Affirmative Action Advisory Committee into what is now the City of Worcester Affirmative Action Plan.
- Administered 65 civil service certifications and made 171 appointments and departmental promotions for all City Departments, and 123 appointments for the Worcester Public Schools Department; conducted the civil service certification process for a class of 37 Police Officers and a class of 21 Firefighters.
- Established a Memorandum of Agreement to the Collective Bargaining Agreement with Local 911, New England Police Benevolent Association.
- Mailed open enrollment documents for 9,400 subscribers, assisted 14,000 City and WPS health care plan members and processed more than 400 open enrollment changes manually.
- Training opportunities were attended by over 900 City employees and 2,276 employees participated in City offered employee wellness programs.

New and Continued Initiatives

- Develop a citywide Occupational Health and Safety Program that will increase employee awareness on matters of safety in the workplace and continuously improve all City workplaces for the betterment of both employees and citizens.
- Provide various levels of opportunity for Cultural Competency Training for the City’s workforce.
- FY20 Strategic Training Plan for executive leadership, mid-level management and non-supervisory personnel in areas such as mindfulness, project management, finance, management, and training with technology.
- Enhance training in the areas of harassment prevention for all City personnel.

HUMAN RESOURCE DEPARTMENT ORGANIZATIONAL CHART



17 POSITIONS

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
HUMAN RESOURCES DEPARTMENT - DEPARTMENT #170**

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
ADMINISTRATION:					
1	\$ -	58CM	DIRECTOR HUMAN RESOURCES	1	\$ 127,506.00
1	108,535.00	47EM	ASSISTANT DIRECTOR HUMAN RESOURCES	1	-
1	31,866.00	42M	SAFETY & TRAINING OFFICER	1	84,092.00
1	64,300.00	41M	CHIEF DIVERSITY OFFICER	1	76,798.00
1	46,904.00	33	ADMINISTRATIVE ASSISTANT 6	1	41,390.00
1	34,996.00	FL	CITY PHYSICIAN	0	-
<u>6</u>	<u>\$ 286,601.00</u>			<u>5</u>	<u>\$ 329,786.00</u>
1	\$ 92,997.00	42EM	COORDINATOR OF EMPLOYMENT	1	\$ 97,490.00
1	65,750.00	40M	PRINCIPAL STAFF ASSISTANT	1	71,376.00
1	63,898.00	38M	PERSONNEL TECHNICIAN	1	68,330.00
1	43,963.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	1	47,779.00
<u>4</u>	<u>\$ 266,608.00</u>			<u>4</u>	<u>\$ 284,975.00</u>
1	\$ 100,132.00	48M	COORD. LABOR RELATIONS & WORKER'S COMP.	1	\$ 104,968.00
1	89,690.00	45M	LABOR RELATIONS SPECIALIST	1	93,533.00
1	67,637.00	42M	OCCUPATIONAL NURSE	1	72,835.00
<u>3</u>	<u>\$ 257,459.00</u>			<u>3</u>	<u>\$ 271,336.00</u>
1	\$ 86,445.00	44M	BENEFITS MANAGER	1	\$ 90,632.00
1	45,110.00	35	BENEFIT ANALYST	1	51,351.00
2	86,279.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	2	92,981.00
<u>4</u>	<u>\$ 217,834.00</u>			<u>4</u>	<u>\$ 234,964.00</u>
1	\$ 86,445.00	44M	COORD. OF TRAINING, DEVELOP. AND WELLNESS PROGRAMS	1	\$ 90,632.00
1	\$ 86,445.00			1	\$ 90,632.00
<u>18</u>	<u>\$ 1,114,947.00</u>		REGULAR SALARIES	<u>17</u>	<u>\$ 1,211,693.00</u>
	\$ 89,900.00		INTERNSHIP PROGRAM		\$ 92,400.00
	1,090.00		EM INCENTIVE PAY		-
	(6,200.00)		VACANCY FACTOR		(4,002.00)
	<u>\$ 1,199,737.00</u>		TOTAL RECOMMENDED SALARIES		<u>\$ 1,300,091.00</u>
	\$ (81,602.00)		FUNDING SOURCES: CREDIT FROM SEWER		\$ (88,244.00)
	(106,521.00)		CREDIT FROM WATER		(115,191.00)
	(903.00)		CREDIT FROM GOLF COURSE		(976.00)
	<u>\$ (189,026.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (204,411.00)</u>
<u>18</u>	<u>\$ 1,010,711.00</u>	170-91000	TOTAL RECOMMENDED PERSONNEL SERVICES	<u>17</u>	<u>\$ 1,095,680.00</u>
	\$ 3,000.00		OVERTIME		\$ 3,000.00
	<u>\$ 3,000.00</u>	170-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 3,000.00</u>

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170

FY19 TOTAL POSITIONS	PROPOSED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	PROPOSED FY20 AMOUNT
	\$ 5,000.00		BOOKS		\$ 2,000.00
	2,000.00		CONSTABLES		2,000.00
	20,000.00		CONSULTANTS		66,000.00
	650.00		COPY PAPER		1,100.00
	700.00		HARDWARE/DEVICES		1,000.00
	4,000.00		LEASES & RENTALS		4,500.00
	200,000.00		LEGAL CONSULTANTS		207,050.00
	-		LEGAL FILING FEES		6,000.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	-		MEMBERSHIP DUES		1,400.00
	21,000.00		NEWSPAPER ADVERTISING		34,000.00
	7,000.00		OFFICE SUPPLIES		4,000.00
	1,000.00		OTHER CHARGES & EXPENDITURES		-
	20,295.00		OTHER PERSONAL SERVICES		-
	1,200.00		OTHER SUPPLIES		1,000.00
	-		PHYSICIANS/SURGEONS		12,000.00
	-		POSTAGE		100.00
	-		PREPARED MEALS		2,000.00
	3,500.00		PRINTING		6,000.00
	-		PRINTING SUPPLIES		1,000.00
	100,000.00		PROFESSIONAL DEVELOPMENT/TRAINING/RETENTION		-
	-		PROFESSIONAL DEVELOPMENT-RECREATIONAL PROGRAM		1,500.00
	-		PROFESSIONAL DEVELOPMENT-REGISTRATION FEES		6,000.00
	-		PROFESSIONAL DEVELOPMENT-SUBSCRIPTIONS		1,500.00
	-		PROFESSIONAL DEVELOPMENT-TRAINING CERTIFICATIONS		55,000.00
	-		PROFESSIONAL DEVELOPMENT-TRAVELING		12,000.00
	-		PROFESSIONAL DEVELOPMENT-TUITION		10,000.00
	-		PSYCHOLOGIST/BEHAVIORAL SERVICES		5,000.00
	-		SECURITY SERVICES		4,345.00
	1,500.00		SUBSCRIPTIONS		-
	-		TELEPHONE		1,000.00
	2,500.00		TRANSLATION/INTERPRETATION		17,000.00
	-		TRAVELING		8,500.00
	10,000.00		TUITION		-
	250.00		WATER		500.00
	-		LICENSES		100.00
	<u>\$ 401,595.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 474,595.00</u>
			FUNDING SOURCES:		
	\$ (3,256.00)		CREDIT FROM SEWER		\$ (3,848.00)
	(3,931.00)		CREDIT FROM WATER		(4,646.00)
	<u>(21,000.00)</u>		INTERDEPARTMENTAL CREDIT		<u>(30,000.00)</u>
	<u>\$ (28,187.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (38,494.00)</u>
	<u>\$ 373,408.00</u>	170-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 436,101.00</u>
	<u>\$ 1,387,119.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,534,781.00</u>



The City of
WORCESTER

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WORKERS' COMPENSATION

Kathleen G. Johnson - Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1030

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Budget for	Budget for	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2018</u>	<u>Fiscal 2019</u>	<u>3/31/19</u>	<u>Fiscal 2020</u>
Ordinary Maintenance	\$ 80,455.00	\$ 90,455.00	\$ 52,765.44	\$ 91,359.00
Fringe Benefits	1,073,306.83	1,169,769.00	652,262.85	1,155,467.00
Total	\$ 1,153,761.83	\$ 1,260,224.00	\$ 705,028.29	\$ 1,246,826.00

Operating Budget Highlights

The total Worker's Compensation budget for Fiscal 2020 is recommended to be \$1,246,826, which is a decrease of \$13,398 from the Fiscal 2019 amount of \$1,260,224. The State Workers' Compensation statute is designed to be a wage replacement system for the benefit of those who sustain injuries arising out of, and in the course of, their employment with the City, per the workers' compensation M.G. L Chapter 152.

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF HUMAN RESOURCES

DIVISION OF WORKERS' COMPENSATION - DIVISION #171

<u>APPROVED FY19 AMOUNT</u>		<u>TITLE</u>	<u>RECOMMENDED FY20 AMOUNT</u>
\$ 90,455.00		ADMINISTRATIVE SERVICES	\$ 91,359.00
<u>\$ 90,455.00</u>	171-92000	TOTAL ORDINARY MAINTENANCE	<u>\$ 91,359.00</u>
\$ 1,384,997.00		BASIC WORKERS' COMPENSATION	\$ 1,371,147.00
<u>\$ 1,384,997.00</u>	171-96000	TOTAL FRINGE BENEFITS	<u>\$ 1,371,147.00</u>
		<u>FUNDING SOURCES:</u>	
\$ (80,000.00)		CREDIT FROM WATER	\$ (110,000.00)
(90,000.00)		CREDIT FROM SEWER	(60,000.00)
<u>(45,228.00)</u>		CREDIT FROM SCHOOLS	<u>(45,680.00)</u>
<u>\$ (215,228.00)</u>		TOTAL FUNDING SOURCES	<u>\$ (215,680.00)</u>
<u>\$ 1,260,224.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,246,826.00</u>

INJURED ON DUTY CLAIMS

Kathleen G. Johnson - Director
 City Hall - Room 109
 455 Main Street
 Worcester, Massachusetts 01608
 (508) 799-1030

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Budget for	Budget for	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2018</u>	<u>Fiscal 2019</u>	<u>3/31/19</u>	<u>Fiscal 2020</u>
Ordinary Maintenance	\$ 98,550.00	\$ 98,550.00	82,125.00	\$ 98,550.00
Fringe Benefits	536,994.41	495,300.00	434,823.96	640,109.00
Total	\$ 635,544.41	\$ 593,850.00	\$ 516,948.96	\$ 738,659.00

Operating Budget Highlights

The City incurs salary expenses for uniformed police officers and firefighters when they have been injured in the line of duty. This account pays for all non-salary costs of uniformed police and fire personnel who are injured in the line of duty. The total tax levy appropriation for Fiscal 2020 is recommended to be \$738,659, which is an increase of \$144,809 from the Fiscal 2019 amount of \$593,850. This increase is primarily due to M.G.L. Chapter 148 Acts of 2018 amending Chapter 32, Section 94B. The new legislation grants firefighters a legal presumption that several cancer diagnoses arose in the line of duty. The law mandates leave without loss of pay for the period of incapacity until the employee retires or a physician returns the firefighter to work. The new legislation also expands the types of cancers now eligible for benefits.

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

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

APPROVED FY19 AMOUNT		TITLE	RECOMMENDED FY20 AMOUNT
<u>\$ 98,550.00</u>	174-92000	ADMINISTRATIVE SERVICES	<u>\$ 98,550.00</u>
<u>\$ 98,550.00</u>	174-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 98,550.00</u>
<u>\$ 242,013.00</u>	1741	POLICE DEPARTMENT IOD CLAIMS	<u>\$ 266,649.00</u>
<u>253,287.00</u>	17412	FIRE DEPARTMENT IOD CLAIMS	<u>373,460.00</u>
<u>\$ 495,300.00</u>	174-96000	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 640,109.00</u>
<u>\$ 593,850.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 738,659.00</u>

UNEMPLOYMENT COMPENSATION

Kathleen G. Johnson - Director

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

Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2018</u>	<u>Fiscal 2019</u>	<u>3/26/19</u>	<u>Fiscal 2020</u>
Fringe Benefits	\$ 54,332.18	\$ 110,000.00	\$ 30,033.94	\$ 100,000.00
Total	\$ 54,332.18	\$ 110,000.00	\$ 30,033.94	\$ 100,000.00

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

Operating Budget Highlights

The total Worker’s Compensation budget for Fiscal 2020 is recommended to be \$100,000, which is a decrease of \$10,000 from the Fiscal 2019 amount of \$110,000. Chapter 720 of the Acts of 1977, extended unemployment compensation benefits to eligible state and local government employees. The City of Worcester is self-insured for the payment of benefits awarded by the Massachusetts Department of Employment and Training.

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF HUMAN RESOURCES

DIVISION OF UNEMPLOYMENT COMPENSATION - DIVISION #172

APPROVED FY19 AMOUNT	ACCOUNT NUMBER	TITLE	RECOMMENDED FY20 AMOUNT
<u>\$ 130,000.00</u>		REGULAR UNEMPLOYMENT COMPENSATION	<u>\$ 120,000.00</u>
<u>\$ 130,000.00</u>		TOTAL UNEMPLOYMENT COMPENSATION	<u>\$ 120,000.00</u>
		FUNDING SOURCES:	
\$ (5,000.00)		CREDIT FROM SEWER	\$ (5,000.00)
(5,000.00)		CREDIT FROM WATER	(5,000.00)
<u>(10,000.00)</u>		CREDIT FROM GOLF	<u>(10,000.00)</u>
\$ (20,000.00)		TOTAL FUNDING CREDITS	\$ (20,000.00)
<u>\$ 110,000.00</u>	172-96000	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 100,000.00</u>
<u>\$ 110,000.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 100,000.00</u>

HEALTH INSURANCE

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 five (5) conventional and three (3) Medicare health plans. Great efforts have been made over the last ten years to implement many cost control measures to minimize the cost of health insurance such as self-funding the City’s plans, the adoption of Section 18 to shift costs to the Federal Medicare program, carving out prescription drugs and use of a Pharmacy Benefit Management program, adopting GIC-like health plans designed to drive members to lower costs local providers, creating Medical Management programs directed to assist members with complicated medical issues, and introducing Wellness Plans designed to lower claim costs. These reforms have cumulatively saved the City on premium costs, allowing us to redirect these dollars to critical services and control the OPEB liability.

Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2018</u>	<u>Fiscal 2019</u>	<u>3/31/19</u>	<u>Fiscal 2020</u>
Fringe Benefits	\$ 22,538,565.30	\$ 25,165,960.00	\$ 21,766,864.96	\$ 26,769,946.00
Total	\$ 22,538,565.30	\$ 25,165,960.00	\$ 21,766,864.96	\$ 26,769,946.00

Operating Budget Highlights

The Fiscal 2020 operating budget for Health Insurance and employee Fringe Benefit costs, excluding Worcester Public Schools is recommended to be funded at \$26,769,946, which is an increase of \$1,603,986 from Fiscal 2019. The increase is a result of higher enrollment counts of 28 and a 5% increase in premium costs. The recommended Health Insurance tax levy budget will fund employee and retiree health insurance premiums, and other fringe benefit costs for 3,193 of the 3,571 active and retired City employees that carry the Health Insurance benefit. The other 378 employees are funded by grants, projects and enterprise funds.

Medicare Payroll Tax:

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

HEALTH INSURANCE

Life Insurance & Disability Coverage:

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

Employee Assistance Program:

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

Health Insurance Consultant:

The City contracts with 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.

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

HEALTH INSURANCE - DEPARTMENT #663

APPROVED FY19 AMOUNT	TITLE	RECOMMENDED FY20 AMOUNT
\$ 636,140.00	BC/ BS PREFERRED	\$ 675,266.00
4,764,663.00	NETWORK BLUE NEW ENGLAND	4,887,032.00
2,682,635.00	CITY OF WORCESTER DIRECT	2,891,028.00
13,498,463.00	CITY OF WORCESTER ADVANTAGE	14,640,155.00
3,454,542.00	BC/ BS MEDEX	3,639,534.00
486,587.00	TUFTS MEDICARE PREFERRED	423,358.00
810,914.00	TUFTS MEDICARE SUPPLEMENT	832,095.00
75,000.00	HEALTH INSURANCE CONSULTANT	75,000.00
50,000.00	PBM ADMINISTRATIVE COSTS	50,000.00
20,918.00	HIGH DEDUCTIBLE HEALTH PLAN	105,704.00
<u>\$ 26,479,862.00</u>	TOTAL HEALTH INSURANCE	<u>\$ 28,219,172.00</u>
\$ 137,946.00	LIFE INSURANCE	\$ 136,469.00
1,895,861.00	MEDICARE INSURANCE	2,199,291.00
26,500.00	EMPLOYEE ASSISTANCE PROGRAM	26,500.00
26,136.00	WELLNESS PROGRAM	26,136.00
<u>\$ 2,086,443.00</u>	TOTAL OTHER COSTS	<u>\$ 2,388,396.00</u>
450,000.00	RESERVE FOR SETTLEMENTS	72,300.00
<u>\$ 29,016,305.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 30,679,868.00</u>
	FUNDING SOURCES:	
\$ (981,186.00)	CREDIT FROM INDIRECT	\$ (1,006,639.00)
(26,419.00)	CREDIT ELDER AFFAIRS	(25,256.00)
(263,133.00)	CREDIT FROM WORKFORCE DEVELOPMENT	(299,522.00)
(65,119.00)	CREDIT DPW- PROJECTS	(68,202.00)
(215,261.00)	CREDIT GRANTS	(226,594.00)
(717,760.00)	CREDIT FROM SEWER	(739,745.00)
(1,487,179.00)	CREDIT FROM WATER	(1,459,170.00)
(36,044.00)	CREDIT FROM GOLF	(37,583.00)
(58,244.00)	CREDIT FROM AIRPORT	(47,211.00)
<u>\$ (3,850,345.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (3,909,922.00)</u>
<u>\$ 25,165,960.00</u>	663-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 26,769,946.00</u>
<u>\$ 25,165,960.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 26,769,946.00</u>

KATHLEEN G. JOHNSON, DIRECTOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
HEALTH INSURANCE ENROLLMENT

	IND. BLUE CARE		FAM. BLUE CARE		IND. C. OF W. DIRECT		FAM. C. OF W. DIRECT		IND. C. OF W. ADVANTAGE		FAM. C. OF W. ADVANTAGE		MEDEX (NEW)	TUFTS MEDICARE SUPPLEMENT		TUFTS MEDICARE PREFERRED		COW HIGH DEDUCIBLE FAMILY		TOTAL
	25	0	19	0	157	118	371	677	1105	245	130	7		6	3193					
CITY OF WORCESTER	25	0	19	0	157	118	371	677	1105	245	130	7	6	3193						
CABLE SERVICES	0	0	0	0	1	0	2	1	0	0	0	0	0	4						
REGIONAL LIBRARY	0	0	0	0	0	1	3	0	0	0	0	0	0	4						
FINANCE (GRANTS)	0	0	0	0	0	1	0	0	0	0	0	0	0	1						
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	0	2	1	0	4	0	0	0	0	0	8						
HEALTH (GRANTS)	0	0	0	0	4	1	3	0	0	0	0	0	0	13						
INSPECTIONAL SERVICES (GRANTS)	0	0	0	0	0	1	0	1	0	0	0	0	0	2						
CITY MANAGER (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
DPW (PROJECTS)	0	0	0	0	0	0	2	2	0	0	0	0	0	5						
ELDER AFFAIRS	0	0	0	0	1	0	0	1	0	0	0	0	0	2						
WORKFORCE DEVELOPMENT	0	0	0	0	4	3	3	8	9	5	1	0	0	35						
SEWER	0	0	0	0	11	3	13	15	27	8	8	0	0	97						
WATER	0	0	0	0	16	8	31	32	61	14	11	0	0	193						
GOLF	0	0	0	0	0	0	0	1	0	0	0	0	0	2						
AIRPORT	0	0	0	0	1	1	0	0	3	3	4	0	0	12						
SUB TOTAL	25	0	20	0	197	137	428	741	1205	275	154	7	6	3571						
WORC PUBLIC SCHOOL	30	19	463	0	297	235	752	1087	1801	503	236	4	3	5869						
COBRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
SUB TOTAL	30	19	463	0	297	235	752	1087	1801	503	236	4	3	5869						
GRAND TOTAL	55	39	667	611	494	372	1180	1828	3006	778	390	11	9	9440						

	IND. BLUE CARE		FAM. BLUE CARE		IND. C. OF W. DIRECT		FAM. C. OF W. DIRECT		IND. C. OF W. ADVANTAGE		FAM. C. OF W. ADVANTAGE		MEDEX (NEW)	TUFTS MEDICARE SUPPLEMENT		TUFTS MEDICARE PREFERRED		FALLON SENIOR		TOTAL
	30	0	18	0	157	118 <th>339 <th>678 <th>1109 <th>237 <th>150 <th>0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>3177</th> </th></th></th></th></th></th></th></th></th></th></th></th>	339 <th>678 <th>1109 <th>237 <th>150 <th>0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>3177</th> </th></th></th></th></th></th></th></th></th></th></th>	678 <th>1109 <th>237 <th>150 <th>0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>3177</th> </th></th></th></th></th></th></th></th></th></th>	1109 <th>237 <th>150 <th>0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>3177</th> </th></th></th></th></th></th></th></th></th>	237 <th>150 <th>0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>3177</th> </th></th></th></th></th></th></th></th>	150 <th>0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>3177</th> </th></th></th></th></th></th></th>	0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>3177</th> </th></th></th></th></th></th>		0 <th>0 <th>0 <th>0 <th>0 <th>0 <th>3177</th> </th></th></th></th></th>	0 <th>0 <th>0 <th>0 <th>0 <th>3177</th> </th></th></th></th>	0 <th>0 <th>0 <th>0 <th>3177</th> </th></th></th>	0 <th>0 <th>0 <th>3177</th> </th></th>	0 <th>0 <th>3177</th> </th>	0 <th>3177</th>	
CITY OF WORCESTER	30	0	18	0	157	118	339	678	1109	237	150	0	0	3177						
CABLE SERVICES	0	0	0	0	1	0	2	1	0	0	0	0	0	4						
REGIONAL LIBRARY	0	0	0	0	1	0	3	0	0	0	0	0	0	4						
FINANCE (GRANTS)	0	0	0	0	0	2	1	0	0	0	0	0	0	2						
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	0	2	1	0	3	0	0	0	0	0	8						
HEALTH (GRANTS)	0	0	0	0	7	1	2	0	0	0	0	0	0	12						
INSPECTIONAL SERVICES (GRANTS)	0	0	0	0	0	0	0	1	0	0	0	0	0	2						
CITY MANAGER (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
DPW (PROJECTS)	0	0	0	0	0	0	2	2	0	0	0	0	0	5						
ELDER AFFAIRS	0	0	0	0	1	0	0	1	0	0	0	0	0	2						
WORKFORCE DEVELOPMENT	0	0	0	0	6	3	3	6	8	5	1	0	0	34						
SEWER	0	0	0	0	11	5	14	15	25	7	8	0	0	95						
WATER	0	0	0	0	13	8	28	35	63	15	13	0	0	200						
GOLF	0	0	0	0	0	0	0	1	0	0	0	0	0	2						
AIRPORT	0	0	0	0	1	1	1	0	3	4	5	0	0	15						
SUB TOTAL	30	0	19	201	202	139	394	743	1208	268	177	0	0	3562						
WORC PUBLIC SCHOOL	25	20	477	431	309	241	726	1120	1794	437	246	0	0	5826						
COBRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
SUB TOTAL	25	20	477	431	309	241	726	1120	1794	437	246	0	0	5826						
GRAND TOTAL	55	39	678	612	511	380	1120	1863	3002	705	423	0	0	9388						

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

<u>DEPARTMENT</u>	<u>MEDICARE PAYMENTS</u>			
	<u>MARCH 19 DEDUCTIONS</u>	<u>AVERAGE WEEKLY</u>	<u>YEARLY AMOUNT</u>	<u>BUDGET FY20</u>
CITY OF WORCESTER	191,220.26	38,244.05	2,003,988.31	2,003,988.31
CABLE SERVICES	320.31	64.06	3,356.85	3,356.85
REGIONAL LIBRARY	206.47	41.29	2,163.81	2,163.81
FINANCE (GRANTS)	158.23	31.65	1,658.28	1,658.28
ECONOMIC DEVELOPMENT (GRANTS)	1,131.97	226.39	11,863.04	11,863.04
HEALTH (GRANTS)	1,109.11	221.82	11,623.52	11,623.52
INSPECTIONAL SERVICES (GRANTS)	191.93	38.39	2,011.42	2,011.42
HUMAN SERVICES (GRANTS)	-	-	-	-
DPW (PROJECTS)	419.41	83.88	4,395.42	4,395.42
ELDER AFFAIRS	190.50	38.10	1,996.48	1,996.48
WORKFORCE DEVELOPMENT	2,218.81	443.76	23,253.13	23,253.13
AIRPORT	-	-	-	-
GOLF	232.51	46.50	2,436.70	2,436.70
SEWER	4,589.62	917.92	48,099.22	48,099.22
WATER	7,866.84	1,573.37	82,444.48	82,444.48
SUB TOTAL	18,635.72	3,727.14	195,302.35	195,302.35
TOTAL COST	209,855.98	41,971.20	2,199,290.66	2,199,290.66
PUBLIC SCHOOL	279,474.16	55,894.83	2,928,889.20	2,928,889.20
TOTAL	489,330.14	97,866.03	5,128,179.86	5,128,179.86

Comments:

Expenditures are extracted from the City's IFMS system displaying the actual Federal Medicare cost totals for the various citywide departments. FY20 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 52.4 weeks.

	<u>LIFE INSURANCE</u>			
	<u>ACTIVE MARCH 20 ENROLLMENTS</u>	<u>RETIREES MARCH 20 ENROLLMENTS</u>	<u>TOTAL ENROLLMENTS</u>	<u>ENROLLMENTS X RATE 77.76</u>
CITY OF WORCESTER	702.58	834.00	1536.58	119,484.07
CABLE SERVICES	2.00	0.00	2.00	155.52
REGIONAL LIBRARY	2.00	0.00	2.00	155.52
FINANCE (GRANTS)	1.75	0.00	1.75	136.08
ECONOMIC DEVELOPMENT (GRANTS)	7.34	0.00	7.34	570.76
HEALTH (GRANTS)	9.80	0.00	9.80	761.66
HEALTH & HUMAN SERVICES	1.00	0.00	1.00	77.76
INSPECTIONAL SERVICES (GRANTS)	1.08	0.00	1.08	83.98
DPW (PROJECTS)	4.00	0.00	4.00	311.04
ELDER AFFAIRS (GRANTS)	0.46	0.00	0.46	35.77
WORKFORCE DEVELOPMENT	14.00	8.00	22.00	1,710.72
SEWER	34.00	27.00	61.00	4,743.36
WATER	49.00	51.00	100.00	7,776.00
AIRPORT	0.00	6.00	6.00	466.56
GOLF	0.00	0.00	0.00	-
SUB TOTAL	126.43	92.00	218.43	16,984.73
TOTAL COST	829.00	926.00	1755.00	136,468.80
PUBLIC SCHOOL	1109.00	1357.00	2466.00	191,756.16
TOTAL	1938.00	2283.00	4221.00	328,224.96

Comments:

Expenditures are extracted from the City's IFMS system displaying the actual Life Insurance cost totals for the various citywide departments. FY20 projections are based on the total enrollments for March x the yearly insurance rate.



The City of
WORCESTER

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LAW

David M. Moore- City Solicitor

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

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

Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 961,932.81	\$ 1,009,766.00	\$ 727,409.76	\$ 1,087,255.00
Ordinary Maintenance	140,257.35	170,450.00	90,319.49	168,250.00
Total	\$ 1,102,190.16	\$ 1,180,216.00	\$ 817,729.25	\$ 1,255,505.00
Total Positions	15	15	15	15

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$1,255,505, which is an increase of \$75,289 from the Fiscal 2019 amount of \$1,180,216. This is mainly due to contractual and non-represented wage increases, EM incentive pay and step increases.

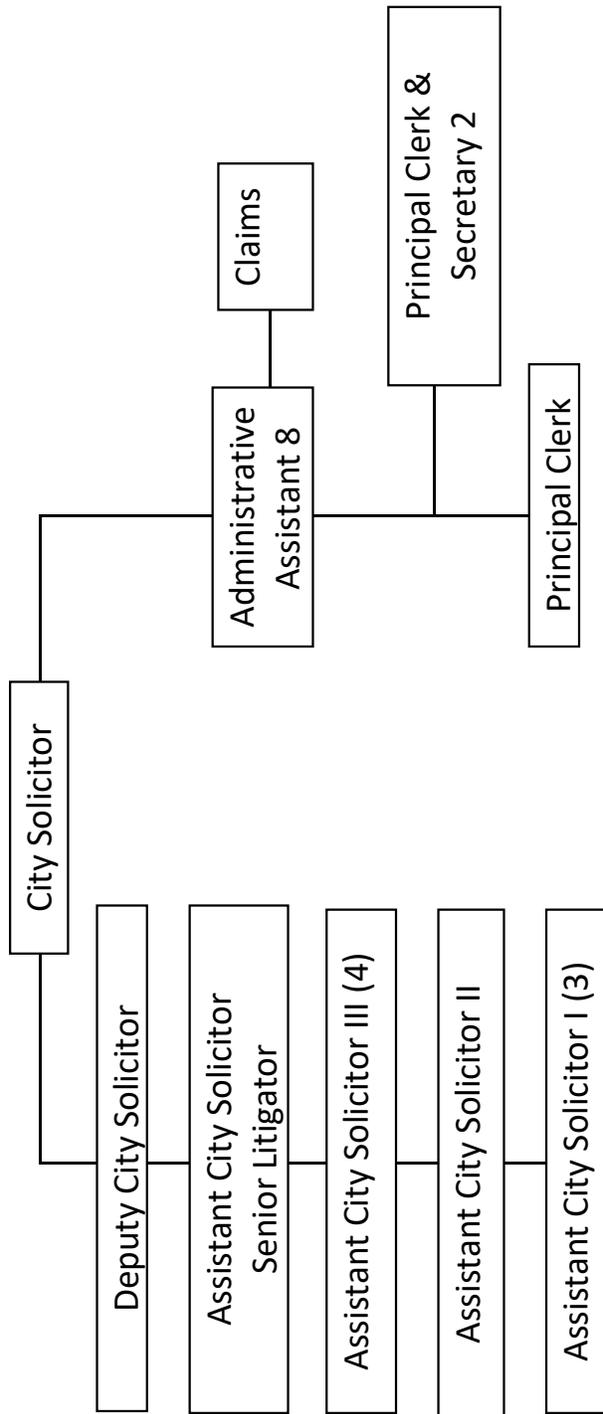
Major Accomplishments of FY19

- Provided critical legal advice and counsel to the Worcester Redevelopment Authority, the City Manager, and various other City officials on a multitude of legal issues arising out of the production of a ten-thousand seat baseball stadium for the Boston Red Sox Triple-A baseball franchise.
- Provided substantial legal advice and counsel to the City Manager, a variety of City officials and commissions regarding the implementation of the statewide Marijuana laws, and successfully negotiated host community agreements with over a dozen potential marijuana establishments.
- Received a jury verdict totally exonerating a Worcester Police Officer in a federal civil rights case.
- Provided timely and pertinent legal advice and counsel to the City Council in response to requests to the City Manager for legal opinions and documents, including: Wage Theft ordinance, Plastic Bag Ban, Human Trafficking, Revisions to the Rules of the City Council, Conflict of Interest research and opinions, Open Meeting Law issues, City Charter issues (jurisdiction over City Hall, legal rights and limits of the City Council over the School Committee).

New and Continued Initiatives

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

**LAW DEPARTMENT
ORGANIZATIONAL CHART**



15 POSITIONS

DAVID M. MOORE, CITY SOLICITOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
LAW DEPARTMENT- DEPARTMENT #120**

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 161,034.00	58CM	CITY SOLICITOR	1	\$ 168,832.00
1	110,872.00	50EM	DEPUTY CITY SOLICITOR	1	115,838.00
1	107,828.00	50M	ASSISTANT CITY SOLICITOR HEAD LITIGATOR	1	113,059.00
4	284,551.00	46M	ASSISTANT CITY SOLICITOR 3	4	384,659.00
1	84,760.00	44M	ASSISTANT CITY SOLICITOR 2	1	46,857.00
3	206,529.00	42M	ASSISTANT CITY SOLICITOR 1	3	224,207.00
1	69,597.00	38M	WORKER'S COMPENSATION AGENT	1	72,962.00
1	65,874.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	71,537.00
1	49,149.00	31	PRINCIPAL CLERK & SECRETARY 2	1	41,647.00
1	42,822.00	27	PRINCIPAL CLERK	1	36,238.00
15	\$ 1,183,016.00		REGULAR SALARIES	15	\$ 1,275,836.00
	6,503.00		EM INCENTIVE PAY		3,383.00
	(6,375.00)		VACANCY FACTOR		(6,375.00)
15	\$ 1,183,144.00		TOTAL RECOMMENDED SALARIES	15	\$ 1,272,844.00
			FUNDING SOURCES:		
	(1,841.00)		GOLF COURSE REVENUES		(1,980.00)
	(55,909.00)		SEWER REVENUES		(60,125.00)
	(63,843.00)		WATER REVENUES		(68,657.00)
	(51,785.00)		CABLE LICENSE REVENUES		(54,827.00)
	\$ (173,378.00)		TOTAL FUNDING SOURCES		\$ (185,589.00)
15	\$ 1,009,766.00	120-91000	TOTAL RECOMMENDED PERSONAL SERVICES	15	\$ 1,087,255.00
	\$ 3,800.00		LEASES & RENTALS		\$ 3,800.00
	38,900.00		LEGAL CONSULTANTS		46,000.00
	43,000.00		CONSTABLES		33,000.00
	1,200.00		NEWSPAPER ADVERTISING		1,000.00
	9,000.00		REGISTRATION FEES		6,000.00
	29,000.00		LEGAL FILING FEES		30,000.00
	1,500.00		PRINTING		1,800.00
	30,000.00		CONSULTANTS		30,000.00
	3,000.00		BOOKS		3,000.00
	8,000.00		OFFICE SUPPLIES		8,000.00
	1,500.00		COPY PAPER		1,500.00
	1,550.00		OTHER CHARGES & EXPENDITURES		4,150.00
	170,450.00	120-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 168,250.00
	\$ 1,180,216.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,255,505.00



The City of
WORCESTER

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PROPERTY & CASUALTY INSURANCE

David M. Moore- City Solicitor

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

Property & Casualty Insurance: The City obtains a grand total of \$315.4M in insurance for City buildings, structures, equipment, and data components for claims of personal property theft, vandalism, and damage in locations at the Department of Public Works & Parks (DPW&P), Emergency Communications, Cable Services, and the City Common Garage. There is \$285M in coverage for buildings and structures and \$30.4M in coverage for electronic data, business income, and equipment.

Department Allocation Summary

		Approved	Totals	Recommended
	Actual	Budget for	as of	Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Ordinary Maintenance	\$ 115,052.45	\$ 138,448.00	107,792.47	\$ 139,832.00
Total	\$ 115,052.45	\$ 138,448.00	\$ 107,792.47	\$ 139,832.00

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$139,832 which is an increase of \$1,384 from the Fiscal 2019 amount of \$138,448. This increase is due to projected increase costs of insurances.

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

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

Boiler & Machinery Insurance: The City maintains a grand total of \$433M in Boiler and Machinery insurance. There is \$19.7M coverage for the Worcester Fire Department, \$47.7M coverage for the Worcester Police Department,

PROPERTY & CASUALTY INSURANCE

\$203.3M coverage for the DPW&P, \$37.2M coverage for the Public Libraries, \$7.9M coverage for the Emergency Communications, \$4M coverage for the Senior Center, \$112M coverage for the DCU, and \$1.2m coverage for Meade Street. There is a \$1,000,000 limit for property damage and a \$4,000,000 limit for business income, both having a \$50,000 deductible.

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

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

DAVID M. MOORE, CITY SOLICITOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122

<u>APPROVED FY19 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY20 AMOUNT</u>
\$ 134,748.00	INSURANCE	\$ 136,095.00
3,700.00	LICENSES	3,737.00
<u>\$ 138,448.00</u>	TOTAL PROPERTY AND CASUALTY INSURANCE	<u>\$ 139,832.00</u>
<u>\$ 138,448.00</u>	122-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 139,832.00</u>



The City of
WORCESTER

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COURT JUDGMENTS

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

Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Ordinary Maintenance	\$ 4,028,836.53	\$ 2,990,000.00	\$ 2,974,051.35	\$ 2,990,000.00
Total	\$ 4,028,836.53	\$ 2,990,000.00	\$ 2,974,051.35	\$ 2,990,000.00

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be level funded at \$2,990,000.

DAVID M. MOORE, CITY SOLICITOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

COURT JUDGMENTS - DEPARTMENT #121

APPROVED FY19 AMOUNT	TITLE	RECOMMENDED FY20 AMOUNT
<u>\$ 3,027,162.00</u>	COURT CLAIMS AND JUDGMENTS	<u>\$ 3,027,162.00</u>
<u>\$ 3,027,162.00</u>	TOTAL CLAIMS AND JUDGMENTS	<u>\$ 3,027,162.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (26,483.00)	SEWER REVENUES	\$ (26,483.00)
<u>(10,679.00)</u>	WATER REVENUES	<u>(10,679.00)</u>
<u>\$ (37,162.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (37,162.00)</u>
<u>\$ 2,990,000.00</u>	121-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 2,990,000.00</u>
<u>\$ 2,990,000.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 2,990,000.00</u>

AUDITING

Robert V. Stearns – City Auditor

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

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

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

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 493,602.70	\$ 506,685.00	\$ 356,489.34	\$ 527,788.00
Overtime	2,716.17	2,000.00	1,923.72	3,000.00
Ordinary Maintenance	91,395.63	92,030.00	78,972.98	91,735.00
Total	\$ 587,714.50	\$ 600,715.00	\$ 437,386.04	\$ 622,523.00
Total Positions	8	8	8	8

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$622,523 which is an increase of \$21,808 from the Fiscal 2019 amount of \$600,715. This is mainly due to contractual and non-represented wage increases, EM incentive pay and step increases.

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Prudent steward of municipal services			
	-City department vendors paid within 30 days of invoice	84.90%	84.55%	85.0%
	-Capital projects vendors paid within 30 days of invoice	40.00%	55.25%	50.0%

City departments receive and approve invoices for services and supplies incurred and then forward to Auditing for review and recording. The warrant is prepared by Auditing within two business days. Above is the City departments' performance, excluding the school department, of the percentage of payments within 30 days of the invoice date.

AUDITING

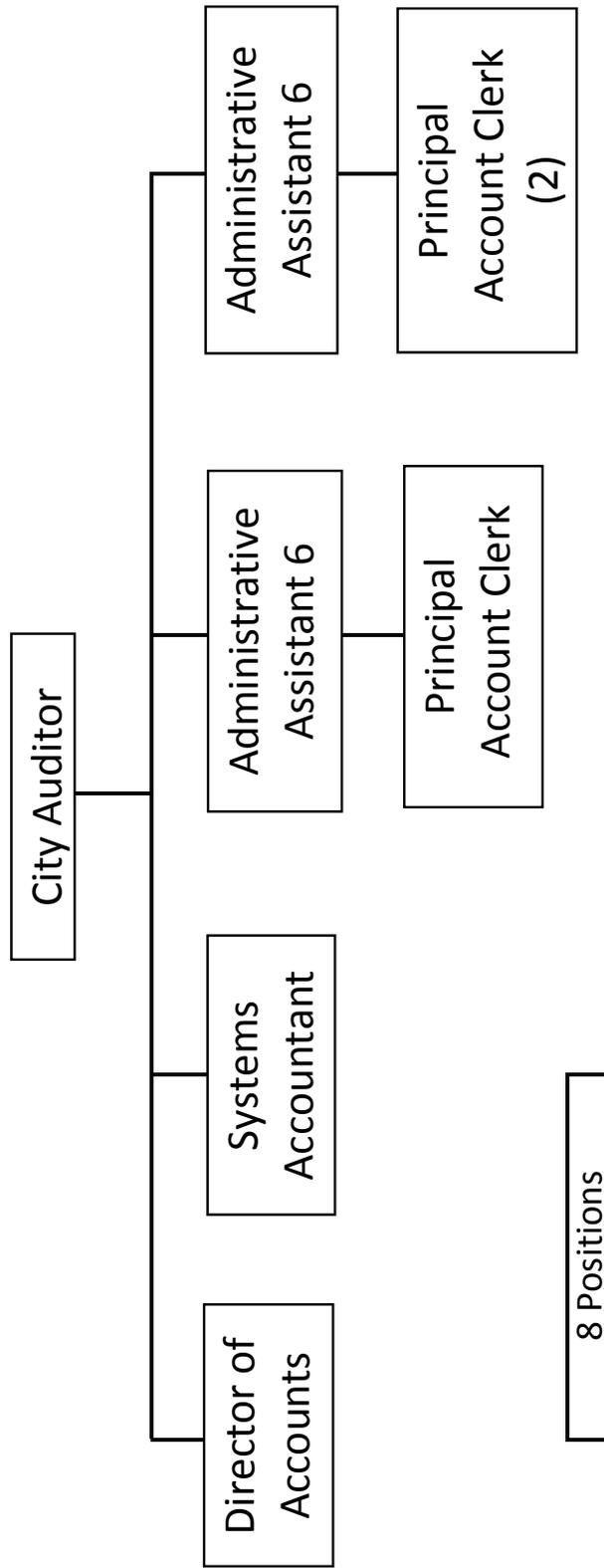
Major Accomplishments of FY19

- For the twenty-seventh year in a row, the Department has been instrumental in the City receiving an unqualified “clean” audit opinion for its Basic Financial Statements.
- For twenty-five years, the Department has received the Certificate of Achievement for Excellence in Financial Reporting for the City’s Comprehensive Annual Financial Report (CAFR). An application has been submitted for the fiscal 2018 report that is anticipated to be favorable.
- 30,500 vendor checks and 1,730 interdepartmental charges were issued within the self-imposed two-day deadline.
- Over 200,000 paid invoice documents were converted into electronic images for retention.
- Approved payroll warrants for nearly 5,400 city employees’ weekly, biweekly, bimonthly and monthly payrolls while enforcing proper classification and authorized budget appropriations.

New and Continued Initiatives

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

AUDITING DEPARTMENT ORGANIZATIONAL CHART



ROBERT V. STEARNS, CITY AUDITOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

AUDITING - DEPARTMENT #650

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 132,018.00	56EM	CITY AUDITOR	1	\$ 138,409.00
1	86,445.00	44M	DIRECTOR OF ACCOUNTS	1	90,632.00
1	66,352.00	38	SYSTEMS ACCOUNT	1	70,950.00
2	107,114.00	33	ADMINISTRATIVE ASSISTANT 6	2	112,331.00
3	138,217.00	28	PRINCIPAL ACCOUNT CLERK	3	143,877.00
8	\$ 530,146.00		REGULAR SALARIES	8	\$ 556,199.00
	762.00		CONTRACTUAL STIPENDS AND EXTRAS		768.00
	5,331.00		EM INCENTIVE PAY		5,499.00
	3,750.00		AUDITING TEMPORARY STAFF		-
	(300.00)		VACANCY FACTOR		(300.00)
8	\$ 539,689.00		TOTAL SALARIES	8	\$ 562,166.00
	(1,334.00)		<u>FUNDING SOURCES:</u> GOLF COURSE REVENUES		(1,390.00)
	(13,145.00)		SEWER REVENUES		(13,692.00)
	(18,525.00)		WATER REVENUES		(19,296.00)
	(33,004.00)		TOTAL FUNDING SOURCES		(34,378.00)
8	\$ 506,685.00	650-91000	TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 527,788.00
	2,000.00		OVERTIME		3,000.00
	2,000.00	650-97000	TOTAL RECOMMENDED OVERTIME		3,000.00
	\$ 3,500.00		LEASES & RENTALS		\$ 3,500.00
	900.00		TELEPHONE		1,100.00
	81,000.00		CONSULTANT- AUDIT		81,200.00
	600.00		TRAINING CERTIFICATIONS		300.00
	4,800.00		OFFICE SUPPLIES		4,100.00
	-		OTHER SUPPLIES		-
	800.00		COPY PAPER		800.00
	2,000.00		OTHER CHARGES & EXPENDITURES		2,300.00
	\$ 93,600.00		TOTAL ORDINARY MAINTENANCE		\$ 93,300.00
	(39.00)		<u>FUNDING SOURCES:</u> CREDIT FROM GOLF COURSE		(39.00)
	(570.00)		CREDIT FROM SEWER		(568.00)
	(961.00)		CREDIT FROM WATER		(958.00)
	(1,570.00)		TOTAL FUNDING SOURCES		(1,565.00)
	\$ 92,030.00	650-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 91,735.00
	\$ 600,715.00		TOTAL RECOMMENDED TAX LEVY		\$ 622,523.00

CONTRIBUTORY PENSIONS

Elizabeth A. Early- Executive Secretary

City Hall- Room 103

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1062

Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Fringe Benefits	\$ 26,062,868.69	\$ 28,282,266.00	\$ 28,377,387.37	\$ 29,998,584.00
Total	\$ 26,062,868.69	\$ 28,282,266.00	\$ 28,377,387.37	29,998,584.00

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$29,998,584, which is an increase of \$1,716,318 from the Fiscal 2019 amount of \$28,282,266.

ELIZABETH A. EARLY, EXECUTIVE SECRETARY

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2020

CONTRIBUTORY PENSIONS- DEPARTMENT #161

APPROVED FY19 AMOUNT	TITLE	RECOMMENDED FY20 AMOUNT
<u>\$ 32,004,851.00</u>	CONTRIBUTORY PENSIONS	<u>\$ 34,036,474.00</u>
<u>\$ 32,004,851.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 34,036,474.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (52,700.00)	CREDIT FROM GOLF	\$ (55,879.00)
(1,494,841.00)	CREDIT FROM SEWER	(1,650,485.00)
(2,075,385.00)	CREDIT FROM WATER	(2,207,507.00)
(10,304.00)	CREDIT FROM FINANCE GRANTS	(12,542.00)
(78,595.00)	CREDIT FROM ECONOMIC DEVELOPMENT GRANTS	(86,002.00)
(22,054.00)	CREDIT FROM CABLE SERVICES	(23,001.00)
(91,403.00)	CREDIT FROM HEALTH DEPARTMENT GRANTS	(96,457.00)
(13,562.00)	CREDIT FROM ELDER AFFAIRS GRANTS	(13,537.00)
(26,923.00)	CREDIT FROM MASSHIRE CENTRAL REGION WORKFORCE BOARD	(28,175.00)
<u>(86,672.00)</u>	CREDIT FROM WORKFORCE CAREER CENTER	<u>(92,871.00)</u>
<u>\$ (3,952,439.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (4,266,456.00)</u>
<u>\$ 28,052,412.00</u>	161-96000 TOTAL RECOMMENDED TAX LEVY	<u>\$ 29,770,018.00</u>

ELIZABETH A. EARLY, EXECUTIVE SECRETARY

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2020

CONTRIBUTORY PENSIONS- DEPARTMENT #161

EARLY RETIREMENT COSTS

APPROVED FY19 AMOUNT	TITLE	RECOMMENDED FY20 AMOUNT
<u>\$ 442,430.00</u>	EARLY RETIREMENT CONTRIBUTIONS- FY11	<u>\$ 440,186.00</u>
<u>\$ 442,430.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 440,186.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (20,586.00)	CREDIT FROM AIRPORT	\$ (20,482.00)
(93.00)	CREDIT FROM GOLF	(93.00)
(58,802.00)	CREDIT FROM SEWER	(58,615.00)
<u>(133,095.00)</u>	CREDIT FROM WATER	<u>(132,430.00)</u>
<u>\$ (212,576.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (211,620.00)</u>
<u>\$ 229,854.00</u>	161-96000 TOTAL RECOMMENDED TAX LEVY	<u>\$ 228,566.00</u>

NON-CONTRIBUTORY PENSIONS

Elizabeth A. Early- Executive Secretary

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

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

Department Allocation Summary

	Actual	Approved	Totals	Recommended
	Budget for	Budget for	as of	Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Fringe Benefits	\$ 28,338.72	\$ 36,364.00	\$ 34,777.98	\$ 25,411.00
Total	\$ 28,338.72	\$ 36,364.00	\$ 34,777.98	\$ 25,411.00

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$25,411, which is a decrease of \$10,953 from the Fiscal 2019 amount of \$36,364. This decrease is mainly due to fewer retired City employees and retiree’s spouses receiving pension benefits.

ELIZABETH A. EARLY, EXECUTIVE SECRETARY

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2020

NON-CONTRIBUTORY PENSIONS- DEPARTMENT #162

<u>APPROVED FY19 AMOUNT</u>		<u>TITLE</u>	<u>RECOMMENDED FY20 AMOUNT</u>
<u>\$ 36,364.00</u>		NON-CONTRIBUTORY PENSIONS	<u>\$ 25,411.00</u>
<u>\$ 36,364.00</u>	162-96000	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 25,411.00</u>
<hr/>			
<u>\$ 36,364.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 25,411.00</u>



The City of
WORCESTER

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CITY COUNCIL

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

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

Councilor-At-Large Morris A. Bergman
Councilor-At-Large Khrystian E. King
Councilor-At-Large Konstantina B. Lukes
Councilor-At-Large Gary Rosen
Councilor-At-Large Kathleen M. Toomey

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

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Fiscal 2018	Budget for	as of	Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 346,359.84	\$ 383,433.00	\$ 265,223.97	\$ 411,506.00
Ordinary Maintenance	23,152.20	24,300.00	17,370.50	24,259.00
Total	\$ 369,512.04	\$ 407,733.00	\$ 282,594.47	\$ 435,765.00
Total Positions	11	12	12	12

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$435,765 which is an increase of \$28,032 from the Fiscal 2019 amount of \$407,733. This is due to the Secretary to the Council position being budgeted for a full year, whereas in FY19 the position was budgeted for a partial year and an increase for the Mayor and Councilors based on contractual wage increases effective on January 1, 2020.

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
CITY COUNCIL- DEPARTMENT #010

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 37,788.00	FL	MAYOR	1	\$ 38,166.00
10	322,310.00	FL	COUNCILOR	10	325,530.00
1	23,335.00	35	SECRETARY TO THE COUNCIL	1	47,810.00
<u>12</u>	<u>\$ 383,433.00</u>	010-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>12</u>	<u>\$ 411,506.00</u>
	\$ 9,800.00		TELEPHONE		\$ 9,600.00
	4,000.00		NEWSPAPER ADVERTISING		4,242.00
	1,400.00		PRINTING		2,000.00
	1,500.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	600.00		TRANSLATION/INTERPRETATION		588.00
	2,000.00		OFFICE SUPPLIES		1,400.00
	2,000.00		PRINTING SUPPLIES		2,719.00
	1,000.00		COPY PAPER		1,010.00
	2,000.00		HARDWARE/DEVICES		1,700.00
	<u>\$ 24,300.00</u>	010-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 24,259.00</u>
	<u>\$ 407,733.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 435,765.00</u>

MAYOR

Joseph M. Petty- Mayor

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

Department Allocation Summary

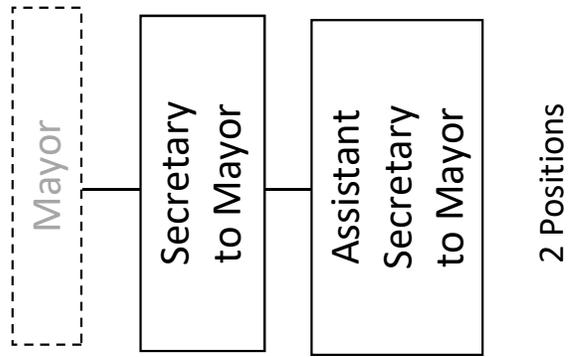
	Actual	Approved Budget for	Totals as of	Recommended Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 125,974.40	\$ 128,087.00	\$ 96,352.80	\$ 136,953.00
Ordinary Maintenance	10,521.21	10,700.00	4,896.33	10,100.00
Total	\$ 136,495.61	\$ 138,787.00	\$ 101,249.13	\$ 147,053.00
Total Positions	2	2	2	2

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$147,053 which is an increase of \$8,266 from the Fiscal 2019 amount of \$138,787. This is mainly due to non-represented wage and step increases.

MAYOR

ORGANIZATIONAL CHART



JOSEPH M. PETTY, MAYOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
OFFICE OF THE MAYOR- DEPARTMENT #030**

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 68,640.00	39	SECRETARY TO MAYOR	1	\$ 73,402.00
1	59,447.00	35	ASSISTANT SECRETARY TO MAYOR	1	63,551.00
<u>2</u>	<u>\$ 128,087.00</u>	030-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>2</u>	<u>\$ 136,953.00</u>
	\$ 3,500.00		LEASES & RENTALS		\$ 3,000.00
	2,100.00		PRINTING		2,700.00
	3,450.00		OFFICE SUPPLIES		3,600.00
	550.00		OTHER SUPPLIES		-
	300.00		COPY PAPER		300.00
	800.00		OTHER CHARGES & EXPENDITURES		500.00
	<u>\$ 10,700.00</u>	030-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 10,100.00</u>
	<u>\$ 138,787.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 147,053.00</u>



The City of
WORCESTER

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CITY CLERK

Susan M. Ledoux – City Clerk

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

The mission of the City Clerk department 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.

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Fiscal 2018	Budget for	as of	Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 574,418.68	\$ 592,666.00	422,850.45	\$ 610,646.00
Overtime	630.36	1,000.00	130.44	1,000.00
Ordinary Maintenance	34,688.47	46,025.00	31,393.38	61,900.00
Total	\$ 609,737.51	\$ 639,691.00	\$ 454,374.27	\$ 673,546.00
Total Positions	10	10	10	10

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$673,546, which is an increase of \$33,855 from the Fiscal 2019 amount of \$639,691. The salary increase is due to contractual and non-represented wage increases, EM incentive pay and step increases. The Ordinary Maintenance increase of \$15,875 is due to service costs for their copy machine and a significant increase in vital paper, and dog tags.

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Provide opportunities for business development and employment growth			
	-New small business certificates (number)	870	751 YTD	850

Major Accomplishments of FY19

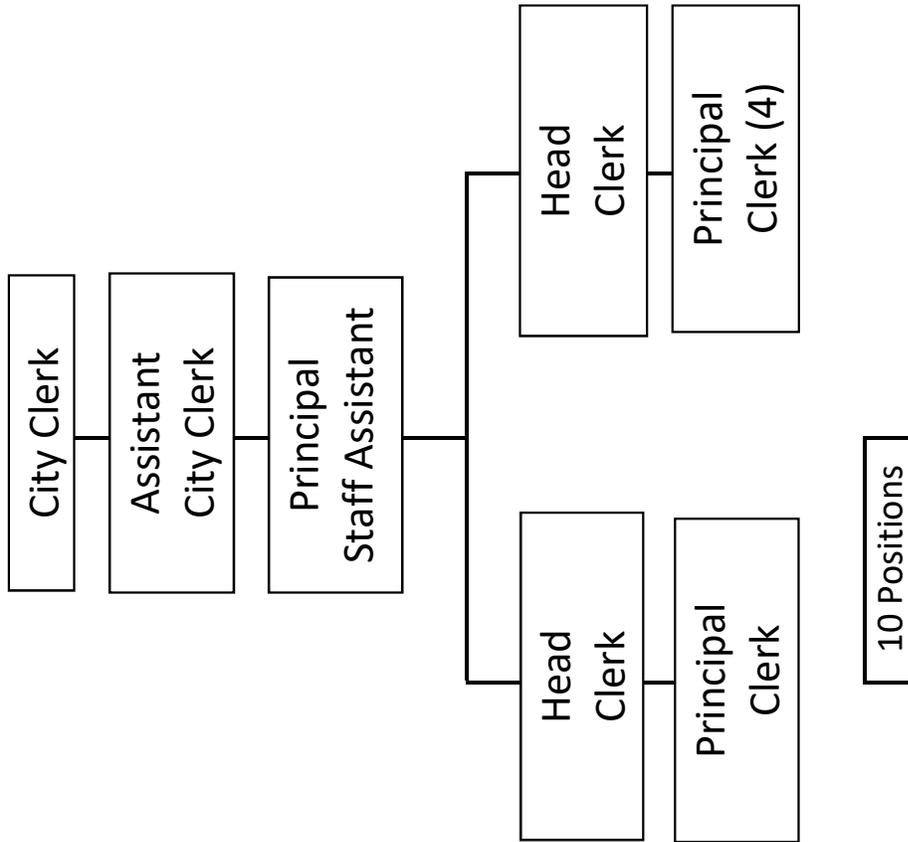
- Increased number of vital record request due to the state’s new Real ID program
- Continued issuance of color coded dog tags for each licensing year to aid in enforcement of the City’s dog ordinance due to the construction of dog parks.
- Continue binding of all City records to ensure the preservation and integrity of the City documents through proper storage.

CITY CLERK

New and Continued Initiatives

- Create, update and publish minutes for the City Council and their subcommittees on the City of Worcester website.
- Update, maintain, and publish city ordinances on the City of Worcester's website.
- Notarize and attest city documents.
- Administer oaths of office.
- Attest documents for filing at registry of deeds.
- File, record, and copy papers in the custody of the City Clerk.
- Provide informational resources.

CITY CLERK DEPARTMENT ORGANIZATIONAL CHART



SUSAN M. LEDOUX, CITY CLERK

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020
CITY CLERK DEPARTMENT
CITY CLERK DIVISION #100**

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 134,805.00	56EM	CITY CLERK	1	\$ 141,338.00
1	76,273.00	45M	ASSISTANT CITY CLERK	1	82,702.00
1	59,447.00	40M	PRINCIPAL STAFF ASSISTANT	1	63,551.00
2	98,644.00	30	HEAD CLERK	2	101,013.00
5	219,303.00	27	PRINCIPAL CLERK	5	220,460.00
10	\$ 588,472.00		TOTAL SALARIES	10	\$ 609,064.00
	5,444.00		EM INCENTIVE PAY		2,832.00
	4,000.00		STIPENDS - CITY CLERK, CLERK OF THE CITY COUNCIL		4,000.00
	(5,250.00)		VACANCY FACTOR		(5,250.00)
10	\$ 592,666.00	100-91000	TOTAL RECOMMENDED PERSONAL SERVICES	10	\$ 610,646.00
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	\$ 1,000.00	100-97000	TOTAL RECOMMENDED OVERTIME		\$ 1,000.00
	\$ 19,800.00		LEASES & RENTALS		\$ 27,000.00
	10,000.00		HIRED SERVICES		10,000.00
	625.00		TELEPHONE		600.00
	7,600.00		PRINTING		18,000.00
	400.00		MAINTENANCE/REPAIR EQUIPMENT		300.00
	6,000.00		CONSULTANT		-
	200.00		MEMBERSHIP DUES		200.00
	2,500.00		OFFICE SUPPLIES		2,500.00
	3,000.00		PRINTING SUPPLIES		3,000.00
	600.00		HARDWARE/DEVICES		500.00
	500.00		TRAVELING		300.00
	-		LICENSES		1,800.00
	800.00		OTHER CHARGES & EXPENDITURES		3,700.00
	\$ 52,025.00		TOTAL ORDINARY MAINTENANCE		\$ 67,900.00
	\$ (6,000.00)		FUNDING SOURCES:		\$ (6,000.00)
	\$ (6,000.00)		PRESERVATION GRANT		\$ (6,000.00)
	\$ 46,025.00	100-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 61,900.00
	\$ 639,691.00		TOTAL RECOMMENDED TAX LEVY		\$ 673,546.00

ELECTIONS

Susan M. Ledoux – City Clerk

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

The mission of the Elections Division is threefold:

- To conduct state and municipal elections in accordance with the Massachusetts Election Laws and Regulations as well as Worcester’s Home Rule Charter;
- To register all voters and inform them of their polling location; and
- To communicate annually with City residents 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.

Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 467,566.81	\$ 561,408.00	471,222.85	\$ 770,358.00
Overtime	8,455.95	16,500.00	16,488.74	16,500.00
Ordinary Maintenance	138,324.51	140,725.00	102,563.37	144,725.00
Capital Outlay	-	-	2,184.53	-
Total	\$ 614,347.27	\$ 718,633.00	\$ 592,459.49	\$ 931,583.00
Total Positions	9	9	9	9

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$931,583 which is an increase of \$212,950 from the Fiscal 2019 amount of \$718,633. This is due to contractual and non-represented wage & step increases. In addition, the daily rate for poll workers, who can sometimes work up to 15 hours on Election day, increased from \$180 to \$210; student workers from \$90 to \$120; a presidential primary election; and early voting all account for the increase in miscellaneous salaries of \$163,010.

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Support civic engagement and provide all residents with equitable access to information and communication with City leadership			
	-Registered voters (number)	92,687	98,090	105,000

ELECTIONS

Major Accomplishments of FY19

- Encouraged and facilitated the registration of eligible voters, with an emphasis on increasing electronic voter registrations.
- Accepted, processed, and certified initiative petitions and nomination papers for the 2018 State Election. Received stacks of petitions for eight different questions to be placed on the 2018 State Ballot.
- Certified 27,065 signatures in initiative petitions and 10,031 signatures in nomination papers.
- Conducted two successful State Elections: September 4, 2018 with 13% of voters casting ballots and November 6, 2018 with 45% of voters casting ballots.
- Implemented early voting in the 2018 State Election for 12 consecutive days with 9% of voters casting early ballots.
- Promoted civic engagement among eligible voters in the City. Organized Worcester Rising Civics Camp in partnership with the Worcester Public Schools and Worcester State University. Through the generous time commitment and talent of many guest speakers, high school students gained an understanding of how and why civic engagement and government at all levels is essential.
- Visited public high schools, colleges, and local organizations to provide voter education and registration.
- Properly appointed and trained over 350 temporary election officials.
- Throughout the year, diligently maintained voter registration records utilizing the annual street listing, as well as vital records maintained by the City Clerk and the Secretary of the Commonwealth. Other documents filed and/or processed in the Elections division include ballot initiative petition papers, non-depository campaign finance records, election results, absentee requests, and residency verification certificates.

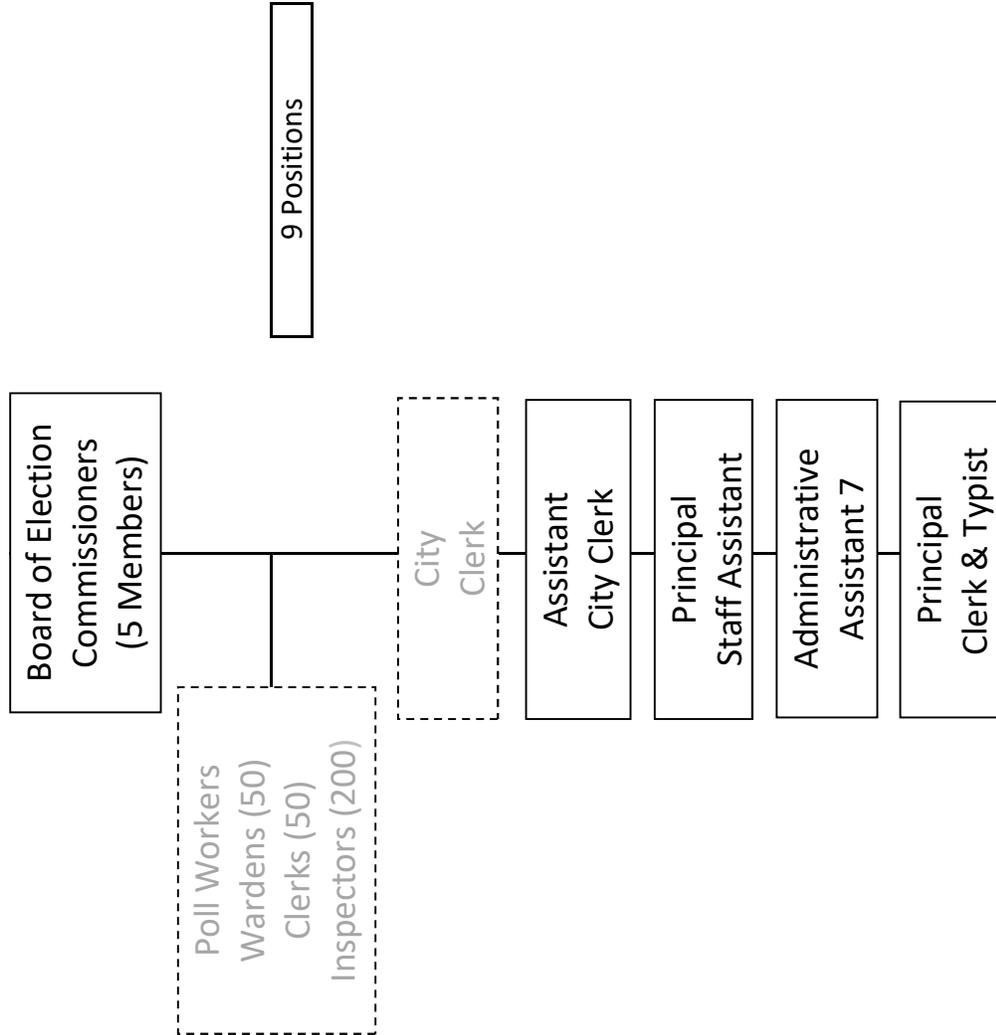
New and Continued Initiatives

- Support Worcester's Census 2020 efforts by working with the Complete Count Committee and Subcommittees to have a complete and accurate Census 2020 count.
- Increase census return rate and voter turnout.
- Engage citizens with census and voter outreach programs through citizen groups, public events, and City communication channels.
- Encourage voter turnout in upcoming local elections by attending community events throughout the year.
- Conduct impartial and efficient elections.
- Maintain security of ballots and comply with all state regulations during the voting process.
- Collaborate with public safety and other department officials in order to establish an evacuation plan to evacuate a polling location in the event of an emergency.
- Collaborate with the School department, to recruit high school students to work at the polls for the municipal election and presidential primary.

ELECTIONS

- Continue to maintain accurate census records, voter records, and campaign finance reports.
- Ensure preservation of voter records and security of ballots and voting machines.
- Establish polling places in compliance with state and federal laws

ELECTIONS DEPARTMENT ORGANIZATIONAL CHART



SUSAN M. LEDOUX, CITY CLERK

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

CITY CLERK DEPARTMENT

ELECTIONS DIVISION #150

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
5	\$ 4,500.00	FL	ELECTION COMMISSIONER	5	\$ 4,500.00
1	78,868.00	45M	ASSISTANT CITY CLERK	1	85,876.00
1	62,846.00	40M	PRINCIPAL STAFF ASSISTANT	1	68,208.00
1	61,167.00	35	ADMINISTRATIVE ASSISTANT 7	1	62,928.00
1	39,737.00	27	PRINCIPAL CLERK	1	46,546.00
9	\$ 247,118.00		REGULAR SALARIES	9	\$ 268,058.00
	365,290.00		MISCELLANEOUS SALARIES		528,300.00
	(1,000.00)		VACANCY FACTOR		(1,000.00)
9	\$ 611,408.00		TOTAL SALARIES	9	\$ 795,358.00
	(50,000.00)		FUNDING SOURCES:		(25,000.00)
	(50,000.00)		STATE REIMBURSEMENTS FOR STATEWIDE ELECTION		(25,000.00)
			TOTAL FUNDING SOURCES		(25,000.00)
9	\$ 561,408.00	150-91000	TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 770,358.00
	\$ 16,500.00		OVERTIME		\$ 16,500.00
	\$ 16,500.00	150-97000	TOTAL RECOMMENDED OVERTIME		\$ 16,500.00
	\$ 16,400.00		LEASES & RENTALS		\$ 23,000.00
	5,000.00		TELEPHONE		4,200.00
	33,300.00		POSTAGE		44,000.00
	47,950.00		PRINTING		31,350.00
	25,900.00		MAINTENANCE SYSTEM SOFTWARE		27,000.00
	2,800.00		OFFICE SUPPLIES		2,300.00
	2,500.00		OTHER SUPPLIES		2,300.00
	3,500.00		PRINTING SUPPLIES		6,050.00
	1,000.00		COPY PAPER		1,000.00
	2,375.00		OTHER CHARGES & EXPENDITURES		3,525.00
	\$ 140,725.00	150-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 144,725.00
	\$ 718,633.00		TOTAL RECOMMENDED TAX LEVY		\$ 931,583.00

Breakout of Miscellaneous Salary Costs:		FY15		FY16		FY17		
		September 2014 State Primary November 2014 State Election		March 2016 Presidential Primary September 2015 City Preliminary November 2015 City Election		2 Weeks 2016 Early Voting September 2016 State Primary November 2016 State Election		
		Budget	Actual	Budget	Actual	Budget	Actual	
Primary	Police	\$ 77,000.00	71,757.91	\$ 80,111.00	74,574.32	\$ 31,725.00	43,888.49	
	Parks	18,000.00	14,600.61	18,727.00	12,107.80	9,600.00	12,870.93	
	Technical Services	500.00	523.20	520.00	544.32	520.00	-	
	Energy Asset Management	-	507.50	208.00	537.31	-	1,241.52	
	WHA	2,300.00	2,199.46	2,300.00	2,241.32	-	-	
	Senior Center	200.00	-	-	-	-	-	
	Poll Workers (Wardens, Clerks, Inspectors)	51,000.00	44,152.87	60,000.00	56,160.00	21,600.00	6,713.83	
		\$ 149,000.00	\$ 133,741.55	\$ 161,866.00	\$ 146,165.07	\$ 63,445.00	\$ 64,714.77	
	General	Police	\$ 65,000.00	\$75,574.79	\$ 67,626.00	\$77,218.42	\$ 80,111.00	\$ 77,800.64
		Parks	18,000.00	13,199.83	18,727.00	10,339.61	18,355.00	11,986.24
Technical Services		500.00	523.20	520.00	544.32	550.00	434.46	
Energy Asset Management		-	698.37	208.00	704.04	550.00	-	
WHA		2,300.00	2,491.34	2,300.00	2,331.76	2,300.00	2,238.88	
Senior Center		200.00	-	-	-	-	-	
Poll Workers (Wardens, Clerks, Inspectors)		39,000.00	43,240.00	48,000.00	49,260.00	60,000.00	58,760.00	
Students		-	-	4,500.00	4,050.00	-	-	
		\$ 125,000.00	\$ 135,727.53	\$ 141,881.00	\$ 144,448.15	\$ 161,866.00	\$ 151,220.22	
Special/ Presidential Primary		Police	\$ -	-	\$ 67,626.00	\$80,360.43	\$ 67,626.00	\$ 87,713.95
	Parks	-	-	18,727.00	15,017.96	18,355.00	11,116.14	
	Technical Services	-	-	520.00	277.62	550.00	1,132.52	
	Energy Asset Management	-	-	208.00	565.68	550.00	776.30	
	WHA	-	-	2,300.00	2,251.35	2,300.00	2,552.92	
	Poll Workers (Wardens, Clerks, Inspectors)	-	-	48,000.00	47,470.00	60,000.00	61,790.00	
	Students	-	-	-	-	4,500.00	4,896.98	
	\$ -	\$ -	\$ 137,381.00	\$ 145,943.04	\$ 153,881.00	\$ 169,978.81		
Miscellaneous Salary Costs-Total		\$ 274,000.00	\$ 269,469.08	\$ 441,128.00	\$ 436,556.26	\$ 379,192.00	\$ 385,913.80	

Breakout of Miscellaneous Salary Costs:		FY18		FY19		FY20	
		September 2017 City Preliminary November 2017 City Election		2 Weeks 2018 Early Voting September 2018 State Primary November 2018 State Election		Presidential Primary Early Voting March 2020 Presidential Primary September 2019 City Preliminary November 2019 City Election	
		Budget	Actual	Budget	Projected	Budget	Projected
Special	Police					\$ 8,500.00	\$ -
	Parks					3,000.00	-
	Technical Services					-	-
	Energy Asset Management					-	-
	WHA					-	-
	Poll Workers (Wardens, Clerks, Inspectors)					11,100.00	-
	Students					-	-
		-	-	-	-	22,600.00	-
Special	Police			\$ 21,000.00	\$ 82,347.04	\$ 79,000.00	\$ -
	Parks			6,720.00	13,865.50	11,000.00	-
	Technical Services			-	585.35	1,000.00	-
	Energy Asset Management			-	-	800.00	-
	WHA			-	-	2,500.00	-
	Poll Workers (Wardens, Clerks, Inspectors)			21,770.00	13,545.12	70,000.00	-
	Students			-	-	6,100.00	-
		-	-	49,490.00	110,343.01	170,400.00	-
Primary	Police	\$ 79,000.00	\$ 38,119.15	\$ 79,000.00	\$ 27,176.41	\$ 79,000.00	\$ -
	Parks	11,000.00	12,875.59	11,000.00	22,843.36	11,000.00	-
	Technical Services	550.00	448.92	550.00	570.77	550.00	-
	Energy Asset Management	550.00	-	550.00	515.60	550.00	-
	WHA	2,300.00	269.25	2,300.00	2,586.73	2,300.00	-
	Poll Workers (Wardens, Clerks, Inspectors)	62,500.00	23,900.00	62,500.00	57,530.00	71,500.00	-
		\$ 155,900.00	\$ 75,612.91	\$ 155,900.00	\$ 111,222.87	\$ 164,900.00	\$ -
General	Police	\$ 79,000.00	\$ 79,528.29	\$ 79,000.00	\$ 85,705.12	\$ 79,000.00	\$ -
	Parks	11,000.00	10,568.10	11,000.00	10,938.96	11,000.00	-
	Technical Services	1,000.00	373.01	1,000.00	1,293.63	1,000.00	-
	Energy Asset Management	800.00	482.48	800.00	619.00	800.00	-
	WHA	2,500.00	2,393.44	2,500.00	2,490.44	2,500.00	-
	Poll Workers (Wardens, Clerks, Inspectors)	61,000.00	56,800.00	61,000.00	57,793.63	70,000.00	-
	Students	4,600.00	3,440.00	4,600.00	3,870.00	6,100.00	-
	\$ 159,900.00	\$ 153,585.32	\$ 159,900.00	\$ 162,710.78	\$ 170,400.00	\$ -	
Miscellaneous Salary Costs-Total		\$ 315,800.00	\$ 229,198.23	\$ 365,290.00	\$ 384,276.66	\$ 528,300.00	\$ -

EXECUTIVE OFFICE OF THE CITY MANAGER

Edward M. Augustus, Jr. City Manager

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

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

- Provide 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; and
- Encourage economic development strategies that will broaden the tax base and expand employment opportunities.

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 1,019,343.43	\$ 1,043,193.00	\$ 788,783.28	\$ 1,411,444.00
Ordinary Maintenance	184,415.08	158,850.00	107,405.73	232,900.00
Capital Outlay	387,620.00	40,000.00	-	-
Total	\$ 1,591,378.51	\$ 1,242,043.00	\$ 896,189.01	\$ 1,644,344.00
Total Positions	10	10	10	14

Operating Budget Highlights

The Fiscal 2020 operating budget for the Executive Office of the City Manager is recommended to be funded at \$1,644,344, which is a \$402,301 increase from Fiscal 2019. This increase is mainly due to contractual stipends, step increases per the salary ordinance, salary upgrades, and the re-organization of the Cultural Development Division consisting of three positions and \$50,000 in Ordinary Maintenance transferred from the Economic Development Department. In addition a new Urban Innovation division was created in order to focus on Design and establish a WOostat program, create and establish an Innovation Lab (iLAB) using LEAN Management Principles, and create a Smart Cities team to leverage new opportunities and development. In Cultural Ordinary Maintenance \$4,000 was funded to support a Poet Laureate and Youth Laureate.

EXECUTIVE OFFICE OF THE CITY MANAGER

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Prudent steward of municipal services			
	-Employees successfully completing LEAN management training (Number)	151	19	150
	Objective: Support opportunities for skill development, employment, and educational advancement for all residents and employees			
	-City government volunteer appointments	29	21	30
	Objective: Support civic engagement and provide all residents with equitable access to information and communication with City leadership			
	-Neighborhood-based meetings attended by City staff (Number)	170	340	350
	Objective: Honor and celebrate diverse culture and inclusivity through events			
	-City-sponsored and hosted events dedicated to celebrating culture and the arts (Number)	41	40	50
	-Worcester Arts Council Grant Recipients (Number)	46	48	49
	Objective: Maintain a safe and appealing infrastructure			
	-Quality of Life Task Force calls for service (Number)	2,219	2,131	1,919

Major Accomplishments of FY19

- Introduced the Municipal Strategic Plan with identified performance metrics and intentional goals.
- Introduce and adopted Affirmative Action Policy.
- After a long awaited number of years we introduce the strengthened Affirmative Action Policy
- Completed another successful year of the Youth Violence Prevention Initiative where crime continues to decline and launch the second Community Assessment for future year strategies.
- Working with the State Cannabis Control Commission we rolled out the new cannabis law locally and awarded 14 out of 15 recreation host agreements.
- FY19 marked a very important milestones in the history of our City as we announced the relocation of the Pawtucket Red Sox (a minor league affiliate of the Boston Red Sox), and a significant private development in the Green Island/Canal District. We are currently working on design land acquisition and construction for the new ballpark.

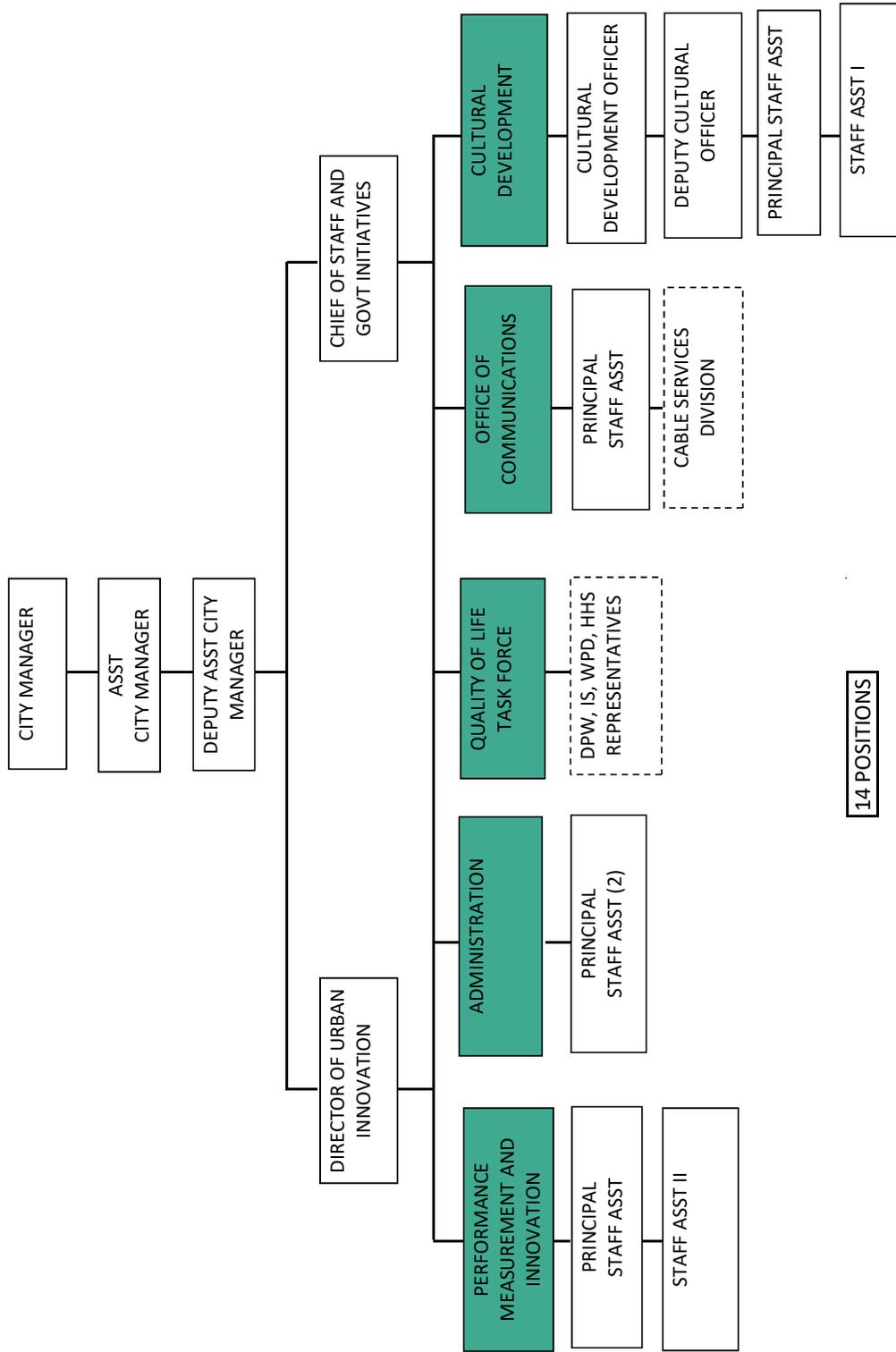
New and Continued Initiatives

- Re-organizational changes include the addition of an Office of Urban Innovation and moving both Cultural Development and Cable Services under the oversight of the City Manager's Office.
- Implementation of Affirmative Action Policy to include a strategic process for upgrades/promotions and recruitment.
- Continue to develop and strengthen the establishment of the Strategic Plan and Performance Metrics for each department.

EXECUTIVE OFFICE OF THE CITY MANAGER

- Initiate a process for succession planning opportunities, which include DPW&P Deputy Commissioner, Deputy Assistant City Manager, and Deputy Director of Emergency Management, Assistant Cultural Development Officer and Human Resources Director.

EXECUTIVE OFFICE OF THE CITY MANAGER



14 POSITIONS

EDWARD M. AUGUSTUS JR., CITY MANAGER

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2020
THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF ADMINISTRATION- DIVISION #040**

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
EXECUTIVE OFFICE OF CITY MANAGER					
1	\$ 209,142.00	FL	CITY MANAGER	1	\$ 217,591.00
1	164,216.00	58CM	ASSISTANT CITY MANAGER	1	172,167.00
1	100,132.00	50EM	DEPUTY ASST CITY MANAGER	1	125,001.00
1	95,181.00	47EM	CHIEF OF STAFF & GOV'T INITIATIVES	1	104,800.00
1	80,074.00	45M	CHIEF STAFF ASSISTANT	0	-
5	344,199.00	40M	PRINCIPAL STAFF ASSISTANT	3	231,647.00
10	\$ 992,944.00		TOTAL REGULAR SALARIES	7	\$ 851,206.00
	\$ 992,944.00		TOTAL PERSONAL SERVICES- ADMINISTRATION OFFICE		\$ 851,206.00
<hr/>					
0	-	45M	CULTURAL DEVELOPMENT OFFICER	1	\$ 94,027.00
0	-	42M	DEPUTY CULTURAL OFFICER	1	74,094.00
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	65,500.00
0	-	32	STAFF ASSISTANT 1	1	47,452.00
0	-		TOTAL REGULAR SALARIES	4	\$ 281,073.00
	\$ -		TOTAL PERSONAL SERVICES- CULTURAL DEVELOPMENT		\$ 281,073.00
<hr/>					
0	-	47EM	DIRECTOR OF URBAN INNOVATION	1	\$ 104,800.00
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	70,310.00
0	-	35	STAFF ASSISTANT II	1	52,421.00
0	-		TOTAL REGULAR SALARIES	3	\$ 227,531.00
	\$ -		TOTAL PERSONAL SERVICES- URBAN INNOVATION		\$ 227,531.00
<hr/>					
	(5,000.00)		VACANCY FACTOR		(5,000.00)
	\$ 18,500.00		RETIREMENT FUND		\$ 19,500.00
	6,000.00		DISABILITY AND LIFE INSURANCE EXPENSES		7,000.00
	13,200.00		AUTOMOBILE REIMBURSEMENT		15,600.00
	-		WORCESTER CULTURAL COALITION STIPEND		20,000.00
	\$ 37,700.00		TOTAL STIPENDS		\$ 62,100.00
	\$ 17,549.00		EM INCENTIVE PAY		\$ 17,034.00
	\$ 1,043,193.00		TOTAL SALARIES		\$ 1,433,944.00
<hr/>					
	\$ -		FUNDING SOURCES:		\$ -
	-		CABLE REVENUES		(2,500.00)
	-		WORCESTER CULTURAL COALITION STIPEND		(20,000.00)
	\$ -		TOTAL FUNDING SOURCES		\$ (22,500.00)
10	\$ 1,043,193.00	040-91000	TOTAL RECOMMENDED PERSONAL SERVICES	14	\$ 1,411,444.00
<hr/>					
	\$ 500.00		BOOKS		\$ -
	-		COPY PAPER		1,000.00
	7,500.00		LEASES AND RENTALS		7,600.00
	-		MEMBERSHIP DUES		31,500.00
	5,000.00		NEIGHBORHOOD EVENT SPONSORSHIP		5,000.00
	1,000.00		NETWORK, HARDWARE, SOFTWARE		500.00
	3,500.00		NEWSPAPER ADVERTISING		300.00
	5,000.00		OFFICE SUPPLIES		7,200.00
	5,500.00		OTHER CHARGES AND EXPENDITURES		1,300.00
	18,250.00		OTHER PERSONAL SERVICES		14,100.00
	5,000.00		OTHER SUPPLIES		3,100.00
	100.00		POSTAGE		300.00
	-		PREPARED MEALS		4,000.00
	-		PRINTING		4,000.00
	-		PRINTING SUPPLIES		2,700.00

EDWARD M. AUGUSTUS JR., CITY MANAGER

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2020

THE EXECUTIVE OFFICE OF THE CITY MANAGER

DIVISION OF ADMINISTRATION- DIVISION #040

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	10,000.00		QUALITY OF LIFE TASKFORCE		10,000.00
	35,000.00		REGISTRATION FEES		3,000.00
	50,000.00		CULTURAL SPECIAL EVENTS & SEASONAL PROGRAMMING		120,000.00
	-		CULTURAL POET LORRIETTE		4,000.00
	-		SPECIAL POLICE		500.00
	-		SUBSCRIPTIONS		1,300.00
	12,500.00		TELEPHONE		9,500.00
	-		TRAVELING		1,300.00
	-		WATER		700.00
	<u>\$ 158,850.00</u>	040-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 232,900.00</u>
	<u>\$ 40,000.00</u>	040-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ -</u>
	<u>\$ 1,242,043.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,644,344.00</u>

CONTINGENCY

Edward M. Augustus Jr. – City Manager

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

	Actual	Approved Budget for	Totals as of	Recommended Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Ordinary Maintenance	\$ 1,250,000.00	\$ 1,392,705.00	\$ 1,214,990.01	\$ 1,935,000.00
Total	\$ 1,250,000.00	\$ 1,392,705.00	\$ 1,214,990.01	\$ 1,935,000.00

Operating Budget Highlights

The Fiscal 2020 Budget includes \$1,935,000 for the City Manager’s Contingency account. This is an increase of \$542,295 compared to the Fiscal 2019 amount of \$1,392,705. These funds have been identified to provide a funding for L504 union settlements, Recreation Worcester, and Pay Equity study outcomes.

EDWARD M. AUGUSTUS JR., CITY MANAGER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

CITY MANAGER'S CONTINGENCY - DEPARTMENT #900

<u>APPROVED FY19 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY20 AMOUNT</u>
<u>\$ 1,392,705.00</u>	CONTINGENCY	<u>\$ 1,935,000.00</u>
<u>\$ 1,392,705.00</u>	900-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,935,000.00</u>
<hr/>		
<u><u>\$ 1,392,705.00</u></u>	TOTAL RECOMMENDED TAX LEVY	<u><u>\$ 1,935,000.00</u></u>

CABLE SERVICES

Judith A. Warren, Director

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

Divisional Mission Statement:

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

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

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/2019	Fiscal 2020
Salaries	\$ 351,618.54	\$ 245,041.00	\$ 188,094.82	\$ 255,568.00
Overtime	2,169.05	5,000.00	2,463.69	5,000.00
Ordinary Maintenance	2,150,033.15	32,993.00	26,312.29	3,590.00
Capital Outlay	43,361.00	-	-	-
Fringe Benefits	35,515.45	106,907.00	34,510.89	98,959.00
Total	\$ 2,582,697.19	\$ 389,941.00	\$ 251,381.69	\$ 363,117.00
Cable Revenues	(2,582,697.19)	(389,941.00)	(251,381.69)	(363,117.00)
Net Total	\$ -	\$ -	\$ -	\$ -
Total Positions	4	4	4	4

OPERATING BUDGET HIGHLIGHTS

The Fiscal 2020 operating budget for the Cable Services Division is recommended to be funded at \$363,117, which is a decrease from FY2019 of \$26,824. Cable revenues have gone down therefore, operating costs are being decreased.

CABLE SERVICES

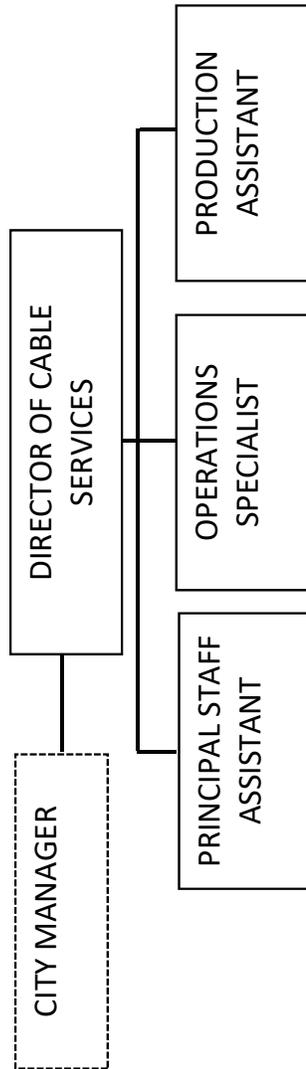
Major Accomplishments of FY19

- Increased the number of public meetings covered.
- Began LIVE Streaming City Council meetings on Facebook.
- Received an “Overall Excellence” Award for Government Television from Alliance for Community Media-Northeast Region (ACM-NE).

New and Continued Initiatives

- Consolidate Cable Services and Marketing/Media into Office of Communications.
- Update and create new graphics for government meetings.
- Research and design streaming from off-site public locations.
- Design and implement A/V services at meeting locations.
- Establish synergy for external messaging throughout all media outlets.
- Enhance Social Media Content with use of short Videos and Photography.
- Incorporate videography in Marketing/Messaging and Packaging.

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



4 POSITIONS

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

EXECUTIVE OFFICE OF THE CITY MANAGER

DIVISION OF CABLE SERVICES- DIVISION #04S616

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 89,690.00	45M	DIRECTOR OF CABLE SERVICES	1	\$ 90,380.00
1	68,224.00	40M	PRINCIPAL STAFF ASSISTANT	1	71,223.00
1	44,986.00	29	OPERATIONS SPECIALIST	1	48,901.00
1	42,141.00	25	PRODUCTION ASSISTANT	1	45,064.00
<u>4</u>	<u>\$ 245,041.00</u>		TOTAL RECOMMENDED SALARIES	<u>4</u>	<u>\$ 255,568.00</u>
			<u>FUNDING SOURCES:</u>		
	<u>\$ (245,041.00)</u>		CABLE LICENSE REVENUES		<u>\$ (255,568.00)</u>
	<u>\$ (245,041.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (255,568.00)</u>
<u>4</u>	<u>\$ -</u>	04S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>4</u>	<u>\$ -</u>
	<u>\$ 5,000.00</u>		REGULAR OVERTIME		<u>\$ 5,000.00</u>
	<u>\$ 5,000.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 5,000.00</u>
			<u>FUNDING SOURCES:</u>		
	<u>\$ (5,000.00)</u>		CABLE LICENSES REVENUES		<u>\$ (5,000.00)</u>
	<u>\$ (5,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (5,000.00)</u>
	<u>\$ -</u>	04S-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ -</u>
	<u>\$ 32,993.00</u>		ORDINARY MAINTENANCE		<u>\$ 3,590.00</u>
	<u>\$ 32,993.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 3,590.00</u>
			<u>FUNDING SOURCES:</u>		
	<u>\$ (32,993.00)</u>		CABLE LICENSE REVENUES		<u>\$ (3,590.00)</u>
	<u>\$ (32,993.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (3,590.00)</u>
	<u>\$ -</u>	04S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ -</u>
	\$ 32,092.00		FRINGE BENEFITS:		
	25,607.00		HEALTH INSURANCE		\$ 23,044.00
	21,123.00		RETIREMENT		26,707.00
	28,085.00		CONTRIBUTORY PENSIONS		21,123.00
			PENSION OBLIGATION BONDS		28,085.00
	<u>\$ 106,907.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 98,959.00</u>
			<u>FUNDING SOURCES:</u>		
	<u>\$ (106,907.00)</u>		CABLE LICENSE REVENUES		<u>\$ (98,959.00)</u>
	<u>\$ (106,907.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (98,959.00)</u>
	<u>\$ -</u>	04S-94000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ -</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ -</u>

ADMINISTRATION & FINANCE

Thomas F. Zidelis- Chief Financial Officer

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

The mission of the Department of Administration and Finance is to oversee all aspects of Worcester’s financial functions. Through the Budget Division, the department:

- Prepares and monitors each fiscal year’s capital, grant, and tax levy budgets;
- Performs financial analyses on various projects and annual City programs;
- Coordinates with the Auditing Department and Treasurer’s office to maintain internal controls.

Department Allocation Summary

		Approved	Actuals	Recommended
	Actual	Budget for	as of	Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 579,622.61	\$ 581,554.00	\$ 447,333.32	\$ 627,496.00
Ordinary Maintenance	29,197.32	42,738.00	17,773.92	43,385.00
Capital Outlay	5,681.00	-	-	-
Total	\$ 614,500.93	\$ 624,292.00	\$ 465,107.24	\$ 670,881.00
Total Positions	11	11	11	11

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$670,881, which is an increase of \$46,589 from the Fiscal 2019 amount of \$624,292. This is due mainly to increases in non-represented wage increases, step increase, and reduction in the vacancy factor.

Departmental Strategic Objectives & Performance Measures

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	Proposed FY20
	Objective: Prudent steward of municipal services			
	- Bond Rating (Upgraded to AA in FY2017)	AA	AA	AA
	- Bonded debt as a % of Assessed Valuation	5.27%	5.16%	5.16%
	- Debt per capita, median value, total assessed value per capita	3,632	3,774	3,775

ADMINISTRATION & FINANCE

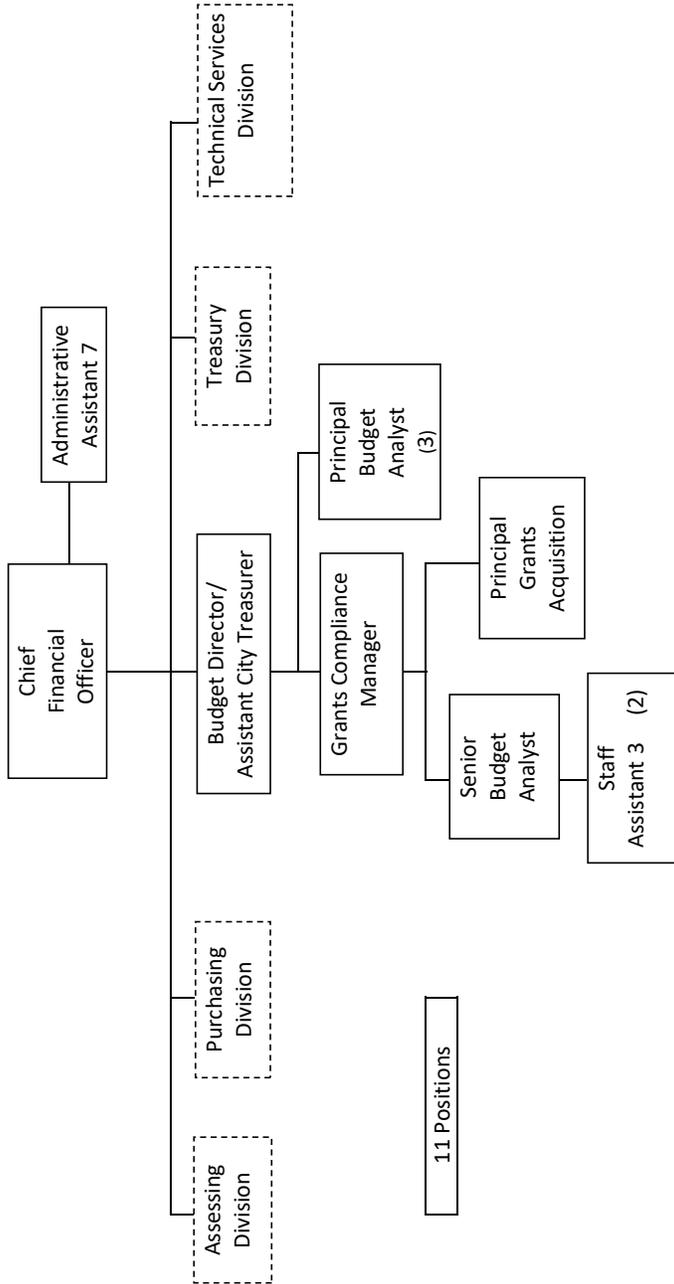
Major Accomplishments of FY19

- Wrote and implemented a new capital and debt policy.
- Recommended and implemented a new cash funded asset replacement program.
- Redesigned both capital and operating budget formats.
- FY18 single audit did not produce any findings on the City side of grant operations.
- Increased grant activity for a 11.74% increase of requested grant funding from prior Fiscal Year.

New and Continued Initiatives

- Prepare and continue to improve the presentation and content of next fiscal year's capital, grant and operating budgets.
- Through the implementation of the City's Five Point Plan, the Budget Division will continue to ensure both short and long-term financial planning and adherence to the City's budget.
- Oversee grant programs with respect to municipal finance.
- Continue to identify grant opportunities and craft grant proposals for City departments.
- Maintain strong AA bond rating to ensure the credit worthiness of the City to prospective investors in the Bond Market, ultimately yielding lower interest rates for the City.
- To maintain a steady and consistent level of debt as a percentage of Assessed Valuation to have a healthy balance between citywide capital investments and the City's ability to pay down long term obligations without large impactful fluctuations.

**ADMINISTRATION & FINANCE
BUDGET OFFICE
ORGANIZATIONAL CHART**



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

ADMINISTRATION AND FINANCE- DEPARTMENT #610

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 150,717.00	58CM	CHIEF FINANCIAL OFFICER	1	\$ 158,014.00
1	83,554.00	47EM	BUDGET DIRECTOR/ASSISTANT CITY TREASURER	1	87,591.00
1	80,205.00	42M	GRANTS COMPLIANCE MANAGER	1	84,092.00
3	210,272.00	40M	PRINCIPAL BUDGET ANALYST	3	222,830.00
1	69,546.00	39M	SENIOR BUDGET ANALYST	1	74,901.00
1	70,018.00	39M	PRINCIPAL GRANTS ACQUISITION	1	75,196.00
2	111,090.00	37	STAFF ASSISTANT 3	2	119,340.00
1	59,447.00	35	ADMINISTRATIVE ASSISTANT 7	1	63,551.00
<u>11</u>	<u>\$ 834,849.00</u>		REGULAR SALARIES ADMIN & FINANCE	<u>11</u>	<u>\$ 885,515.00</u>
	5,274.00		EM INCENTIVE PAY		4,976.00
	2,500.00		WRA FINANCIAL MANAGER STIPEND		2,500.00
	(27,566.00)		VACANCY FACTOR		-
	<u>\$ 815,057.00</u>		TOTAL REGULAR SALARIES FINANCE & BUDGET		<u>\$ 892,991.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (70,626.00)		FEDERAL & STATE GRANTS		\$ (72,778.00)
	(43,867.00)		PUBLIC HEALTH GRANTS		(66,572.00)
	(650.00)		GOLF REVENUES		(689.00)
	(78,549.00)		SEWER REVENUES		(83,258.00)
	(39,811.00)		WATER REVENUES		(42,198.00)
	<u>\$ (233,503.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (265,495.00)</u>
<u>11</u>	<u>\$ 581,554.00</u>	610-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>11</u>	<u>\$ 627,496.00</u>

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

ADMINISTRATION AND FINANCE- DEPARTMENT #610

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	\$ 4,200.00		LEASES & RENTALS		\$ 4,500.00
	1,500.00		TELEPHONE		1,200.00
	700.00		POSTAGE		500.00
	2,300.00		PRINTING		2,000.00
	300.00		HARDWARE DEVICES		300.00
	400.00		MAINTENANCE & SYSTEM SOFTWARE		300.00
	400.00		MEMBERSHIP DUES		400.00
	2,000.00		OFFICE SUPPLIES		1,500.00
	1,400.00		COPY PAPER		1,200.00
	1,000.00		PRINTING SUPPLIES		1,000.00
	700.00		WATER		500.00
	-		OTHER CHARGES & EXPENDITURES		500.00
	-		REGISTRATION FEES		100.00
	28,444.00		TRAVEL		30,000.00
	<u>\$ 43,344.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 44,000.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (84.00)		SEWER REVENUES		\$ (85.00)
	(522.00)		WATER REVENUES		(530.00)
	<u>\$ (606.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (615.00)</u>
	<u>\$ 42,738.00</u>	610-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 43,385.00</u>
			<u>FRINGE BENEFITS:</u>		
	\$ 10,460.00		HEALTH INSURANCE		\$ 16,827.00
	11,965.00		RETIREMENT		14,562.00
	<u>\$ 22,425.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 31,389.00</u>
			<u>FUNDING SOURCES:</u>		
	(22,425.00)		FEDERAL & STATE GRANTS		(31,389.00)
	<u>(22,425.00)</u>		TOTAL FUNDING SOURCES		<u>(31,389.00)</u>
	<u>\$ -</u>	610-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 624,292.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 670,881.00</u>

TREASURY

Sandra J. Flynn- City Treasurer & Collector

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

The mission of the Office of Treasurer and Collector is to act as the receipting and disbursing agent of public financial assets in order to maximize the utilization and safekeeping of City funds. The Division timely and accurately bills and collects all City revenues, including taxes on real estate, personal property and vehicles, as well as water, sewer, and all other City services including parking, parks, and public safety. The Division safeguards financial assets and controls disbursement of payroll and warrant payments by the City and the Worcester Retirement System. The Division issues and manages all indebtedness authorized by the City to support capital acquisitions.

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 964,884.71	\$ 1,037,998.00	\$ 706,070.03	\$ 1,170,699.00
Overtime	1,368,012.12	30,500.00	16,248.01	30,500.00
Ordinary Maintenance	16,428.02	710,778.00	952,106.44	719,605.00
Capital Outlay	-	-	-	10,605.00
Total	\$ 2,349,324.85	\$ 1,779,276.00	\$ 1,674,424.48	\$ 1,931,409.00
Total Positions	27	27	27	27

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$1,931,409, which is an increase of \$152,133 from the Fiscal 2019 amount of \$1,779,276. This is due to increases in contractual and non-represented wage increases, EM incentive, step increases, Municipal Hearing Officer Stipend increase, and a reduction of vacancy factor. In addition, there is an increase in Ordinary Maintenance for additional office supplies, such as lockbox deposit bags, shredding service bins, as well as a new folding machine, to be funded through Capital Outlay.

TREASURY

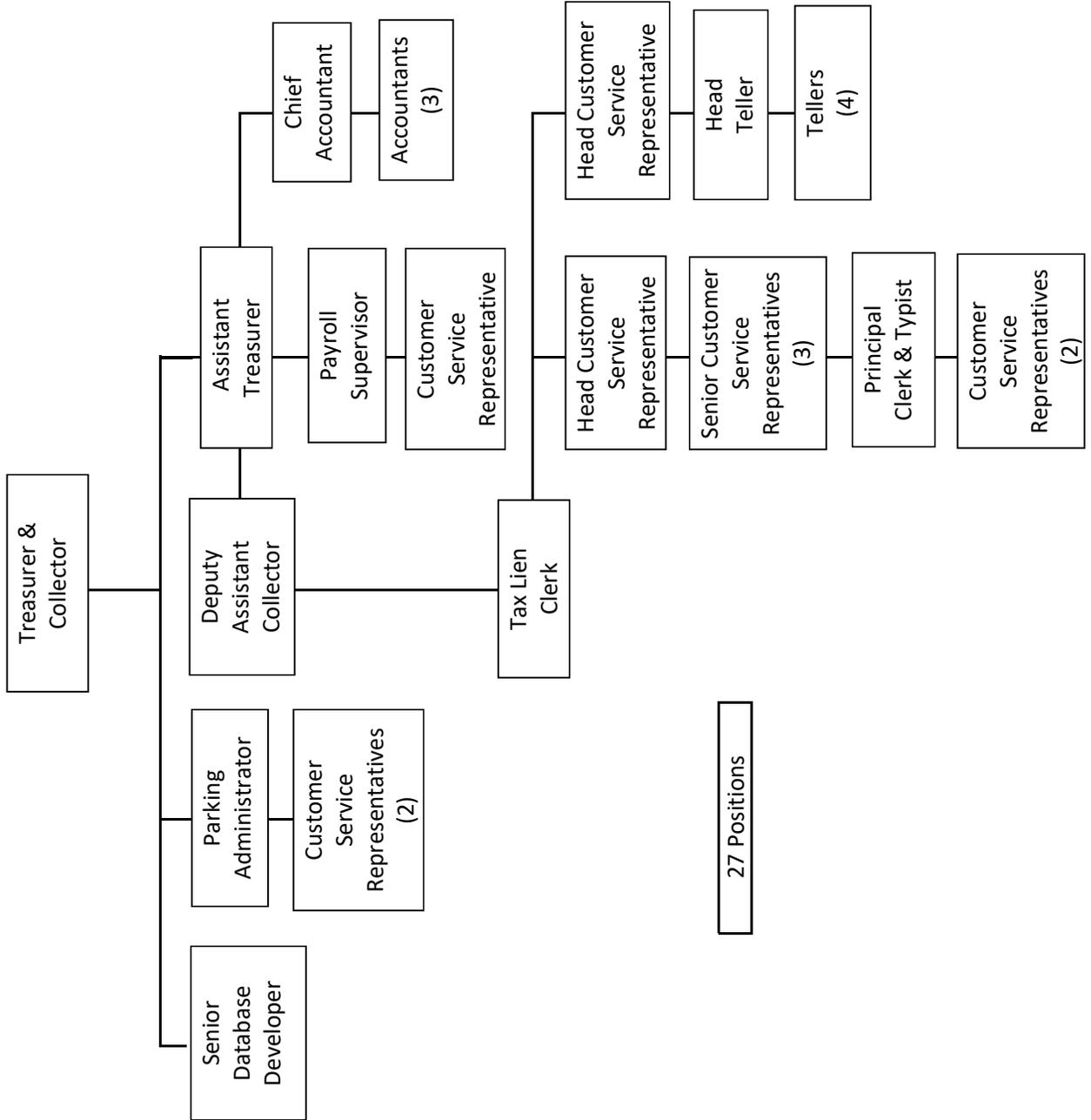
Major Accomplishments of FY19

- Increased net interest income to \$2.0M from \$0.9M for the periods ended March 31, 2019 and 2018, respectively. This is an increase of approximately \$1.1M and does not include interest on the proceeds from the “Red Sox” bond in November 2018. This was accomplished primarily through improved cash flow management and proactive engagement of banking vendors.
- Completed transition of comprehensive banking services, including lockbox services to Peoples United Bank, which has improved payment processing efficiency and transparency to benefit City taxpayers. This transition also increased the number of bank branches that accept payments from two to all of the 49 Massachusetts Peoples United Bank branches, allowing taxpayers to utilize branches outside of the City to make payments.
- Completed a comprehensive Purchase Card Industry (PCI) risk assessment for all locations and departments within the City that accept credit card payments. The risk assessment identified a number of high-risk areas that the City is able to address going forward to protect constituents utilizing credit cards for payment for city services (i.e. parking, golf, library, night life classes, etc.) or taxes.
- In collaboration with Human Resources, completed a needs/gap assessment of the City’s current Human Capital Management (HCM) Systems and prepared a comprehensive RFP to either be issued as an integrated stand-alone solution or in concert with a full enterprise financial management system.

New and Continued Initiatives

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

TREASURY ORGANIZATIONAL CHART



27 Positions

SANDRA J. FLYNN, CITY TREASURER & COLLECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

TREASURY- DEPARTMENT #660

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 107,021.00	53EM	CITY TREASURER & COLLECTOR	1	\$ 123,209.00
1	83,221.00	47EM	ASSISTANT TREASURER	1	87,249.00
1	100,132.00	48P	SENIOR DATABASE DEVELOPER	1	104,968.00
1	86,445.00	44M	DEPUTY ASSISTANT COLLECTOR	1	90,632.00
1	80,205.00	42M	PARKING ADMINISTRATOR	1	84,092.00
1	61,842.00	39P	CHIEF ACCOUNTANT	1	67,266.00
2	127,184.00	36	HEAD CUSTOMER SERVICE REPRESENTATIVE	2	130,740.00
1	57,155.00	33	HEAD TELLER	1	58,747.00
1	55,620.00	32	SUPERVISOR OF PAYROLL	1	56,599.00
3	143,507.00	32	ACCOUNTANT	3	155,906.00
1	55,075.00	32	TAX-LIEN CLERK	1	56,599.00
4	200,169.00	30	TELLER	4	194,545.00
3	143,532.00	28	SR. CUSTOMER SERVICE REPRESENTATIVE	3	148,983.00
2	35,781.00	22	PRINCIPAL CLERK & TYPIST (P.G. 27)	2	38,079.00
4	152,085.00	22	CUSTOMER SERVICE REPRESENTATIVE	4	159,289.00
27	\$ 1,488,974.00		REGULAR SALARIES	27	\$ 1,556,903.00
	(80,266.00)		VACANCY FACTOR		-
	-		EM INCENTIVE PAY		710.00
	2,500.00		MUNICIPAL HEARING OFFICER STIPEND		3,500.00
	\$ 1,411,208.00		TOTAL SALARIES		\$ 1,561,113.00
	\$ (2,265.00)		<u>FUNDING SOURCES:</u>		\$ (2,369.00)
	(176,009.00)		GOLF REVENUES		(184,123.00)
	(194,936.00)		SEWER REVENUES		(203,922.00)
	\$ (373,210.00)		WATER REVENUES		\$ (390,414.00)
			TOTAL FUNDING SOURCES		
27	\$ 1,037,998.00	660-91000	TOTAL RECOMMENDED PERSONAL SERVICES	27	\$ 1,170,699.00
	\$ 30,500.00		OVERTIME		\$ 30,500.00
	\$ 30,500.00	660-97000	TOTAL RECOMMENDED OVERTIME		\$ 30,500.00

SANDRA J. FLYNN, CITY TREASURER & COLLECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

TREASURY- DEPARTMENT #660

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
	\$ 700.00		LEASES & RENTALS		\$ 600.00
	33,405.00		OTHER PERSONAL SERVICES- TREASURY		34,000.00
	500.00		NEWSPAPER ADVERTISING		-
	18,000.00		OFFICE SUPPLIES & COPY PAPER- TREASURY		13,000.00
	5,000.00		HARDWARE/DEVICES - TREASURY		3,000.00
	15,500.00		CONSABLES/LEGAL FILING FEES - TREASURY		9,000.00
	10,000.00		MAINT STSTEMS/REP BUILDINGS		1,000.00
	-		MAINT STSTEMS/REP EQUIP		1,000.00
	12,200.00		PRINTING & PRINTING SUPPLIES - TREASURY		12,200.00
	9,300.00		REGISTRATION/MEMBERSHIP/SUBSCRIPTIONS		2,000.00
	3,500.00		LEASES & RENTALS- COLLECTORS		3,500.00
	1,000.00		OFFICE SUPPLIES & OTHER CHARGES- COLLECTORS		75,180.00
	2,000.00		TELEPHONE - COLLECTORS		2,000.00
	4,400.00		LEASES & RENTALS- MAILING		4,400.00
	450,000.00		POSTAGE- MAILING		450,000.00
	5,000.00		OTHER PERSONAL SERVICES- MAILING		5,000.00
	60,000.00		PRINTING - MAILING		48,800.00
	6,000.00		OFFICE SUPPLIES- MAILING		5,000.00
	1,000.00		OTHER PERSONAL SERVICES - TAX TITLE		1,000.00
	5,000.00		NEWSPAPER ADVERTISING - TAX TITLE		5,000.00
	28,000.00		LEGAL FILING FEES - TAX TITLE		21,500.00
	16,000.00		MAINT/REP BUILDINGS - TAX TITLE		-
	90,000.00		PARKING VIO. PROCESSING		90,000.00
	1,000.00		OFFICE SUPPLIES- PARKING		500.00
	1,500.00		TRAVELING		1,000.00
	<u>\$ 779,005.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 788,680.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (30,324.00)		SEWER REVENUES		\$ (30,701.00)
	(37,903.00)		WATER REVENUES		(38,374.00)
	<u>\$ (68,227.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (69,075.00)</u>
	<u>\$ 710,778.00</u>	660-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 719,605.00</u>
	\$ -		FURNITURE & EQUIPMENT		\$ 10,605.00
	<u>\$ -</u>	660-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ 10,605.00</u>
	<u>\$ 1,779,276.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,931,409.00</u>

PURCHASING

Christopher Gagliastro- Purchasing Agent

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

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

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

Department Allocation Summary

		Approved	Actuals	Recommended
	Actual	Budget for	as of	Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 209,329.74	\$ 224,272.00	\$ 150,863.62	\$ 240,083.00
Ordinary Maintenance	13,956.00	15,236.00	5,902.48	16,920.00
Total	\$ 223,285.74	\$ 239,508.00	\$ 156,766.10	\$ 257,003.00
Total Positions	3	3	3	3

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$257,003, which is an increase of \$17,495 from the Fiscal 2019 amount of \$239,508. This is due mainly to a position upgrade of a Staff Assistant 2 to Staff Assistant 3, as well as non-represented wage increases, EM incentive pay & step increases.

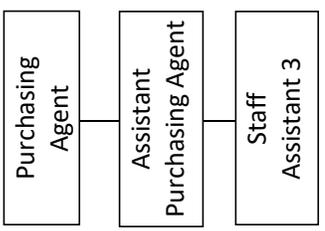
Major Accomplishments of FY19

- The Division successfully issued 130 bids and RFP’s through February 2019, with a total estimate of roughly 200 bids for the Fiscal Year.

New and Continued Initiatives

- Purchasing Training Seminars – Anticipating holding quarterly seminars with various City and Public School staff involved with procurement to further educate and train.
- Develop and maintain Administrative Manuals for procurement modules – to train new and current employees regarding procurement operations.
- Monitor and analyze contracts – to avoid unnecessary costs associated with contract extensions, etc.
- Incorporate DPW contracts in formal contract tracking.

PURCHASING
ORGANIZATIONAL CHART



3 POSITIONS

CHRISTOPHER GAGLIASTRO, PURCHASING AGENT

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

PURCHASING- DEPARTMENT #600

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 104,167.00	50EM	PURCHASING AGENT	1	\$ 109,205.00
1	77,454.00	43M	ASSISTANT PURCHASING AGENT	1	81,996.00
0	-	37	STAFF ASSISTANT 3	1	66,989.00
1	59,447.00	35	STAFF ASSISTANT 2	0	-
3	\$ 241,068.00		REGULAR SALARIES	3	\$ 258,190.00
	4,207.00		EM INCENTIVE PAY		4,377.00
	\$ 245,275.00		TOTAL SALARIES		\$ 262,567.00
			FUNDING SOURCES:		
	\$ (435.00)		GOLF REVENUES		\$ (466.00)
	(7,728.00)		SEWER REVENUES		(8,273.00)
	(12,840.00)		WATER REVENUES		(13,745.00)
	\$ (21,003.00)		TOTAL FUNDING SOURCES		\$ (22,484.00)
3	\$ 224,272.00	600-91000	TOTAL RECOMMENDED PERSONAL SERVICES	3	\$ 240,083.00
	\$ 1,150.00		TELEPHONE		\$ 750.00
	100.00		POSTAGE		500.00
	450.00		OTHER PERSONAL SERVICES		-
	-		PREPARED MEALS		500.00
	2,800.00		NEWSPAPER ADVERTISEMENT		2,290.00
	2,200.00		PRINTING		1,800.00
	1,800.00		HARDWARE/DEVICES		-
	650.00		MEMBERSHIP DUES		560.00
	2,000.00		OFFICE SUPPLIES		6,000.00
	2,200.00		PRINTING SUPPLIES		2,500.00
	1,000.00		SUBSCRIPTIONS		1,668.00
	1,500.00		COPY PAPER		1,000.00
	-		TRAVELING		200.00
	600.00		TRAINING CERTIFICATE		500.00
	\$ 16,450.00		TOTAL ORDINARY MAINTENANCE		\$ 18,268.00
			FUNDING SOURCES:		
	\$ (544.00)		SEWER REVENUES		\$ (604.00)
	(670.00)		WATER REVENUES		(744.00)
	\$ (1,214.00)		TOTAL FUNDING SOURCES		\$ (1,348.00)
	\$ 15,236.00	600-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 16,920.00
	\$ 239,508.00		TOTAL RECOMMENDED TAX LEVY		\$ 257,003.00



The City of
WORCESTER

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ASSESSING

William J. Ford- City Assessor

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

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

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

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 570,227.65	\$ 603,385.00	\$ 362,020.99	\$ 620,700.00
Overtime	-	1,000.00	-	1,000.00
Ordinary Maintenance	156,265.83	156,700.00	110,324.88	156,689.00
Total	\$ 726,493.48	\$ 761,085.00	\$ 472,345.87	\$ 778,389.00
Total Positions	10	10	10	10

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$778,389, which is an increase of \$17,304 from the Fiscal 2019 amount of \$761,085. This is mainly due to increases in contractual and non-represented wage increases, EM incentive pay and step increases.

ASSESSING

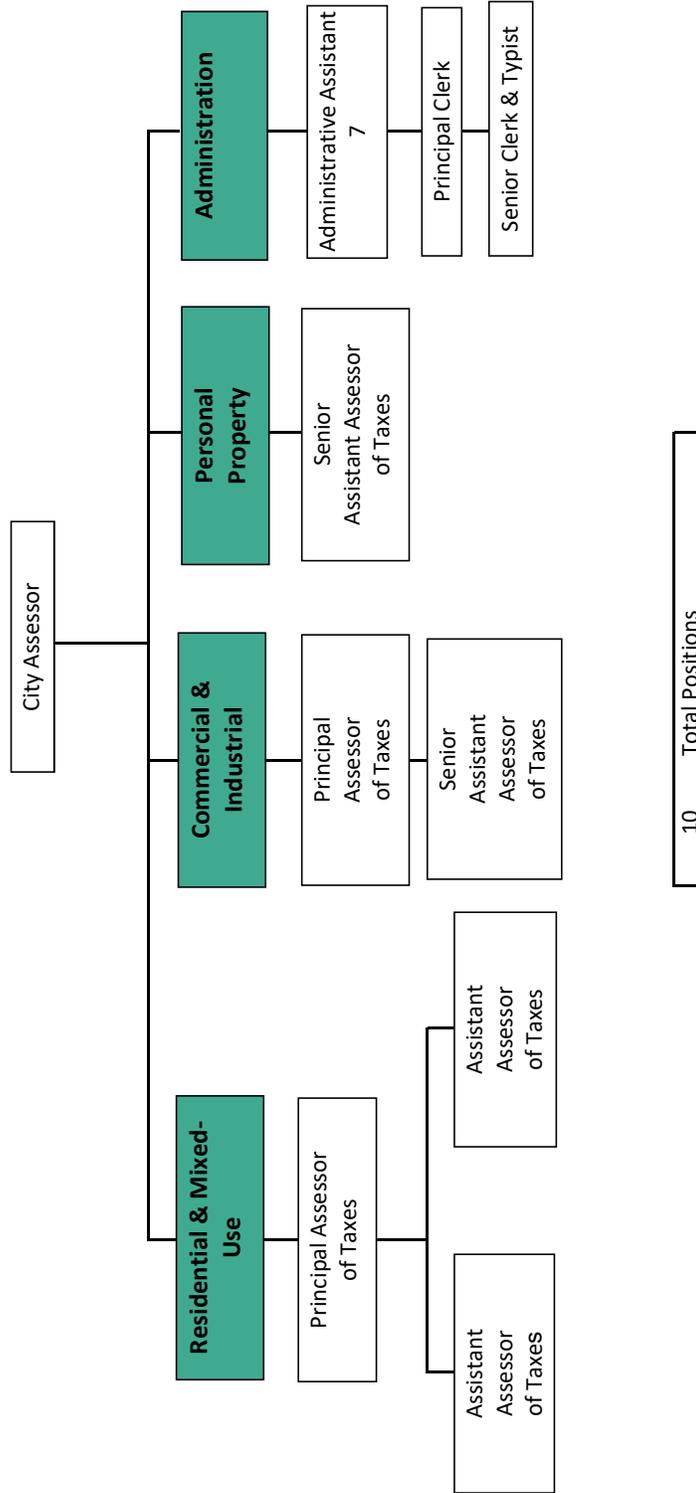
Major Accomplishments of FY19

- Valued New Growth due to construction and renovations that resulted in approximately \$6.2 million in “new” revenue.
- Received and reviewed 335 Residential and Commercial Property abatement applications, a decrease of 27.65% from the 463 prior year.
- Received and reviewed 1004 Exemption applications, a decrease of 16% from the 1196 prior year.
- Performed 2669 residential, 1047 commercial, and 637 personal property inspections.

New and Continued Initiatives

- Updating ownership within two weeks of deeds filed at the Worcester Registry, processed 3601 in 2018 calendar year.
- Review and key entry of Income and Expense returns within two months.
- Review and key entry of 1610 Exempt Property (3ABC) returns.
- Periodically inspect and review all City property and update electronic data files to continue the cyclical building inspection program to improve existing data integrity and capture new growth from building improvements.
- Update assessing districts in conjunction with improvements to the statistical model for valuing residential property.

DEPARTMENT OF ADMINISTRATION & FINANCE
ASSESSING DIVISION
ORGANIZATIONAL CHART



WILLIAM J. FORD, CITY ASSESSOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF ADMINISTRATION & FINANCE

ASSESSING DIVISION - DIVISION #670

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 116,730.00	54EM	CITY ASSESSOR	1	\$ 122,375.00
2	149,470.00	40M	PRINCIPAL ASSISTANT ASSESSOR OF TAXES	2	152,846.00
2	137,280.00	39	SENIOR ASSISTANT ASSESSOR OF TAXES	2	133,950.00
1	42,951.00	35	ADMINISTRATIVE ASSISTANT 7	1	47,335.00
2	89,962.00	32	ASSISTANT ASSESSOR OF TAXES	2	93,100.00
1	46,114.00	27	PRINCIPAL CLERK	1	47,859.00
1	39,021.00	22	SENIOR CLERK AND TYPIST	1	40,513.00
<u>10</u>	<u>\$ 621,528.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 637,978.00</u>
	2,357.00		EM INCENTIVE PAY		1,139.00
	(20,500.00)		VACANCY FACTOR		(18,417.00)
<u>10</u>	<u>\$ 603,385.00</u>	670-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 620,700.00</u>
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	<u>\$ 1,000.00</u>	670-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 1,000.00</u>
	\$ 2,700.00		LEASES & RENTALS		\$ 2,700.00
	600.00		TELEPHONE		500.00
	1,500.00		MAINTENANCE/REPAIR VEHICLES		4,989.00
	62,500.00		PERSONAL PROPERTY VALUATION		60,983.00
	20,000.00		RESIDENTIAL PROPERTY VALUATION		18,483.00
	25,000.00		UTILITY VALUATION SERVICES		23,484.00
	33,450.00		SOFTWARE MAINTENANCE		33,450.00
	700.00		HARDWARE DEVICES		500.00
	1,150.00		BOOKS		1,000.00
	1,700.00		OFFICE SUPPLIES		200.00
	500.00		COPY PAPER		500.00
	900.00		PRINTING		1,000.00
	1,200.00		PRINTING SUPPLIES		3,000.00
	100.00		OTHER SUPPLIES		100.00
	900.00		AUTO FUEL		300.00
	-		NEWSPAPER ADVERTISING		2,500.00
	900.00		LEGAL FILING FEES		500.00
	900.00		REGISTRATION FEES		500.00
	1,000.00		MEMBERSHIP DUES		1,000.00
	150.00		SUBSCRIPTIONS		500.00
	350.00		CREDIT MISC. DEPARTMENTS		-
	500.00		TRAVELING		500.00
	<u>\$ 156,700.00</u>	670-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 156,689.00</u>
	<u>\$ 761,085.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 778,389.00</u>

CITY ENERGY AND ASSET MANAGEMENT

John W. Odell- Director

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

The mission of the Energy and Asset Management Division is to oversee the sustainability and resilience of the City’s numerous facilities. The Division is responsible for timely and appropriate maintenance projects, and energy efficiency improvements, which help ensure the work environment for employees maximizes productivity and minimizes discomfort and downtime.

Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Salaries	\$ 346,380.93	\$ 375,837.00	\$ 359,592.58	\$ 425,968.00
Overtime	19,069.65	21,000.00	14,194.63	17,100.00
Ordinary Maintenance	1,552,184.22	1,031,374.00	486,288.49	1,139,276.00
Capital Outlay	133,578.65	-	-	245,500.00
Total Expenditures	\$ 2,051,213.45	\$ 1,428,211.00	\$ 860,075.70	\$ 1,827,844.00
Total Positions	14	16	16	17

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$1,827,844, which is an increase of \$399,633 from the Fiscal 2019 amount of \$1,428,211. The salary increase is mainly due to contractual and non-represented wage increases, step increases, and the addition of a Staff Assistant I. The increase to Ordinary Maintenance is derived from contractual increases corresponding to the Green Worcester consultant, cleaning services, and electricity. In addition, Capital Outlay funding of \$245,500 was budgeted for City Hall carpeting, painting, window blinds, and small equipment purchases.

Major Accomplishments of FY19

- **Electricity Aggregation Plan:** Developed Worcester Community Choice (Electric) Aggregation Draft Plan, with the assistance of MassEnergyChoice aggregation consultant, which is currently being reviewed by the MA Department of Public Utilities. The City plans to launch its first aggregation in the fall, 2019. The goals of the aggregation program is to advance its sustainability goals and offer its residents and businesses greater price stability, as well as control over the price and environmental characteristics of their electricity supply. More can be learned at www.WorcesterCommunityChoice.com.



CITY ENERGY AND ASSET MANAGEMENT

- **Energized and celebrated the installation of New England’s largest municipally owned solar array:** At 8.1 megawatts DC, the array over the last 2 years of use has already produced nearly 18,000 megawatt-hours of electricity, an equivalent of 2,430 homes’ annual electrical consumption. The total project cost was approximately \$28M and, using conservative estimates, the City will recoup approximately \$50M over the 20 years during the project, and approximately \$15M more during the subsequent 10 years, since the array’s life expectancy is 30+ years.
- **Completed the Worcester Public Library Master Plan Design and bid specifications, including a state of the art Children’s room:** This design, scheduled for 18 months of construction beginning in the summer of 2019, will improve the overall layout of the building, enhance and move the Children’s room to the 3rd floor, provide direct access from the Franklin Street side of the building, and assure that the City’s main library remains the premier library in the region.
- **State MassWorks grant of \$1.5M:** Modified and completed designs for the Senior Center, including the repaving and new landscaping of the parking lot, installing a fitness room and a new, larger activity room. This grant, coupled with additional CDBG and City funds, will allow for a \$2.1M upgrade of the Senior Center, including the purchase of adjacent parcels (including the formerly leased parking lot), repaving said parking lot, fitting out the unused 4th floor into a multi-purpose fitness space, and more.
- **Developed project design documents for a suite of additional improvements at Union Station:** These include designs for a new office space for the Cannabis Control Commission in the 2nd floor office space as well as a new WPD sub-station, improvements to the Harding Street Corridor, and 2nd floor and basement bathroom upgrades.
- **Variety of general maintenance and upgrades to City Hall:** Replaced carpeting in the Auditing Department, completed Phase II of the LED lighting upgrade on the 1st and 2nd floor, installed new water fountain outside the Esther Howland Chambers, upgraded elevator, and updated accessible signage to maintain code compliance.

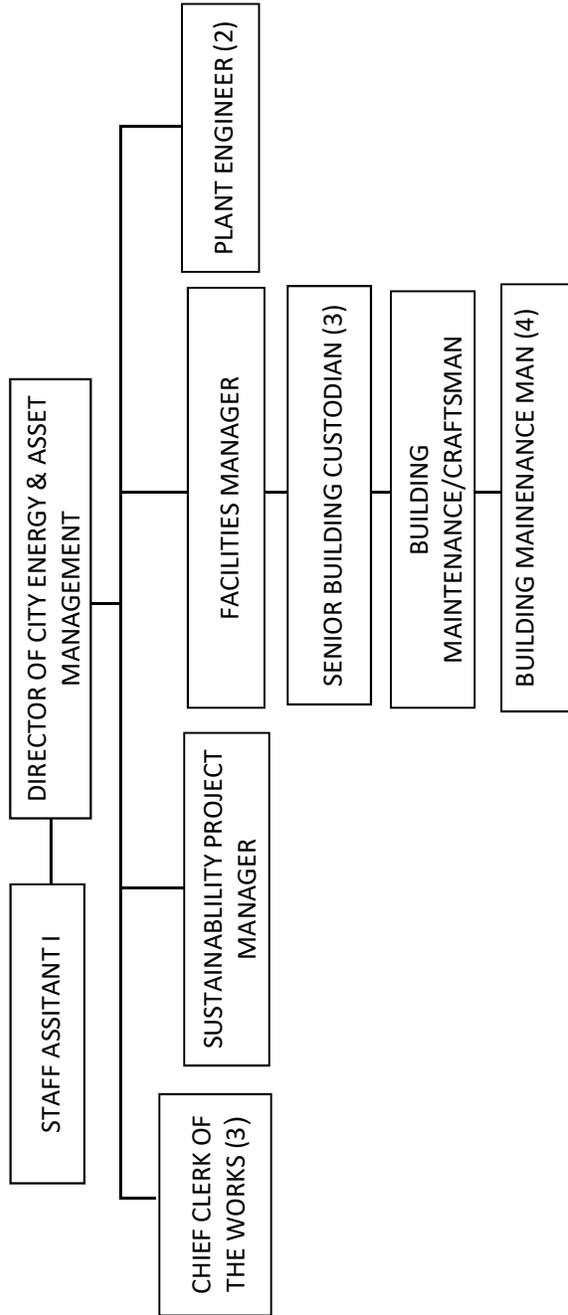
New and Continued Initiatives

- Update Evacuation Plans for City Hall and 25 Meade Street.
- Review, select, install, and implement new facility management software for EAM facilities.
- Continue ongoing maintenance and planned EAM facilities upgrades.
- Implement energy efficiency upgrades at dozens of municipal facilities through the IA5 contract.
- Review and begin process for incorporating additional facilities into the EAM Division for oversight and management.
- Lead the development of a new Green Worcester Plan to make Worcester the “Greenest City in America”.
- Organize energy efficiency code initiative for the City to provide to the International Energy Conservation Code.
- Implement expected Green Community Grant for upgrading lighting at the Senior Center, installing distribution transformers at Forest Grove MS, and destratification fans at several school facilities.
- Assessed current state of Worcester public facility management operations and made recommendations to improve the existing facility management model including potential organizational, operational and technological improvements to enhance customer service, improve operational efficiency, and increase scalability.

CITY ENERGY AND ASSET MANAGEMENT

- Continue Implementation Amendment 5 (IA5) of the city's energy performance contract: This final implementation amendment will include interior LED upgrades at more than 50 school and City facilities, new solar arrays at up to four locations, and a number of controls and transformer upgrades. The contract will cost approximately \$22M to implement and will have a simple payback of 13 years, including incentives. Energy savings alone will exceed \$1.1M per year, and a reduction in the facilities' carbon baseline of 18% is expected.

CITY ENERGY AND ASSET MANAGEMENT DIVISION ORGANIZATIONAL CHART



17 POSITIONS

JOHN W. ODELL, DIRECTOR OF CITY ENERGY & ASSET MANAGEMENT

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF ADMINISTRATION & FINANCE

CITY ENERGY AND ASSET MANAGEMENT-DIVISION#110

FY19 TOTAL POSITIONS	APPROVED FY19 AMOUNT	PAY GRADE	TITLE	FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT
1	\$ 112,196.00	47EM	DIRECTOR OF CITY ENERGY & ASSET MANAGEMENT	1	\$ 117,629.00
3	209,665.00	50M	CHIEF CLERK OF THE WORKS	3	326,831.00
1	86,445.00	44M	FACILITIES MANAGER	1	90,632.00
1	80,205.00	42M	SUSTAINABILITY PROJECT MANAGER	1	84,092.00
1	61,839.00	35	PLANT ENGINEER - CITY HALL	1	63,551.00
1	46,509.00	35	PLANT ENGINEER-UNION STATION	1	49,253.00
0	-	32	STAFF ASSISTANT I	1	43,136.00
3	156,063.00	30	SENIOR BUILDING CUSTODIAN	3	160,407.00
1	42,037.00	30	BUILDING MAINTENANCE/CRAFTSMAN	1	45,114.00
4	152,428.00	26	BUILDING MAINTENANCE MAN	4	164,286.00
16	\$ 947,387.00		REGULAR SALARIES	17	\$ 1,144,931.00
	(18,515.00)		VACANCY FACTOR		(11,419.00)
	647.00		EM INCENTIVE PAY		1,136.00
16	\$ 929,519.00		TOTAL SALARIES	17	\$ 1,134,648.00
			<u>FUNDING SOURCES:</u>		
	\$ -		DCU SPECIAL DISTRICT		\$ (102,914.00)
	(126,348.00)		ESCO PROJECT		(135,738.00)
	(46,509.00)		FTA PREVENATIVE MAINTENANCE		(49,253.00)
	(316,661.00)		LIBRARY INTERGOVERNMENTAL CHARGE		(353,501.00)
	(64,164.00)		POWER AGGREGATION FUNDS		(67,274.00)
	\$ (553,682.00)		TOTAL FUNDING SOURCES		\$ (708,680.00)
16	\$ 375,837.00	110-91000	TOTAL RECOMMENDED PERSONAL SERVICES	17	\$ 425,968.00
	\$ 53,000.00		OVERTIME		\$ 52,100.00
	\$ 53,000.00		RECOMMENDED OVERTIME		\$ 52,100.00
			<u>FUNDING SOURCES:</u>		
	\$ (32,000.00)		LIBRARY INTERGOVERNMENTAL CHARGE		\$ (35,000.00)
	\$ (32,000.00)		TOTAL FUNDING SOURCES		\$ (35,000.00)
	\$ 21,000.00	110-97000	TOTAL RECOMMENDED OVERTIME		\$ 17,100.00
	\$ 1,800.00		AUTO FUEL		\$ 1,300.00
	300.00		AUTOMOTIVE SUPPLIES		218.00
	200,150.00		BUILDING MAINTENANCE SERVICES		210,008.00
	10,000.00		BUILDING SUPPLIES		16,100.00
	5,000.00		CHEMICAL SUPPLIES		5,390.00
	165,000.00		CLEANING SERVICES		234,800.00
	500.00		CLEANING SUPPLIES		-
	-		CONSULTANTS		84,000.00
	100.00		COPY PAPER		200.00
	12,000.00		CUSTODIAL SUPPLIES		18,220.00
	2,000.00		ELECTRICAL SUPPLIES		-
	442,658.00		ELECTRICITY		466,559.00
	7,000.00		EXTERMINATOR SERVICES		5,015.00
	4,200.00		HARDWARE SUPPLIES		-
	300.00		HARDWARE/DEVICES		2,752.00
	-		LANDSCAPING		10,000.00
	2,000.00		LEASE & RENTALS		6,300.00
	3,500.00		LUMBER SUPPLIES		-

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF ADMINISTRATION & FINANCE

CITY ENERGY AND ASSET MANAGEMENT-DIVISION#110

10,000.00	MAINTENANCE /REPAIR EQUIPMENT	7,400.00
-	MAINTENANCE SYSTEM SOFTWARE	1,000.00
1,000.00	MAINTENANCE VEHICLE	1,050.00
269,327.00	MAINTENANCE/REPAIR BUILDING	243,466.00
-	MEMBERSHIP DUES	1,650.00
203,889.00	NATURAL GAS	192,000.00
2,500.00	OFFICE SUPPLIES	2,200.00
4,000.00	OTHER CHARGES & EXPENDITURES	6,500.00
5,000.00	OTHER PERSONAL SERVICES	-
16,000.00	OTHER SUPPLIES	5,025.00
1,000.00	PAINT & VARNISH SUPPLIES	-
2,000.00	PARTS/EQUIPMENT SUPPLIES	2,500.00
1,500.00	PRINTING	1,850.00
500.00	PRINTING SUPPLIES	200.00
500.00	REGISTRATION FEES	3,000.00
9,000.00	RUBBISH REMOVAL	12,260.00
1,000.00	SAFETY SUPPLIES	1,008.00
3,000.00	SAND & GRAVEL SUPPLIES	2,900.00
16,000.00	SECURITY SERVICES	11,500.00
13,000.00	SNOW REMOVAL	17,150.00
1,600.00	SUBSCRIPTIONS	-
-	TELEPHONE	9,100.00
-	TRAVEL	35.00
-	UNIFORMS	500.00
200.00	WATER	120.00
<u>\$ 1,417,524.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 1,583,276.00</u>
	FUNDING SOURCES:	
<u>\$ (386,150.00)</u>	LIBRARY INTERGOVERNMENTAL CHARGE	<u>\$ (444,000.00)</u>
<u>\$ (386,150.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (444,000.00)</u>
<u>\$ 1,031,374.00</u>	110-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,139,276.00</u>
<u>\$ -</u>	CAPITAL OUTLAY	<u>\$ 245,500.00</u>
<u>\$ -</u>	TOTAL CAPITAL OUTLAY	<u>\$ 245,500.00</u>
<u>\$ -</u>	110-93000 TOTAL RECOMMENDED TAX LEVY CAPITAL OUTLAY	<u>\$ 245,500.00</u>
<u>\$ 1,428,211.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,827,844.00</u>

DEBT SERVICE OBLIGATIONS

Thomas F. Zidelis- Chief Financial Officer

City Hall- Room 203

455 Main Street

Worcester, Massachusetts 01608

(508) 799-11180

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2018	Budget for	as of	Appropriation
		Fiscal 2019	3/31/19	Fiscal 2020
Debt Principal	\$ 48,701,936.00	\$ 50,572,284.00	\$ 42,748,283.63	\$ 48,320,551.00
Total Principal	\$ 48,701,936.00	\$ 50,572,284.00	\$ 42,748,283.63	\$ 48,320,551.00
Funding Sources				
CREDIT WATER ENTERPRISE	\$ 5,703,797.00	\$ 5,191,335.00	\$ 4,135,523.00	\$ 4,639,193.00
CREDIT SEWER ENTERPRISE	5,767,808.00	5,802,649.00	5,337,151.00	5,681,105.00
STABILIZATION-BUILDING CAMPAIGN	6,886,099.00	6,809,942.00	6,395,537.74	6,420,551.00
STABILIZATION-NORTH HIGH SCHOOL	832,333.00	844,334.00	844,334.00	847,333.00
MAJOR TAYLOR BOULEVARD GARAGE	558,000.00	588,000.00	68,000.00	34,000.00
CREDIT AIRPORT FUNDS	8,597.00	7,580.00	5,700.00	5,700.00
CREDIT OFF STREET PARKING	454,227.00	462,964.00	419,964.24	342,966.00
CREDIT UNION STATION GARAGE	271,464.00	271,563.00	271,563.00	272,531.00
CREDIT DCU CENTER SPECIAL DISTRICT	1,451,411.00	1,598,070.00	1,531,069.57	2,038,881.00
CREDIT CITY SQUARE FUND	608,146.00	1,738,675.00	949,675.00	1,779,325.00
CREDIT GOLF REVENUES	172,491.00	194,436.00	194,436.00	253,456.00
CREDIT INSITUTE PARK PROJECTS	128,000.00	126,000.00	126,000.00	126,000.00
CREDIT CSX PARKS PROJECTS	103,000.00	102,000.00	102,000.00	102,000.00
CREDIT PILOT LIBRARY EQUIPMENT	70,200.00	-	-	-
CREDIT UNIVERSITY PARK PROJECTS	111,000.00	109,000.00	109,000.00	106,000.00
CREDIT SOLAR NET METERING	864,229.00	864,229.00	-	864,229.00
CREDIT HUD 108	-	84,000.00	-	88,000.00
Sub-Total Self Supporting Debt	23,990,802.00	24,794,777.00	20,489,953.55	23,601,270.00
GENERAL FUND	24,711,134.00	25,777,507.00	22,258,330.08	24,719,281.00
Total	\$ 48,701,936.00	\$ 50,572,284.00	\$ 42,748,283.63	\$ 48,320,551.00

Operating Budget Highlights

The total budget for Debt Principal for Fiscal 2020 is recommended to be \$48,320,551, which is a decrease of \$2,251,733 from the Fiscal 2019 amount of \$50,572,284. Of the Fiscal 2020 allocation, \$23,601,270 is funded through Self Supporting Credits, and \$24,719,281 is General Fund tax levy, a decrease of \$1,058,226 from the Fiscal 2019 tax levy allocation. The decrease is due mainly to prior bonds being fully redeemed.

DEBT SERVICE OBLIGATIONS

Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2018</u>	<u>Fiscal 2019</u>	<u>3/31/19</u>	<u>Fiscal 2020</u>
Debt Interest	\$ 22,545,041.49	\$ 23,168,858.00	\$ 17,309,608.39	\$ 25,426,384.00
Total Interest	\$ 22,545,041.49	\$ 23,168,858.00	\$ 17,309,608.39	\$ 25,426,384.00
<u>Funding Sources</u>				
Credit Water Enterprise	\$ 2,390,796.00	\$ 2,377,015.00	\$ 1,714,692.37	\$ 2,555,258.00
Credit Sewer Enterprise	3,953,243.00	3,916,555.00	2,761,123.48	4,235,092.00
Stabilization- Building Campaign	1,728,074.00	1,421,566.00	1,303,478.05	1,117,534.00
Stabilization- North High School	495,365.00	467,026.00	315,401.75	439,475.00
Major Taylor Boulevard Garage	85,748.00	55,804.00	58,111.81	25,214.00
Credit Airport Funds	2,180.00	1,775.00	1,383.26	1,396.00
Credit Off-Street Parking	187,821.00	184,783.00	117,774.38	462,654.00
Credit Union Station Garage	109,802.00	96,227.00	79,273.13	82,624.00
Credit DCU Center Special District	1,518,820.00	1,444,041.00	875,205.89	1,476,067.00
Credit City Square Funds	2,254,058.00	2,472,272.00	1,799,682.03	2,410,873.00
Credit Golf Revenues	53,605.00	99,191.00	83,513.20	117,078.00
Credit Institute Park Projects	43,035.00	37,790.00	21,100.00	32,815.00
Credit CSX Parks Projects	31,540.00	27,950.00	14,740.00	24,890.00
Credit Pilot Library Equipment	1,404.00	-	-	-
Credit University Park Projects	45,036.00	40,431.00	21,350.63	35,961.00
Credit HUD 108	-	46,921.00	-	45,535.00
Credit Baseball Capitalized	-	-	-	1,465,324.00
Sub-Total Self Supporting Debt	12,900,527.00	12,689,347.00	9,166,829.98	14,527,790.00
General Fund	9,644,514.49	10,479,511.00	8,142,778.41	10,898,594.00
Total	\$ 22,545,041.49	\$ 23,168,858.00	\$ 17,309,608.39	\$ 25,426,384.00

Operating Budget Highlights

The total budget for Debt Interest for Fiscal 2020 is recommended to be \$25,426,384, which is an increase of \$2,257,526 from the Fiscal 2019 amount of \$23,168,858. Of the Fiscal 2020 allocation, \$14,527,790 is funded through Self Supporting Credits, and \$10,898,594 is General Fund tax levy, an increase from the Fiscal 2019 tax levy allocation.

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

FINANCE - DEBT SERVICE PRINCIPAL- #661

APPROVED FY19 AMOUNT	TITLE	RECOMMENDED FY20 AMOUNT
\$ 50,572,284.00	REDEMPTION ON BONDS	\$ 48,320,551.00
<u>\$ 50,572,284.00</u>	TOTAL PRINCIPAL	<u>\$ 48,320,551.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (5,191,335.00)	CREDIT WATER ENTERPRISE	\$ (4,639,193.00)
(5,802,649.00)	CREDIT SEWER ENTERPRISE	(5,681,105.00)
(6,809,942.00)	STABILIZATION-BUILDING CAMPAIGN	(6,420,551.00)
(844,334.00)	STABILIZATION-NORTH HIGH SCHOOL	(847,333.00)
(588,000.00)	MAJOR TAYLOR BOULEVARD GARAGE	(34,000.00)
(7,580.00)	CREDIT AIRPORT FUNDS	(5,700.00)
(462,964.00)	CREDIT OFF STREET PARKING	(342,966.00)
(271,563.00)	CREDIT UNION STATION GARAGE	(272,531.00)
(1,598,070.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(2,038,881.00)
(1,738,675.00)	CREDIT CITY SQUARE FUND	(1,779,325.00)
(194,436.00)	CREDIT GOLF REVENUES	(253,456.00)
(126,000.00)	CREDIT INSITUTE PARK PROJECTS	(126,000.00)
(102,000.00)	CREDIT CSX PARKS PROJECTS	(102,000.00)
(109,000.00)	CREDIT UNIVERSITY PARK PROJECTS	(106,000.00)
(864,229.00)	CREDIT SOLAR NET METERING	(864,229.00)
(84,000.00)	CREDIT HUD 108	(88,000.00)
<u>\$ (24,794,777.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (23,601,270.00)</u>
<u>\$ 25,777,507.00</u>	661-94000 TOTAL RECOMMENDED PRINCIPAL PAYMENT	<u>\$ 24,719,281.00</u>
<u>\$ 25,777,507.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 24,719,281.00</u>

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2019

FINANCE - DEBT SERVICE INTEREST - #662

APPROVED FY19 AMOUNT	TITLE	RECOMMENDED FY20 AMOUNT
\$ 20,809,216.00	EXISTING LONG TERM DEBT	\$ 22,595,734.00
<u>2,359,642.00</u>	BAN INTEREST	<u>2,830,650.00</u>
<u>\$ 23,168,858.00</u>	TOTAL INTEREST	<u>\$ 25,426,384.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (2,377,015.00)	CREDIT WATER ENTERPRISE	\$ (2,555,258.00)
(3,916,555.00)	CREDIT SEWER ENTERPRISE	(4,235,092.00)
(1,421,566.00)	STABILIZATION-BUILDING CAMPAIGN	(1,117,534.00)
(467,026.00)	STABILIZATION-NORTH HIGH SCHOOL	(439,475.00)
(55,804.00)	MAJOR TAYLOR BOULEVARD GARAGE	(25,214.00)
(1,775.00)	CREDIT AIRPORT FUNDS	(1,396.00)
(184,783.00)	CREDIT OFF STREET PARKING	(462,654.00)
(96,227.00)	CREDIT UNION STATION GARAGE	(82,624.00)
(1,444,041.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(1,476,067.00)
(2,472,272.00)	CREDIT CITY SQUARE FUND	(2,410,873.00)
(99,191.00)	CREDIT GOLF REVENUES	(117,078.00)
(37,790.00)	CREDIT INSITUTE PARK PROJECTS	(32,815.00)
(27,950.00)	CREDIT CSX PARKS PROJECTS	(24,890.00)
(40,431.00)	CREDIT UNIVERSITY PARK PROJECTS	(35,961.00)
(46,921.00)	CREDIT HUD 108	(45,535.00)
-	CREDIT BASEBALL CAPITALIZED INTEREST	(1,465,324.00)
<u>\$ (12,689,347.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (14,527,790.00)</u>
<u>\$ 10,479,511.00</u>	662-94000 TOTAL RECOMMENDED INTEREST PAYMENT	<u>\$ 10,898,594.00</u>
<u>\$ 10,479,511.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 10,898,594.00</u>

PENSION OBLIGATION BONDS

Elizabeth A. Early- Executive Secretary

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

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

Department Allocation Summary

	Actual	Approved Budget	Totals as of	Recommended Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Fringe Benefits	\$11,736,597.50	\$ 11,843,147.00	\$ 11,843,147.50	\$ 11,808,019.00
Credits	(1,333,326.00)	(1,341,704.00)	(1,341,704.00)	\$ (1,366,927.00)
Total	\$10,403,271.50	\$ 10,501,443.00	\$ 10,501,443.50	\$ 10,441,092.00

Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$10,441,092 which is a decrease of \$60,351 from the Fiscal 2019 amount of \$10,501,443.

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

DEPARTMENT OF ADMINISTRATION & FINANCE

DIVISION OF PENSION OBLIGATION BONDS- DIVISION #665

APPROVED FY19 AMOUNT	TITLE	RECOMMENDED FY20 AMOUNT
\$ 11,843,147.00	DEBT SERVICE	\$ 11,808,019.00
<u>\$ 11,843,147.00</u>	TOTAL DEBT SERVICE	<u>\$ 11,808,019.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (19,517.00)	CREDIT FROM GOLF	\$ (19,516.00)
(553,595.00)	CREDIT FROM SEWER	(576,435.00)
(768,592.00)	CREDIT FROM WATER	(770,976.00)
<u>\$ (1,341,704.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,366,927.00)</u>
<u>\$ 10,501,443.00</u>	665-94000 TOTAL RECOMMENDED DEBT SERVICE	<u>\$ 10,441,092.00</u>
<hr/>		
<u>\$ 10,501,443.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 10,441,092.00</u>

CITY OF WORCESTER - ALLOCATION OF PENSION COSTS BY DEPARTMENT
 PENSION OBLIGATION BONDS DEPARTMENT #665

DEPARTMENT	FY20 PRINCIPAL	FY20 INTEREST	TOTAL PENSION OBLIGATION
EXECUTIVE OFFICE OF THE CITY MANAGER:			
MANAGER	58,715.64	42,616.80	101,332.44
TOTAL	58,715.64	42,616.80	101,332.44
HUMAN RESOURCES:			
HUMAN RESOURCES	58,440.90	42,417.39	100,858.29
TOTAL	58,440.90	42,417.39	100,858.29
OFFICE OF EXECUTIVE & NEIGHBORHOOD DEVELOPMENT:			
CABLE SERVICES	13,825.96	10,035.12	23,861.08
ECONOMIC DEVELOPMENT	111,705.65	81,077.85	192,783.50
WORKFORCE DEVELOPMENT	88,451.12	64,199.32	152,650.44
TOTAL	213,982.73	155,312.29	369,295.02
ADMINISTRATION & FINANCE:			
BUDGET	47,140.45	34,215.34	81,355.79
ASSESSOR	26,270.32	19,067.44	45,337.76
PURCHASING	13,351.31	9,690.61	23,041.92
TECHNICAL SERVICES	135,049.71	98,021.36	233,071.07
TREASURY	82,921.65	60,185.93	143,107.58
TOTAL	304,733.44	221,180.68	525,914.12
PUBLIC WORKS & FACILITIES:			
ADMINISTRATION	114,137.00	82,842.57	196,979.57
ENGINEERING	145,663.62	105,725.12	251,388.74
STREETS	174,205.71	126,441.45	300,647.16
CENTRAL GARAGE	49,591.80	35,994.57	85,586.37
SANITATION	69,811.17	50,670.13	120,481.30
PARKS	178,810.40	125,073.06	303,883.46
CITY MESSENGER	52,061.35	37,787.00	89,848.35
SEWER	169,366.29	122,928.92	292,295.21
WATER	329,341.62	239,041.71	568,383.33
GOLF	3,217.33	7,045.74	10,263.07
TOTAL	1,286,206.29	933,550.27	2,219,756.56
PUBLIC SAFETY:			
POLICE	2,130,431.70	1,546,303.35	3,676,735.05
FIRE	1,869,002.69	1,356,553.75	3,225,556.44
COMMUNICATIONS	163,617.62	118,756.43	282,374.05
TOTAL	4,163,052.01	3,021,613.53	7,184,665.54
INSPECTIONAL SERVICES:			
INSPECTIONAL SERVICES	176,418.66	128,047.65	304,466.31
TOTAL	176,418.66	128,047.65	304,466.31
HEALTH & HUMAN SERVICES:			
ELDER AFFAIRS	30,145.25	21,879.93	52,025.18
HEALTH & HUMAN SERVICES	45,934.98	33,340.39	79,275.37
HEALTH	71,898.77	52,185.34	124,084.11
LIBRARY	251,945.82	182,866.53	434,812.35
TOTAL	399,924.82	290,272.19	690,197.01
LEGISLATIVE OFFICES:			
COUNCIL	17,940.27	13,021.35	30,961.62
MAYOR	7,286.80	5,288.88	12,575.68
AUDITING	29,734.49	21,581.80	51,316.29
LAW	61,233.86	44,444.57	105,678.43
CITY CLERK	45,911.28	33,323.19	79,234.47
TOTAL	162,106.70	117,659.79	279,766.49
RETIREMENT	18,407.10	13,360.19	31,767.29
TOTAL CITY DEPARTMENTS	6,841,988.29	4,966,030.78	11,808,019.07
PUBLIC SCHOOL	2,798,011.71	2,030,844.21	4,828,855.92
TOTAL WITH SCHOOL	9,640,000.00	6,996,874.99	16,636,874.99



The City of
WORCESTER

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DCU CENTER

John M. Harrity- Commission Chairman

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

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

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Fiscal 2018	Budget for	as of	Appropriation
Expenditures	Fiscal 2018	Fiscal 2019	3/31/19	Fiscal 2020
Ordinary Maintenance	\$ 924,576.91	\$ 895,765.00	\$ 878,617.60	\$ 914,193.00
Debt Service Arena	312,997.92	297,423.00	226,710.41	297,423.00
Debt Service Special District	2,397,109.96	2,572,792.00	2,010,690.54	2,462,663.00
Debt Service Scoreboard	179,206.10	171,896.00	168,874.51	171,896.00
Total Arena	\$ 3,813,890.89	\$ 3,937,876.00	\$ 3,284,893.06	\$ 3,846,175.00
Funding Sources:				
DCU Arena Naming Rights	\$ 460,000.00	\$ 460,000.00	\$ 460,000.00	\$ 460,000.00
DCU Arena Operating Revenue	772,811.43	733,188.00	645,328.01	751,616.00
Facility Fee Surcharge	183,969.50	171,896.00	168,874.51	171,896.00
Special District Financing	2,397,109.96	2,572,792.00	2,010,690.54	2,462,663.00
General Fund Revenue	-	-	-	-
Total Funding Sources	\$ 3,813,890.89	\$ 3,937,876.00	\$ 3,284,893.06	\$ 3,846,175.00

Operating Budget Highlights

The budget for Fiscal 2020 is recommended to be \$3,846,175 which is a decrease of \$91,701 from the Fiscal 2019 amount of \$3,937,876. This is mainly due to a decrease in debt interest, which is offset by increases in insurance policies for the building, consultant fees, and management fees.

JOHN M. HARRITY, COMMISSION CHAIRMAN

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2020

DCU CENTER- DIVISION #750

APPROVED FY19 AMOUNT	TITLE	RECOMMENDED FY20 AMOUNT
\$ 336,293.00	MANAGEMENT FEES	\$ 346,382.00
330,999.00	MANAGEMENT INCENTIVE FEES	336,293.00
54,413.00	PROPERTY INSURANCE	54,413.00
1,704.00	BUSINESS INTERRUPTION INSURANCE	1,737.00
3,182.00	BOILER INSURANCE	3,182.00
-	VAULT INSURANCE	831.00
135,174.00	LIABILITY INSURANCE	136,855.00
19,000.00	ACCOUNTING CONSULTANT	19,500.00
15,000.00	ORDINARY MAINTENANCE & SUPPLIES	15,000.00
<u>\$ 895,765.00</u>	<u>TOTAL ORDINARY MAINTENANCE</u>	<u>\$ 914,193.00</u>
	FUNDING SOURCES:	
(460,000.00)	DCU ARENA NAMING RIGHTS	(460,000.00)
<u>(435,765.00)</u>	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	<u>(454,193.00)</u>
<u>(895,765.00)</u>	<u>TOTAL AVAILABLE REVENUES</u>	<u>(914,193.00)</u>
<u>\$ -</u>	750-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ -</u>
DCU ORGANIZATION DEBT SERVICE		
\$ 258,540.00	DEBT BUILDING PRINCIPAL	\$ 258,540.00
38,883.00	DEBT BUILDING INTEREST	38,883.00
1,204,428.00	DEBT- SPECIAL DISTRICT PRINCIPAL	1,204,428.00
1,368,364.00	DEBT- SPECIAL DISTRICT INTEREST	1,258,235.00
135,102.00	DEBT - SCOREBOARD/SIGNAGE PRINCIPAL	135,102.00
36,794.00	DEBT - SCOREBOARD/SIGNAGE INTEREST	36,794.00
<u>\$ 3,042,111.00</u>	<u>TOTAL DEBT SERVICE</u>	<u>\$ 2,931,982.00</u>
	FUNDING SOURCES:	
(171,896.00)	SCOREBOARD TICKET SURCHARGE REVENUES	(171,896.00)
(2,572,792.00)	DCU SPECIAL DISTRICT FINANCING	(2,462,663.00)
<u>(297,423.00)</u>	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	<u>(297,423.00)</u>
<u>(3,042,111.00)</u>	<u>TOTAL AVAILABLE REVENUES</u>	<u>(2,931,982.00)</u>
<u>\$ -</u>	7502-94000 TOTAL RECOMMENDED DEBT SERVICE	<u>\$ -</u>
<u>\$ -</u>	RECOMMENDED TAX LEVY BUDGET	<u>\$ -</u>

FIVE POINT PLAN FUNDS

Edward M. Augustus, Jr. City Manager

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

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. Subsequently, the City has bolstered the financial plan to include the establishment of an Other Post Employment Benefit (OPEB) Trust Fund and a New High School Stabilization Fund.

Fund Allocation Summary

	Actuals	Approved Budget for	Totals as of	Account Number	Recommended Appropriation
	Fiscal 2018	Fiscal 2019	3/31/2019		Fiscal 2020
Five Point Plan Funds					
Bond Rating Stabilization fund	\$ 4,603,871.00	\$ -	\$ 2,149,072.00	35-921	\$ -
Capital Campaign Stabilization	8,988,732.00	8,307,665.00	8,307,665.00	04D802	7,794,612.00
CitySquare DIF Reserve Fund	2,738,678.00	2,982,458.00	2,982,458.00	04D803	3,557,119.00
North High Construction Fund	470,000.00	-	-	04D806	-
New High School Fund	2,750,000.00	3,025,000.00	3,025,000.00	04D810	3,327,500.00
OPEB Reserve Fund	3,312,323.00	605,000.00	1,894,443.00	04T803	665,500.00
Total Transfers to Funds	\$22,863,604.00	\$14,920,123.00	\$18,358,638.00		\$15,344,731.00
*This total includes FY19 Free Cash deposits.					

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. The deposit for Fiscal 2020 is \$7,794,612, a decrease over last year.

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 2020 is \$3,327,500, 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.

FIVE POINT PLAN FUNDS

The New High School Construction Fund:

This fund was established for anticipated debt service arising from construction of South High and Doherty High Schools. The deposit for Fiscal Year 2020 is funded at \$3,327,500.

OPEB Trust Fund:

The OPEB Reserve Fund provides a fund where the City can prepare to address the future costs of retiree health insurance costs. OPEB, which stands for Other Post Employment Benefit includes all benefits provided to current employees when they retire. The largest liability among these is health insurance. The deposit for Fiscal 2020 is funded at \$665,500.

EDWARD M. AUGUSTUS, JR. , CITY MANAGER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2020

FIVE POINT PLAN FUNDS

RECOMMENDED FY19 AMOUNT	TITLE		RECOMMENDED FY20 AMOUNT
\$ -	BOND RATING STABILIZATION	35-921	\$ -
8,307,665.00	CAPITAL CAMPAIGN STABILIZATION	04D802	7,794,612.00
2,982,458.00	CITY SQUARE DIF RESERVE FUND	04D803	3,557,119.00
470,000.00	NORTH HIGH SCHOOL CONSTRUCTION FUND	04D806	-
3,025,000.00	NEW HIGH SCHOOL FUND	04D810	3,327,500.00
605,000.00	OPEB RESERVE FUND	04T803	665,500.00
<u>\$ 15,390,123.00</u>	TOTAL FIVE POINT PLAN FUNDS		<u>\$ 15,344,731.00</u>
<hr/>			
<u>\$ 15,390,123.00</u>	TOTAL FIVE POINT PLAN FUNDS		<u>\$ 15,344,731.00</u>



The City of
WORCESTER

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**CITY OF WORCESTER
FISCAL 2020
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	411,506.00	24,259.00						435,765.00
MAYOR	030	136,953.00	10,100.00						147,053.00
CITY MANAGER	040	1,411,444.00	232,900.00						1,644,344.00
PROMOTION OF TOURISM	041								
ECONOMIC DEVELOPMENT	043	1,708,537.00	405,569.00	2,500.00					2,116,606.00
CABLE SERVICES	045								
CITY CLERK	100	610,646.00	61,900.00					1,000.00	673,546.00
CITY ENERGY & ASSET MGMT.	110	425,968.00	1,139,276.00	245,500.00				17,100.00	1,827,844.00
LAW	120	1,087,255.00	168,250.00						1,255,505.00
COURT JUDGMENTS	121		2,990,000.00						2,990,000.00
PROPERTY & CASUALTY	122		139,832.00						139,832.00
ELECTIONS	150	770,358.00	144,725.00					16,500.00	931,583.00
CONTRIBUTORY PENSIONS	161						29,998,584.00		29,998,584.00
NON CONTRIBUTORY PENSIONS	162						25,411.00		25,411.00
HUMAN RESOURCES	170	1,095,680.00	436,101.00					3,000.00	1,534,781.00
WORKERS COMPENSATION	171		91,359.00						91,359.00
UNEMPLOYMENT COMPENSATION	172								
PUBLIC SAFETY IOD	174		98,550.00						98,550.00
POLICE	250	45,250,339.00	2,719,650.00	442,305.00				4,100,000.00	52,512,294.00
FIRE	260	37,900,014.00	1,335,880.00	143,000.00				1,152,176.00	40,531,070.00
COMMUNICATIONS	270	2,345,364.00	1,094,118.00					204,435.00	3,643,917.00
INSPECTONAL SERVICES	280	3,729,974.00	314,054.00					28,000.00	4,072,028.00
PUBLIC HEALTH	330	572,140.00	74,500.00					500.00	647,140.00
HEALTH & HUMAN SERVICES	331	908,578.00	2,041,331.00						2,949,909.00
ELDER AFFAIRS	340	459,096.00	153,350.00	3,000.00					615,446.00
DPW ADMINISTRATION	4101	464,160.00	458,862.00					31,110.00	954,132.00
DPW ENGINEERING	4102	1,490,597.00	420,700.00					81,793.00	1,993,090.00
DPW STREETS	4103	2,046,028.00	944,152.00					350,108.00	3,340,288.00
DPW SANITATION	4104	1,163,739.00	5,473,700.00					141,414.00	6,778,853.00
DPW CENTRAL GARAGE	4105	637,640.00	1,232,535.00	10,000.00				30,613.00	1,910,788.00
SNOW REMOVAL	411	25,000.00	5,475,000.00					500,000.00	6,000,000.00
STREET LIGHTS	412		1,489,647.00						1,489,647.00
UNION STATION	480		496,071.00						496,071.00
PUBLIC SCHOOLS NET SCHOOL	500	235,379,614.00	39,066,494.00	350,000.00			66,776,665.00	1,330,842.00	342,903,615.00
PUBLIC SCHOOLS NON NET SCHOOL	540	4,402,727.00	16,972,877.00					648,804.00	22,024,408.00
PUBLIC LIBRARY	550	4,161,759.00	1,899,658.00	7,400.00				126,795.00	6,195,612.00
PURCHASING	600	240,083.00	16,920.00						257,003.00
BUDGET	610	627,496.00	43,385.00						670,881.00
AUDITING	650	527,788.00	91,735.00					3,000.00	622,523.00
TREASURY	660	1,170,699.00	719,605.00	10,605.00				30,500.00	1,931,409.00
DEBT PRINCIPAL	661				24,719,281.00				24,719,281.00
DEBT INTEREST	662				10,898,594.00				10,898,594.00

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**CITY OF WORCESTER
FISCAL 2020
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						26,769,946.00		26,769,946.00
PENSION OBLIGATION BONDS	665				10,441,092.00			1,000.00	10,441,092.00
ASSESSING	670	620,700.00	156,689.00						778,389.00
TECHNICAL SERVICES	680	2,793,460.00	2,256,360.00	279,100.00				30,000.00	5,358,920.00
PARKS	720	3,882,524.00	1,828,500.00					479,062.00	6,190,086.00
AUDITORIUM	740		90,200.00						90,200.00
DCU	750								-
MASSHIRE CENTRAL	31S	-	200,000.00						200,000.00
CONTINGENCY	900		1,935,000.00						1,935,000.00
TOTAL TAX LEVY APPROPRIATION		358,457,866.00	94,943,794.00	1,493,410.00	46,058,967.00	0.00	125,466,182.00	9,307,752.00	635,727,971.00
TUITION ASSESSMENTS									30,219,020.00
OTHER INTERGOVERNMENTAL									3,974,702.00
FIVE POINT PLAN TRANSFERS OUT									14,679,231.00
OPEB RESERVE									665,500.00
GOLF COURSE									200,000.00
TOTAL TRANSFERS AND INTERGOVERNMENTAL									49,738,453.00
SEWER	440	3,579,673.00	24,196,620.00	24,500.00	9,916,197.00	4,106,529.00	3,680,891.00	250,000.00	45,754,410.00
WATER	450	7,359,443.00	4,215,100.00	25,000.00	7,194,451.00	2,708,681.00	5,095,131.00	643,000.00	27,240,806.00
GOLF COURSE	710	293,428.00	858,000.00		370,534.00	36,479.00	129,051.00		1,687,492.00
TOTAL ENTERPRISE APPROPRIATION		11,232,544.00	29,269,720.00	49,500.00	17,481,182.00	6,851,689.00	8,905,073.00	893,000.00	74,682,708.00