



# City of Worcester

Fiscal Year 2016

Annual Budget

Edward M. Augustus, Jr., City Manager

Worcester, Massachusetts

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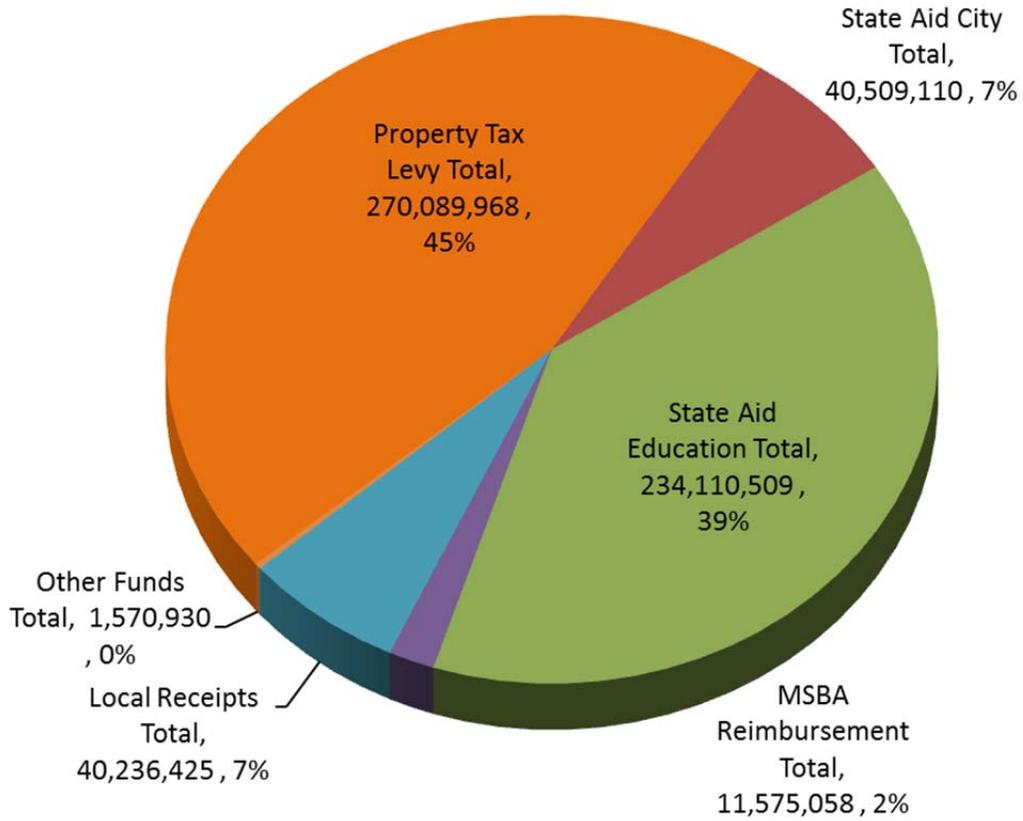
### **Fiscal Year 2016 Budget Financial Plan Revenue and Expenditure Overview**

The Fiscal Year 2016 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 2016 budget is funded through \$598.1M in revenues. This is comprised of \$270.1M in property taxes, \$40.5M in State Aid for City operations, \$231.4M in State Aid for Education, \$2.7M in Charter School reimbursements. Other revenues include \$11.5M in MSBA reimbursements for schools construction, \$40.2M in local receipts, and \$1.6M in other available funds. The revenue projection retains \$10M in unused tax levy capacity.

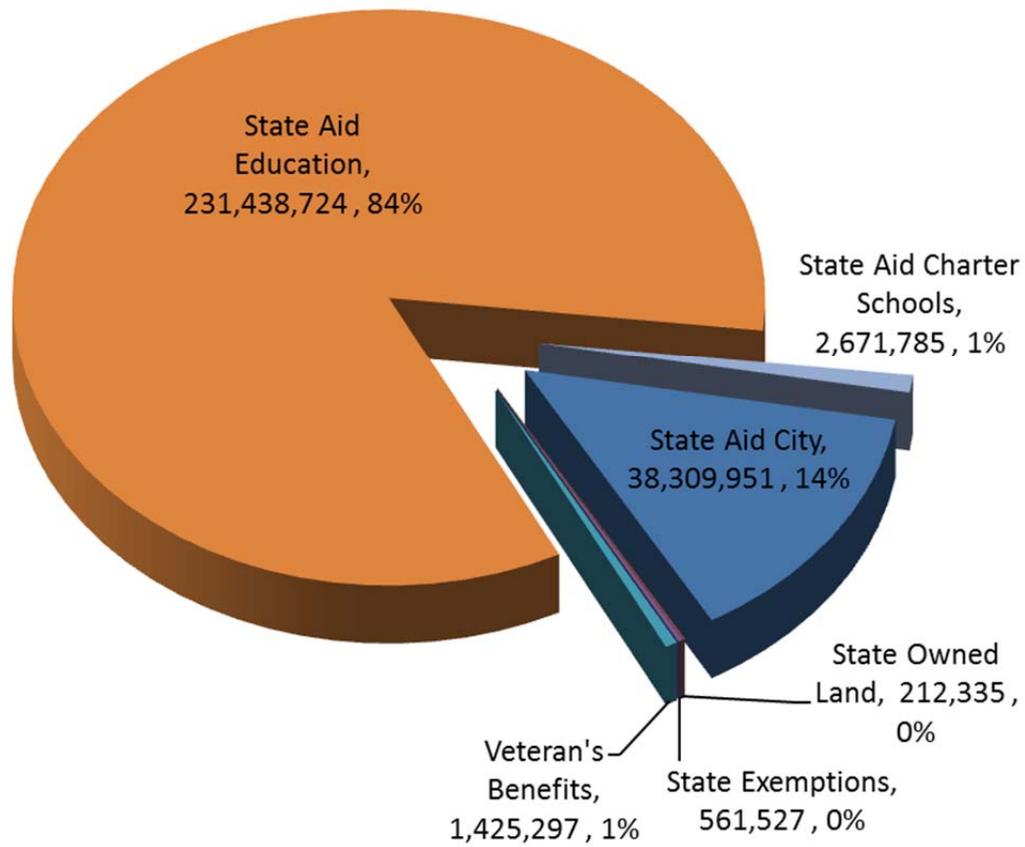
### FY16 Revenue Estimates



#### State Aid (Cherry Sheet)

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

### FY16 State Aid Totals



#### State Aid Overview and trends

The chart above indicates the breakdown of state funding among the aid categories for Fiscal 2016. 84% of the City’s aid from the state is directed toward public education. 14% is allocated for direct general government aid. The table below shows the trend in support from the Commonwealth for education and City services. Education aid has increased 30% while support for City services has been reduced by 30% since Fiscal 2008.

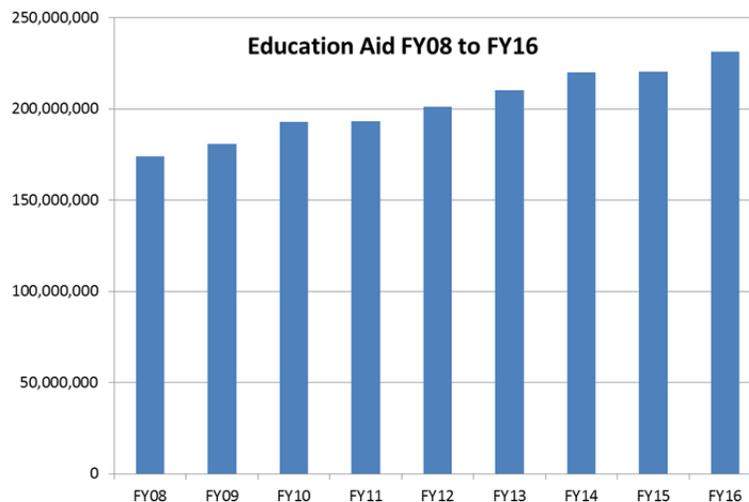
## Revenue and Expenditure Summary

| State Aid Category                   | FY08 Actual        | FY16 Budget        | FY08 to FY16 % |
|--------------------------------------|--------------------|--------------------|----------------|
| Education Chapter 70                 | 174,025,314        | 231,438,724        | 33.0%          |
| Education Charter School             | 5,082,267          | 2,671,785          | -47.4%         |
| <b>Education Aid</b>                 | <b>179,107,581</b> | <b>234,110,509</b> | <b>30.7%</b>   |
| <b>State Aid City Services</b>       |                    |                    |                |
| State Aid City Services              | FY08 Actual        | FY16 Budget        | FY08 to FY16 % |
| General Revenue Sharing              | 51,721,578         | 38,309,951         | -25.9%         |
| Urban Renewal                        | 2,410,000          | 0                  | -100.0%        |
| Veteran's Benefits                   | 347,564            | 1,425,297          | 310.1%         |
| Vet/Eld Abatements                   | 668,998            | 561,527            | -16.1%         |
| State Owned Land                     | 615,428            | 212,335            | -65.5%         |
| Regional Lib                         | 119,655            | 0                  | -100.0%        |
| Quinn Bill                           | 2,190,117          | 0                  | -100.0%        |
| <b>Total State Aid City Services</b> | <b>58,073,340</b>  | <b>40,509,110</b>  | <b>-30.2%</b>  |

**State Aid Categories**—The following describes each of the line items on the Cherry Sheet, the state aid amounts anticipated by the City for Fiscal 2016.

### Education Aid—Chapter 70

Massachusetts General Laws Chapter 70 Education Aid provides financial assistance to cities and towns in order to promote the equalization of the burden of school costs across the state. Chapter 70 School Aid is based on a formula that generates a “foundation budget” representing the per pupil funding required to provide education per state law. The state then uses a separate formula to determine a locality’s required contribution for education from local revenues using the Department of Revenue’s Municipal Revenue Growth Factor (MRGF). The result of this formula is the City’s required contribution for education. The difference between the calculated “foundation budget” and the City’s “required contribution” is then funded with Chapter 70 Aid. Education Aid for the Worcester Public Schools is projected to be \$231,438,724 for Fiscal 2016.

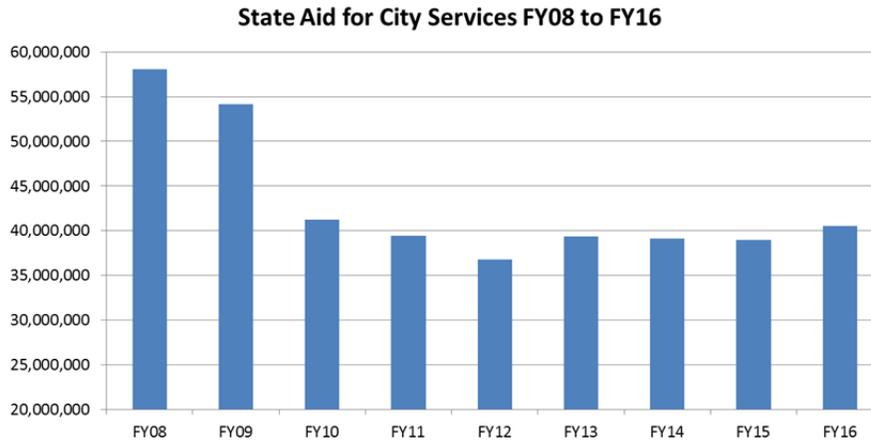


## Revenue and Expenditure Summary

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### Unrestricted General Government Aid

This aid category represents the bulk of non-educational aid to cities and towns in the Commonwealth. The City of Worcester, by formula, receives approximately 3.9% of the total state appropriation for this aid category. The City of Worcester relies heavily on this revenue source which comprised more than 20% of the City's non-educational budget in Fiscal 2008. Recent budget reductions have increased the percentage of the City budget that is funded through property taxes and reduced the percent of the City's budget funded through this aid category. This revenue source has been reduced by 30% since Fiscal 2008. This budget proposal recognizes an increase in this aid category, an increase of \$1.3M, or 3.6%.



### Urban Renewal

Worcester received, through the Cherry Sheet, aid from the state as a reimbursement for a percentage of our costs on a completed urban renewal project. Authorization of this category of revenue falls under Chapter 121 of the Massachusetts General Laws. This allotment is the state's share to pay for half net costs of the urban renewal project that included "Medical City". These reimbursements have concluded, so no funding is recognized in Fiscal 2016.

### Charter School Reimbursement

The Commonwealth provides a declining reimbursement amount to cities and towns for each student that chooses to attend a Charter School. The state provides full reimbursement of any new charter school costs each year based upon the tuition formula, but gradually phases out the level of reimbursement over a three-year period. In Fiscal 2016, the Charter Tuition Reimbursement is budgeted at \$2,671,785. This amount is subject to change as final enrollments in the City's public charter schools are tabulated. In recent years, the Commonwealth has not fully funded this aid category, requiring budget adjustments prior to the setting of the tax rate.

### Veterans Benefits

The Commonwealth of Massachusetts reimburses the City of Worcester 75% of the cost of veterans' benefits. As a result of the timing for reimbursements from the State, this revenue source represents 75% of the City's spending on Veteran's benefits for the past 12 months, not an estimate of the coming twelve months. Benefits are paid consistent with Massachusetts General Laws Chapter 115 and have been escalating in recent years. The Fiscal 2016 revenue estimate is \$1,425,297.

## Revenue and Expenditure Summary

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### State Owned Land

The Commonwealth provides a reimbursement to cities and towns for tax revenues lost due to state owned land. The reimbursement is based on state calculated values and is based solely on the value of the land itself, not the structures on the property. This receipt is estimated at \$212,335 for Fiscal 2016, level funded from Fiscal 2015.

### Public Libraries

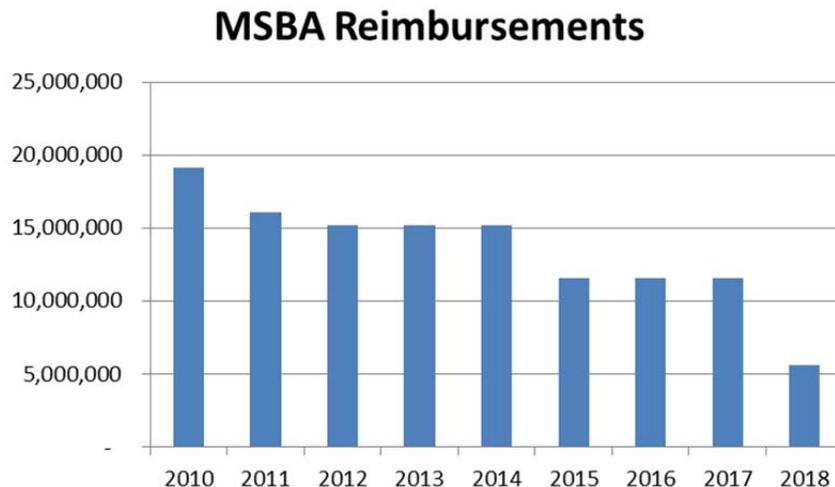
Under Chapter 78, Section 19A, of the Massachusetts General Laws, each municipality which is certified by the Board of Library Commissioners, and meets certain requirements and standards for free public library service, receives aid from the Commonwealth. This amount also appears as a Cherry Sheet Offset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

### Veterans, Elderly and Disabled Tax Exemption aid

Under Chapter 59, Section 5, clause 41C of Massachusetts General Laws, as amended by Section 5 of Chapter 653 of the Acts of 1982, persons who meet statutory criteria including age, status, and income thresholds will receive a state-funded flat tax exemption of \$500-\$1,000. The Fiscal 2016 budget includes a Cherry Sheet allocation of \$561,527 for these exemptions.

### School Construction MSBA Reimbursements

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



## Revenue and Expenditure Summary

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### Property Taxes

The Fiscal 2016 budget includes property tax revenue increases consistent with the provisions of Proposition 2 1/2, recognizing a 2.5% increase in the property tax levy as well as the value of new construction growth projected to be certified by the Commonwealth. The budget assumes new growth of \$4.4M, a reduction from the Fiscal 2015 new growth amount of \$4.56M. The total tax levy is \$273.08M, which is reduced by the required overlay deposit of \$3.0M for a net tax levy available for appropriation of \$270.08M in Fiscal 2016. This tax levy amount maintains \$10M in unused levy capacity.

### Overlay Reserve for Abatements and Exemptions

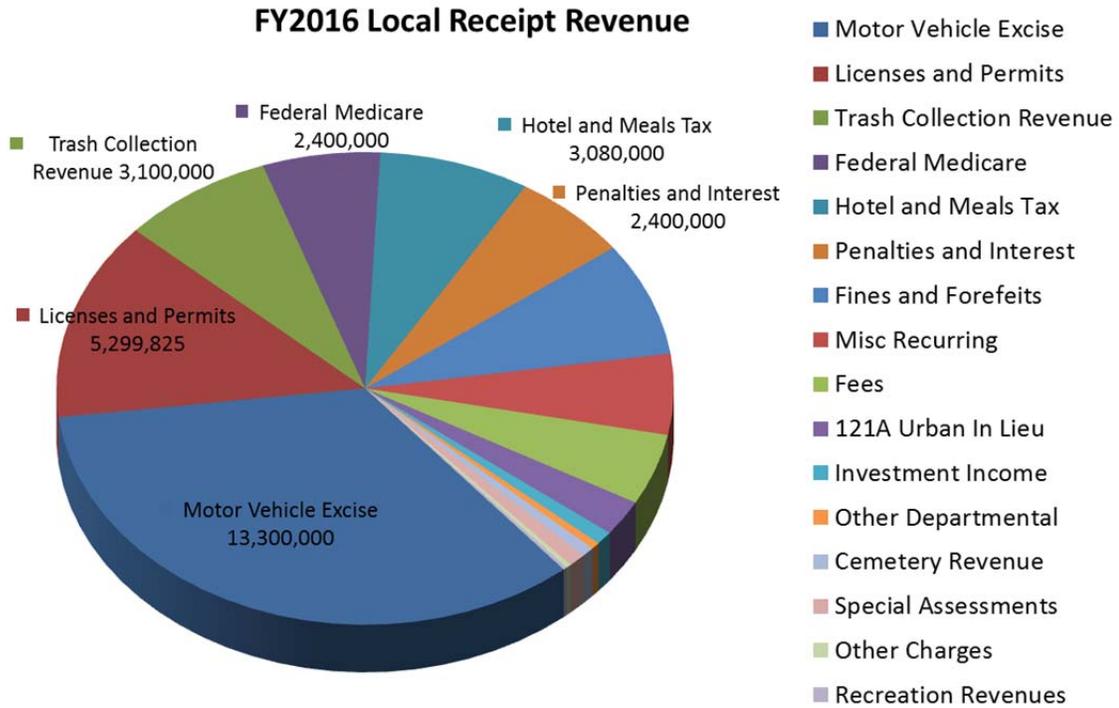
The overlay reserve is raised by the City Assessor in excess of appropriations and other charges for the purpose of creating a fund to cover abatements and exemptions. Abatements are granted in circumstances where real or personal property has been overvalued or disproportionately valued and appropriate adjustments are made to the original assessed value. The overlay for Fiscal 2016 is set at \$3.0M. The following table includes all elements of the City's property tax revenue estimate for Fiscal 2016.

| <b>Property Tax Revenues</b> | <b>2014</b>        | <b>2015</b>           | <b>2016</b>        |
|------------------------------|--------------------|-----------------------|--------------------|
| <b>Prior Year Levy</b>       | <b>239,690,683</b> | <b>250,808,527.00</b> | <b>261,890,891</b> |
| Levy Limit                   | 250,134,943        | 260,880,706.00        | 271,963,070        |
| 2.5% Increase                | 6,253,374          | 6,522,018.00          | 6,799,077          |
| New Growth                   | 4,492,389          | 4,560,346.00          | 4,400,000          |
| New Limit                    | 260,880,706        | 271,963,070.00        | 283,162,147        |
| Remaining Unused Capacity    | 10,072,179         | 10,072,179.00         | 10,072,179         |
| <b>New Total Levy</b>        | <b>250,808,527</b> | <b>261,890,891.00</b> | <b>273,089,968</b> |
| Less Overlay                 | (3,202,509.00)     | (3,000,000.00)        | (3,000,000)        |
| <b>Available Tax Levy</b>    | <b>247,606,018</b> | <b>258,890,891.00</b> | <b>270,089,968</b> |

### Local Receipts

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

## Revenue and Expenditure Summary



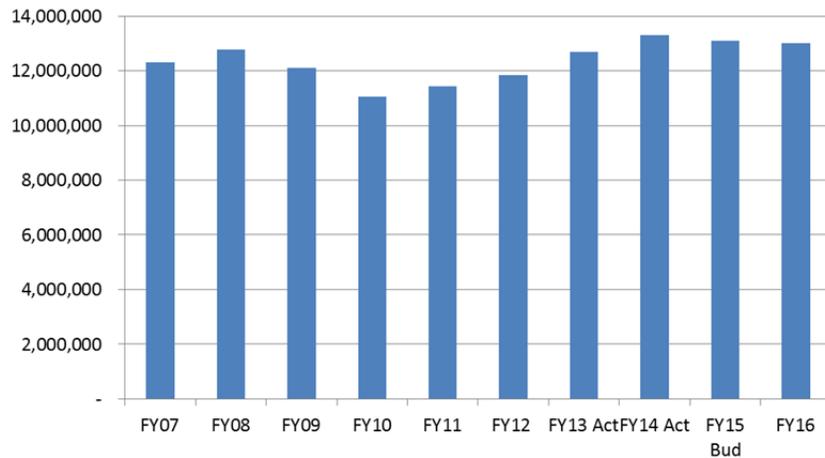
| Revenue Summary             | FY14 Actual       | FY15 Budget       | FY16 Budget       | \$ Change        | % Change     |
|-----------------------------|-------------------|-------------------|-------------------|------------------|--------------|
| Motor Vehicle Excise        | 13,300,714        | 13,100,000        | 13,300,000        | 200,000          | 1.5%         |
| Licenses and Permits        | 5,273,740         | 5,350,000         | 5,299,825         | (50,175)         | -0.9%        |
| Trash Collection Revenue    | 3,149,677         | 3,100,000         | 3,100,000         | -                | 0.0%         |
| Federal Medicare            | 2,639,524         | 2,800,000         | 2,400,000         | (400,000)        | -14.3%       |
| Hotel and Meals Tax         | 3,113,757         | 3,000,000         | 3,080,000         | 80,000           | 2.7%         |
| Penalties and Interest      | 2,439,959         | 2,400,000         | 2,400,000         | -                | 0.0%         |
| Fines and Forefeits         | 3,151,048         | 3,001,000         | 3,028,500         | 27,500           | 0.9%         |
| Misc Recurring              | 2,374,144         | 2,398,064         | 2,154,500         | (243,564)        | -10.2%       |
| Fees                        | 1,886,645         | 2,000,000         | 1,891,100         | (108,900)        | -5.4%        |
| 121A Urban In Lieu          | 965,784           | 952,000           | 952,000           | -                | 0.0%         |
| Investment Income           | 388,474           | 400,000           | 350,000           | (50,000)         | -12.5%       |
| Misc Non-Recurring          | 1,184,896         | 900,000           | 1,300,000         | 400,000          | 44.4%        |
| Other Departmental          | 406,110           | 450,000           | 180,000           | (270,000)        | -60.0%       |
| Cemetery Revenue            | 287,856           | 270,000           | 265,000           | (5,000)          | -1.9%        |
| Special Assessments         | 724,534           | 500,000           | 350,000           | (150,000)        | -30.0%       |
| Other Charges               | 100,000           | 108,000           | 108,000           | -                | 0.0%         |
| Recreation Revenues         | 78,539            | 100,000           | 77,500            | (22,500)         | -22.5%       |
| <b>Local Receipts Total</b> | <b>41,465,399</b> | <b>40,829,064</b> | <b>40,236,425</b> | <b>(592,639)</b> | <b>-1.5%</b> |

## Revenue and Expenditure Summary

### Motor Vehicle Excise Taxes

The Motor Vehicle Excise Tax is billed annually through the Assessor's Office with payments received through the Treasurer's Office. The city or town in which a vehicle is garaged at the time of registration collects the excise tax. Chapter 6A, Section 1, of the Massachusetts General Laws sets the rate of this tax at \$25 per \$1,000 valuation. The City issues bills based on data provided by the Massachusetts Registry of Motor Vehicles. The Registry determines valuation using a statutory formula based on the manufacturer's list price and year of manufacture. The Fiscal 2016 revenue estimate for Motor Vehicle Excise has been increased from \$13.1M in Fiscal 2015 to \$13.3M for Fiscal 2016 based on current collection trends.

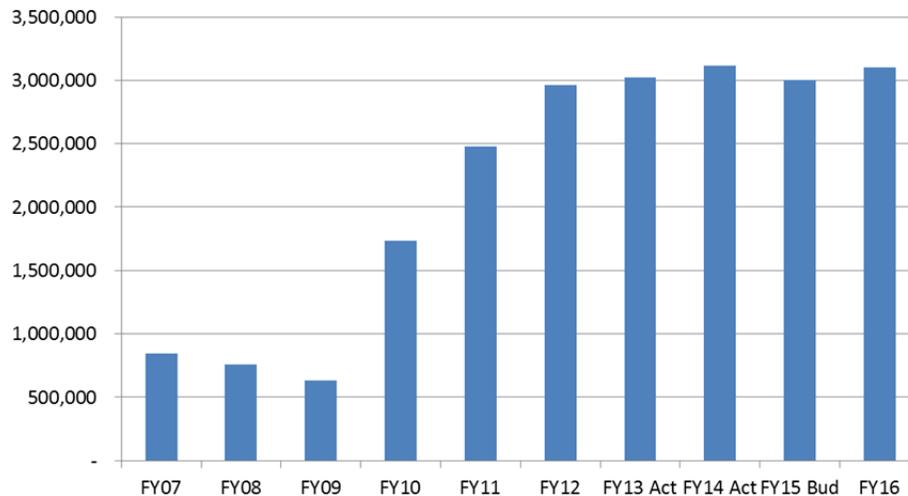
Motor Vehicle Excise Revenue



### Other Excise: Hotel and Meals Taxes

Hotel taxes of 6% are collected by the Commonwealth and disbursed to the City of Worcester quarterly. Meals taxes of 0.75% are also collected by the Commonwealth and distributed to the City quarterly. This local option revenue source was first enacted by the legislature in Fiscal 2010 and implemented during the last three quarters of Fiscal 2010. The hotel and meals tax is estimated to be \$3.08M in Fiscal 2016.

Meals and Hotel Revenue



## Revenue and Expenditure Summary

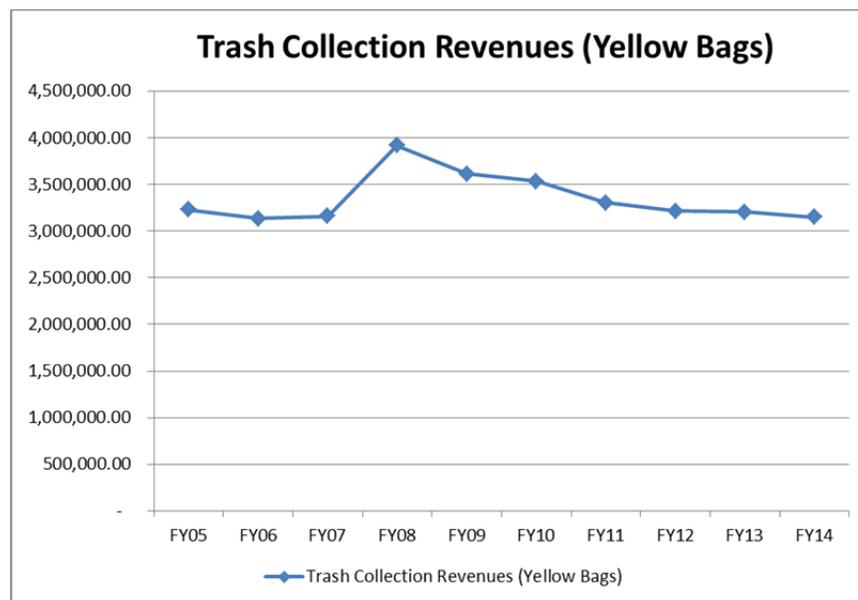
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### Penalties and Interest

State law dictates the interest rate on delinquent taxes, while City Ordinance sets the rate for water and sewer late charges. Penalties and fees are incurred for delinquency of tax payment, serving notice and issuance of warrants, recording instruments of taking and other miscellaneous fees. \$2.4M is estimated from this revenue source in Fiscal 2016.

### Trash Fees

In 1993 the City instituted a "pay as you throw" trash collection program. The City of Worcester Pay as You Throw trash program partially funds the cost of curbside garbage pickup through the collection of a fee attached to the sale of official city trash bags. These bags are \$7.50 per pack of 5 large or 10 small bags. The revenues offset some of the cost of trash collection and the City's recycling operation. The revenue estimate has been maintained at \$3.1M for Fiscal 2016.

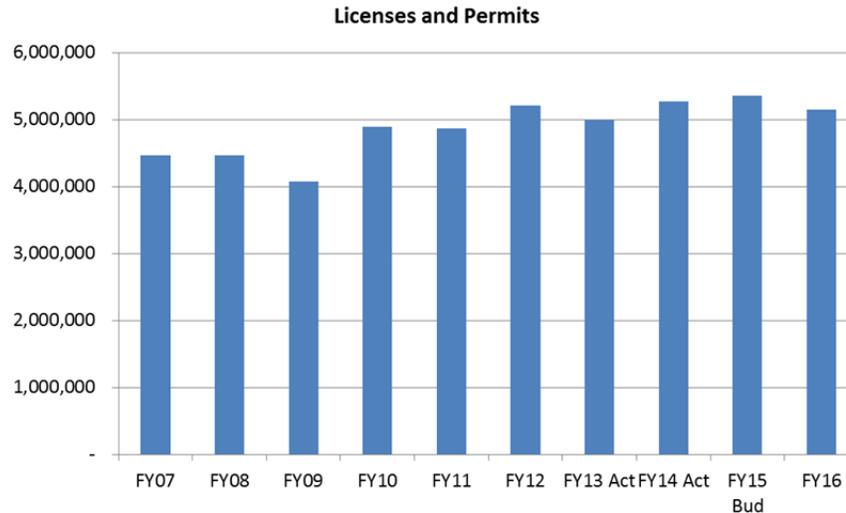


### Licenses and Permits

Revenues are collected associated with licenses and permits issued by the City. These include building permits, electrical and plumbing permits. This category also includes charges for weights and measures, liquor licenses, and other City licenses. This category is budgeted at \$5.29M based on estimated license and permit activity in Fiscal 2016.

## Revenue and Expenditure Summary

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### **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 \$3.0M for Fiscal 2016.

### **Investment Income (Interest)**

The City regularly invests temporarily idle cash and receives interest on these funds. Interest rates, and hence interest earnings, are subject to market conditions. This category of revenues has taken a significant negative turn since the Great Recession hit as interest rates have been maintained at historic lows. This revenue source has fallen from a high of \$4.5M in Fiscal 2005 to its current level of \$350,000 for Fiscal 2016 due to the reduction of interest rates over that time.

### **Payment In Lieu of Taxes**

The City of Worcester collects payments in lieu of taxes from certain tax exempt properties within the city. In addition, the City generates revenues from the Urban Development Excise Tax (121A). Chapter 121A, section 10 of the Massachusetts General Laws, states that each city or town is entitled to receive proceeds of the urban redevelopment excise tax paid on its local projects. This excise tax is only valid for the first forty years of the corporation's existence in the municipality, and is composed of the following: an amount equal to five percent of its gross income in the preceding year and an amount equal to \$10 per \$1,000 of valuation. This revenue source is estimated at \$952,000 for Fiscal 2016.

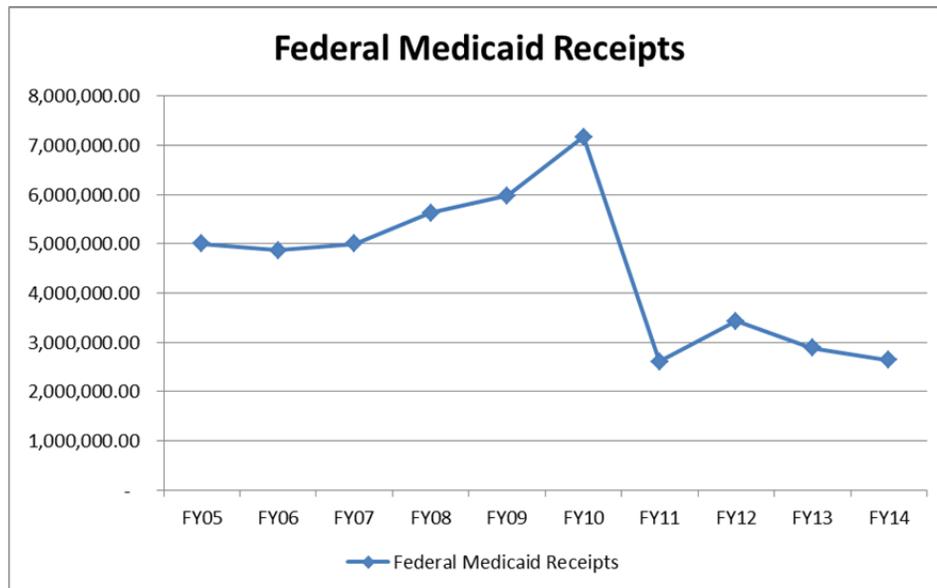
### **Federal Reimbursements (Medicaid)**

Medicaid reimbursements for school based health services is the source for this revenue estimate. The City, through the Public School system, is eligible to file for federal reimbursement for health related services provided to special education students with Medicaid benefits. With the approval of the Massachusetts Division of Medical Assistance, the Worcester Public Schools is now a "Medicaid Eligible Provider", and is enrolled in the Medicaid Program. The Medicaid reimbursement program allows for the submission of claims, on a per diem rate per day for various categories of special education students. Administrative Costs incurred by the School

## Revenue and Expenditure Summary

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System to provide these health- based services are also captured and incorporated into claims and submitted for reimbursement. This revenue source has fallen from a high of over \$7M in FY10 to the current estimate of \$2.4M for Fiscal 2016.



### 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 \$265,000 from this revenue source in Fiscal 2016.

### Recreation Fees

The City charges various organizations and individuals for the use of City parks through the Division of Parks and Recreation. Other revenue is generated from tennis permits, concession receipts from various parks throughout the City, picnicking, woodcutting, wedding permits, and miscellaneous receipts that are estimated to total \$77,500 in Fiscal 2016.

### Other Fees:

Other fees include charges for birth and death records, fire inspection fees, police detail administrative fees, planning board fees, and other departmental fees for services provided. The estimate for this revenue source is \$1.89M in Fiscal 2016.

### Other Revenues

The City collects revenue from the sale of surplus properties (usually equipment) sold to the highest bidder. Contained within this category are revenues received from the Federal Emergency Management Services, and towing contract revenues estimated at \$180,000 in Fiscal 2016.

## **Revenue and Expenditure Summary**

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### **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 \$108,000 in Fiscal 2016.

### **Special Assessments**

Special assessments are collected from property owners to provide funds to implement capital improvement projects such street betterments. The special assessment rates are set by the City Council, and are paid in full or financed over a period of years. This revenue category is estimated at \$350,000 for Fiscal 2016.

### **Miscellaneous Revenues—Federal Grants and Prior Year Receipts/Reversions**

The City is authorized under Federal regulations to charge 3% of grant funds for administrative overhead costs. This assessment is reduced in Fiscal 2016 to 2.5% which generates a revenue estimate at \$1.4M with the balance of \$1.15M from other miscellaneous revenues including prior year receipts and reversions. Other Miscellaneous non-recurring revenues include estimates for prior year receipts, reversions and premiums on loans associated with anticipated borrowing in Fiscal 2016.

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

#### **Free Cash**

Free cash represents the city amount of available “fund balance” as certified by the Department of Revenue, including the result of the current fiscal year’s revenues less expenditures net of all transfers in and out of the General Fund. The amount is certified by the Commonwealth of Massachusetts Department of Revenue and then available for appropriation. The City of Worcester follows the City’s Five Point Financial Plan policy regarding the appropriation of Free Cash: 50% is to be appropriated to reserves, 30% is to be appropriated into the City’s OPEB reserve, and 20% is available for appropriation in the City’s budget. No free cash is assumed in the Fiscal 2016 Budget. 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 2016 budget. These sources total \$1,570,930 for Fiscal 2016, a decrease of 400,000 from Fiscal 2015. The reduction is due to the elimination of charges to the City of Worcester Off Street Parking program and the Construction Inspection fee reserve funds which have lacked sufficient funding to meet revenue estimates in recent years.

## Revenue and Expenditure Summary

| <b>Other Available Funds (Non Local Receipt)</b>        |                             | <b>FROM</b> | <b>FY14</b>      | <b>FY15</b>      | <b>FY16</b>      |
|---|-----------------------------|-------------|------------------|------------------|------------------|
| DPW Engineering   | Chapter 90 Funds            |             | 79,460           | 79,460           | 73,000           |
| DPW Engineering   | Conservation Commission     | 330-15      | -                | -                | -                |
| DPW Engineering   | Construction Inspection Fee | 330-12      | 147,900          | 147,900          | -                |
| DPW Engineering   | Sewer Connection            | 330-10      | 126,223          | 126,223          | 117,930          |
| DPW Engineering   | Off Street Parking          | 330-03      | 169,442          | 169,442          | -                |
| DPW Engineering   | Parking Meters              | 330-04      | 183,562          | 183,562          | -                |
| DPW Streets   | Chapter 90 Funds            |             | 349,883          | 324,926          | 445,000          |
| <b>Subtotal DPW Engineering Funding</b>                 |                             |             | <b>1,056,470</b> | <b>1,031,513</b> | <b>635,930</b>   |
|   |                             | <b>FROM</b> |                  |                  |                  |
| Treasury Parking Ticket Processing                      |                             | 330-04      | 10,000           | 10,000           | -                |
| Treasury Parking Ticket Processing                      |                             | 330-03      | 90,000           | 90,000           | -                |
| Treasury Parking Ticket Processing                      |                             | 330-01      | 20,934           | -                | -                |
| Hope Cemtery Debt Princ. Service                        |                             |             | 32,300           | 30,000           | -                |
| Hope Cemtery Debt Interest Service                      |                             |             | 5,088            | 9,500            | -                |
| <b>Subtotal Other Funds</b>                             |                             |             | <b>158,322</b>   | <b>139,500</b>   | <b>-</b>         |
| <b>FEMA Reimbursements Prior Year</b>                   |                             |             |                  | <b>800,000</b>   | <b>935,000</b>   |
| <b>Total Other Available Funds (Non Local Receipts)</b> |                             |             | <b>1,214,792</b> | <b>1,971,013</b> | <b>1,570,930</b> |

## Revenue and Expenditure Summary

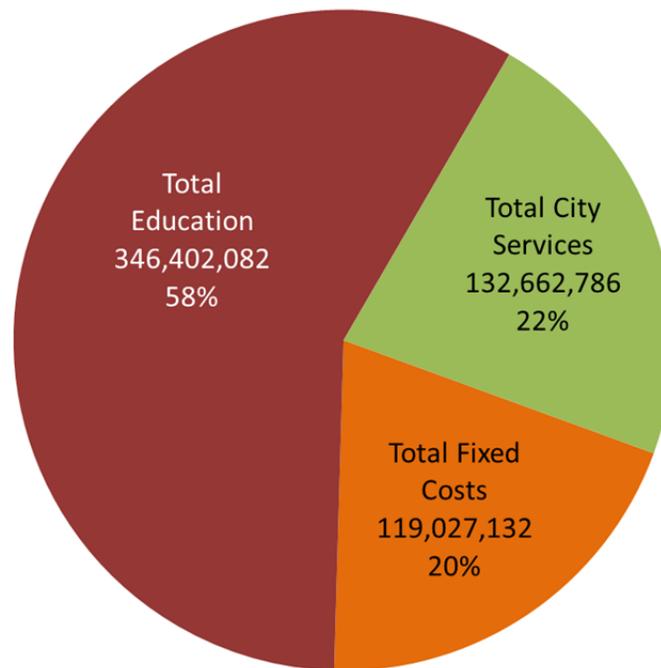
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### Fiscal Year 2016 Expenditure Overview

The Fiscal 2016 budget appropriates \$598.1M in revenues to fund the following services. The City's expenditure budget is broken into three large categories—Education (Including Worcester Public Schools and Charter and Choice School Tuition), City Operations (operating departments), and City Fixed Costs (debt, pensions, health Insurance, required reserve deposits, street lighting and snow removal). The following chart shows the breakdown by percentage of these expenditures in those three categories.

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

### FY2015 Budget



### Education Funding

Education Costs are driven by the state's calculation of the foundation budget for the Worcester Public Schools. The state determines a local contribution level and funds the balance with State Aid. The Fiscal 2016 budget for the Worcester Public Schools is \$318.8M , which represents an increase of \$14M from Fiscal 2015. The City's budget includes \$27.6M for the funding of Public Charter and Choice schools, for a total education budget of \$332.4M.

### **Foundation Budget:**

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

### **Local Required Contribution**

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

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

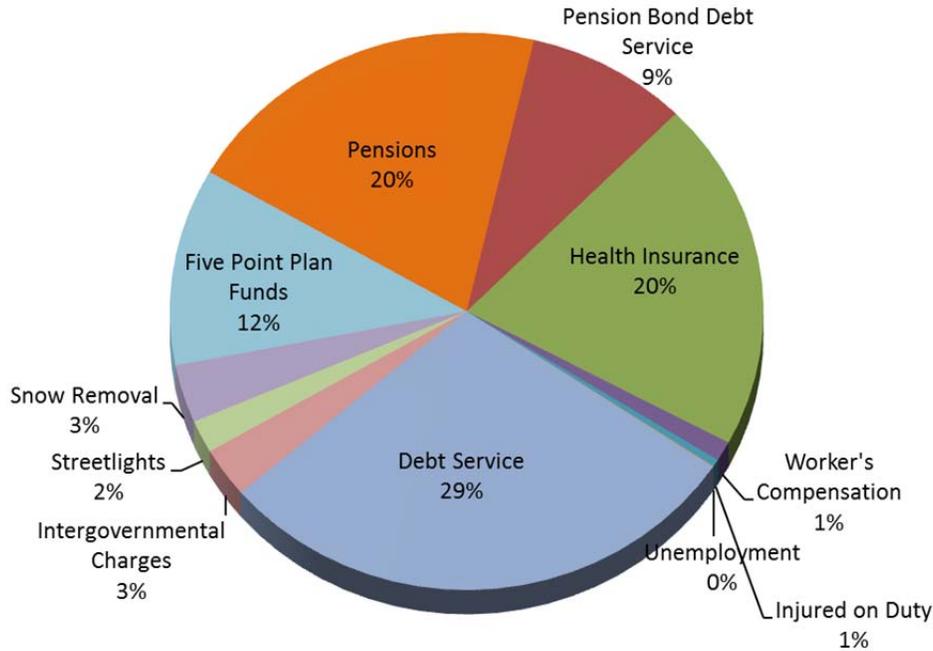
## Revenue and Expenditure Summary

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### City Fixed Costs

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

### Total City Fixed Costs



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

The biggest component of the city's fixed costs is health insurance. This cost is split between the City and Worcester Public Schools budgets. City side health insurance costs are budgeted at \$28M of which \$24.3M is funded through the tax levy budget, and the balance are funded by grants, projects, and enterprise funds. The health insurance budget includes an allocation for the increased cost of health insurance if city side bargaining units do not adopt proposed health insurance reforms to reduce premium costs. These funds will be transferred as needed to meet the possible costs of contract settlements that include health insurance reform in FY16.

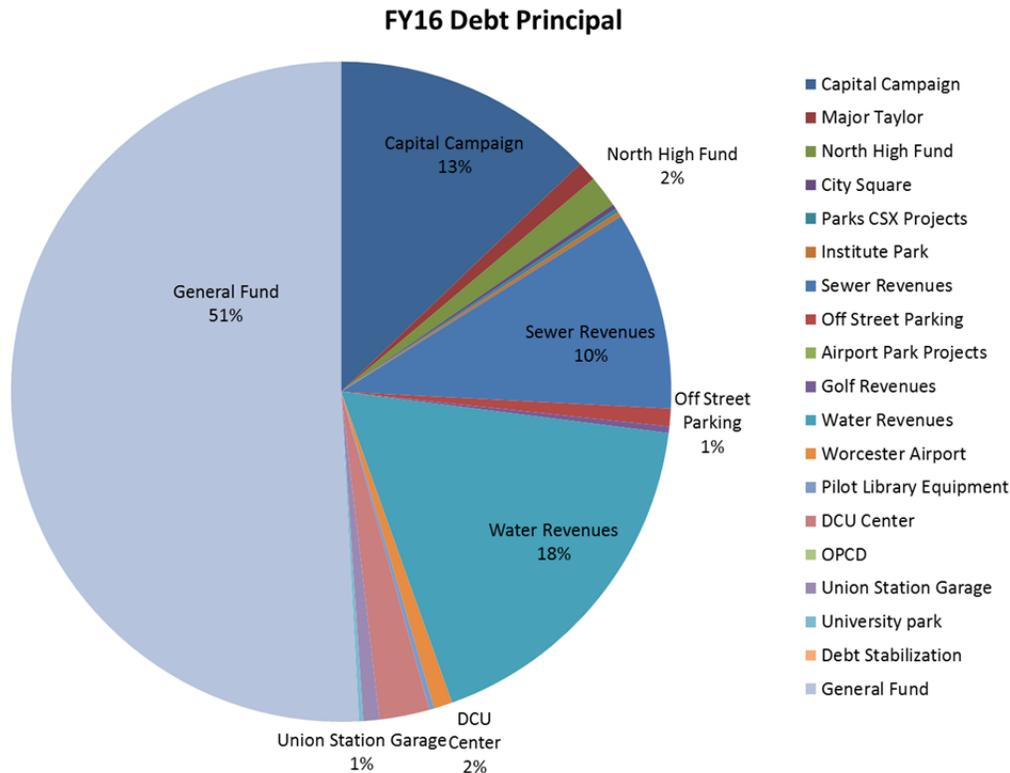
### Pensions

The combined pension contribution required for the City of Worcester is \$42.7M. In addition, the City must make a debt service payment of \$16M on the Pension Obligation Bonds issued to fund the City's unfunded pension liability in 1998. Some of these obligations are funded through the City's enterprise funds and the Worcester Public Schools. The Fiscal 2016 combined tax levy obligation for pension assessment is \$24.1M and the pension obligation bond debt service is \$10.4M. This reflects a pension funding schedule that is extended out to June 30, 2032. The Debt Service on the Pension Obligation Bond will cease after Fiscal 2028.

## Revenue and Expenditure Summary

### Debt Service

The City's borrowing for equipment, infrastructure improvements including streets and sidewalks, public buildings including the construction and rehabilitation of public schools are funded through municipal bond issues. Debt Service payments meeting all City and enterprise fund obligations for these borrowings totals \$73.3M. In Fiscal 2016, \$34.9M in principal and interest payments are to be paid by the City's tax levy budget, and the remainder is funded through enterprise funds and grant programs. The following chart illustrates the breakdown of Fiscal 2016 debt principal cost by funding source.



### Snow Removal/Snow Carryover

Per the City's Five Point Plan, the Snow Removal budget was increased each year by 10% with the goal of achieving adequate funding for an average snowfall, approximately \$4M. The Snow budget for Fiscal 2016 is set at \$4M, adequate to fund the City's average annual snowfall, and represents the level established by Five Point Financial Plan.

### Unemployment

The City must fund unemployment benefits for workers who have lost their jobs. The Fiscal 2016 budget for unemployment is estimated at \$50,000, a reduction to make the budget consistent with actual expenditures in the last fiscal year.

### Street lighting

The City has acquired ownership and maintenance control of the City's street lighting network. The costs of the electricity and maintenance contracts for the street lighting network are a fixed

## Revenue and Expenditure Summary

cost and known at the beginning of the fiscal year. With the City's completed takeover of the streetlight system, this budget is level funded in Fiscal 2016.

### Intergovernmental Charges

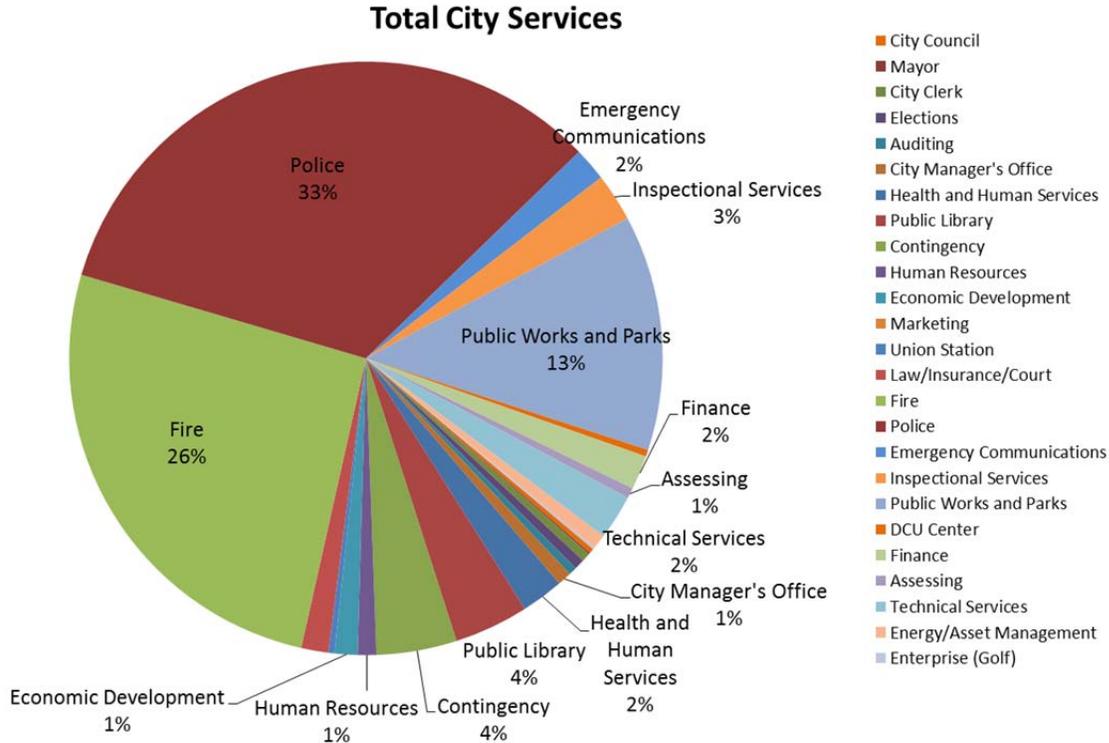
The Commonwealth of Massachusetts mandates certain intergovernmental charges, including charges for the Regional Transit Authority, and Registry of Motor Vehicle fees. This also includes the City's funding for the Central Mass Regional Planning Commission. These are projected to be \$3.43M in Fiscal 2016

### Five Point Plan Funds

The City continues to make deposits to designate reserve funds per the terms of the City's Five Point Financial Plan. This includes a deposit of \$8.9M to the Capital Campaign fund which is used to fund ongoing debt service payments associated with the Worcester Technical High School, Library renovations and other completed school projects. It also includes \$1.6M deposited into the DIF fund reserve, for payments for the public investments in CitySquare and \$3.0M in deposits into the North High Construction Fund.

### 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 2016, the amount available for operational budgets is \$132.6M. Details of each of the operational budgets are included in the subsequent budget sections of the budget document.



## Revenue and Expenditure Summary

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### Gross Revenue and Expenditure Overview Fiscal Year 2014 to Fiscal Year 2016

| Revenue                | FY14 Act     | FY15 Bud     | FY16 Bud     | Change      | %           |
|------------------------|--------------|--------------|--------------|-------------|-------------|
| Property Tax           | 247.1        | 258.9        | 270.1        | 11.2        | 4.3%        |
| Local Receipts         | 41.5         | 40.8         | 40.2         | (0.6)       | -1.5%       |
| State Aid Ed           | 222.6        | 222.4        | 234.1        | 11.8        | 5.3%        |
| State Aid Other        | 54.3         | 50.5         | 52.1         | 1.6         | 3.2%        |
| Other Available Funds  | 1.2          | 2.0          | 1.6          | (0.4)       | -20.3%      |
| Free Cash (Operations) | 0.2          | 0.9          | -            | (0.9)       | -100.0%     |
| <b>Total</b>           | <b>566.9</b> | <b>575.5</b> | <b>598.1</b> | <b>22.6</b> | <b>3.9%</b> |
|                        |              |              |              |             |             |
| Expenditure            | FY14 Act     | FY15 Bud     | FY16 Bud     | Change      | %           |
| Education              | 326.4        | 332.0        | 346.4        | 14.4        | 4.3%        |
| Fixed                  | 101.4        | 102.5        | 105.5        | 3.0         | 2.9%        |
| Reserve Funds          | 15.2         | 13.7         | 13.6         | 0.0         | -0.1%       |
| Contingency            | 0.0          | 4.0          | 5.8          | 1.8         | 45.0%       |
| Operations             | 122.4        | 123.3        | 126.8        | 3.5         | 2.8%        |
| <b>Total</b>           | <b>565.4</b> | <b>575.5</b> | <b>598.1</b> | <b>22.6</b> | <b>3.9%</b> |

In total, City revenues increased \$22.6M, a 3.9% increase from Fiscal 2015 to Fiscal 2016. This increase was the net effect of an increase of \$11.2M in Property Tax revenues, an increase of \$11.8M in State Aid for Education, an increase of \$1.6M in State Aid for City services, and decreases of \$400,000 in other available funds and a decrease of \$900,000 in Free Cash used for operations. Free cash amounts appropriated to reserve funds in Fiscal 2014 and Fiscal 2015 are not included in the table above.

Overall expenditures increased \$22.6M. This increase was the net effect of the following changes in major expenditure categories:

Fixed costs including, health, debt and pension, snow and streetlights increased \$2.9M.

Five Point Plan fund deposits were nearly level funded in the aggregate, budgeted at \$13.6M in FY16.

Education costs increased \$14.4M due to an increase in Charter School assessments of \$350,000 and an increase in the Worcester Public Schools appropriation of \$14M for a total Fiscal 2016 budget of \$346.4M.

The City's contingency fund, primarily used for funding of collective bargaining agreements was increased from \$4.0M in FY15 to \$5.8M in FY16 to address outstanding contracts currently in negotiations.

Operational departmental budgets were increased by \$3.6M to a total Fiscal 2016 appropriation of \$126.9M. The increase is due primarily to the recognition of recently settled collective bargaining agreements.

## Revenue and Expenditure Summary

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### Enterprise Fund Overview

| FY16 Enterprise Revenue and Expenditure Summary |                      |                      |                     |
|---|----------------------|----------------------|---------------------|
|   | Water                | Sewer                | Golf                |
| Total Estimated Revenue                         | \$ 29,426,381        | \$ 40,736,832        | \$ 1,230,865        |
| Tax Levy  | \$ -                 | \$ -                 | \$ 150,000          |
| <b>Total Funding Sources</b>                    | <b>\$ 29,426,381</b> | <b>\$ 40,736,832</b> | <b>\$ 1,380,865</b> |
| Expenditure                                     | Water                | Sewer                | Golf                |
| Salary  | \$ 6,390,431         | \$ 3,180,771         | \$ 231,083          |
| Overtime  | \$ 630,000           | \$ 240,000           | \$ -                |
| OM  | \$ 3,626,023         | \$ 21,867,449        | \$ 778,513          |
| Capital   | \$ 25,000            | \$ 24,500            | \$ -                |
| Debt  | \$ 11,762,190        | \$ 8,594,615         | \$ 225,196          |
| Benefits  | \$ 4,756,354         | \$ 3,277,779         | \$ 115,473          |
| Transfer of Services                            | \$ 2,236,383         | \$ 3,551,718         | \$ 30,600           |
| <b>Total</b>                                    | <b>\$ 29,426,381</b> | <b>\$ 40,736,832</b> | <b>\$ 1,380,865</b> |

#### Water

Water revenues are projected to increase consistent with the rate escalation required to meet anticipated expenditures for Fiscal 2016. These revenue sources are expected to cover operational costs for Fiscal 2016, requiring no tax levy subsidy for this enterprise division. The total appropriation for the Water Division is \$29.42M for all operations, inclusive of debt service and other fixed costs.

#### Sewer

Sewer revenues associated with fees for use of the system (billed at 80% of water usage) are estimated to increase to \$40.73M in Fiscal 2016. These revenues are expected to cover 100% of operational costs in Fiscal 2016, requiring no tax levy subsidy for this enterprise division. The total appropriation for the Sewer Division is \$40.7M for all operations, inclusive of debt service and other fixed costs.

#### Golf

Revenues associated with the Worcester Municipal Golf Course at Green Hill are projected to be \$1.2M inclusive of concessions and merchandise. The Fiscal 2016 budget for the golf course includes an anticipated transfer in from the general fund of \$150,000 to fund a total appropriation of \$1.38M for the operations of the Golf Course.



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## Revenue and Expenditure Summary

### General Fund Revenue Overview

| Revenue Summary                  | FY14 Actual        | FY15 Budget        | FY16 Budget        | \$ Change         | % Change       |
|----------------------------------|--------------------|--------------------|--------------------|-------------------|----------------|
| <b>Property Tax Levy Total</b>   | <b>247,088,092</b> | <b>258,890,891</b> | <b>270,089,968</b> | <b>11,199,077</b> | <b>4.3%</b>    |
| State Aid City                   | 35,980,899         | 36,978,717         | 38,309,951         | 1,331,234         | 3.6%           |
| State Owned Land                 | 426,102            | 212,335            | 212,335            | -                 | 0.0%           |
| Urban Renewal                    | 945,856            | 500                | -                  | (500)             | -100.0%        |
| State Exemptions                 | 345,667            | 467,732            | 561,527            | 93,795            | 20.1%          |
| Veteran's Benefits               | 1,190,841          | 1,257,847          | 1,425,297          | 167,450           | 13.3%          |
| <b>State Aid City Total</b>      | <b>39,125,817</b>  | <b>38,917,131</b>  | <b>40,509,110</b>  | <b>1,591,979</b>  | <b>4.1%</b>    |
| State Aid Education              | 219,897,733        | 220,569,583        | 231,438,724        | 10,869,141        | 4.9%           |
| State Aid Charter Schools        | 2,668,126          | 1,787,786          | 2,671,785          | 883,999           | 49.4%          |
| <b>State Aid Education Total</b> | <b>222,565,859</b> | <b>222,357,369</b> | <b>234,110,509</b> | <b>11,753,140</b> | <b>5.3%</b>    |
| <b>MSBA Reimbursement Total</b>  | <b>15,203,377</b>  | <b>11,575,058</b>  | <b>11,575,058</b>  | <b>-</b>          | <b>0.0%</b>    |
| Motor Vehicle Excise             | 13,300,714         | 13,100,000         | 13,300,000         | 200,000           | 1.5%           |
| Licenses and Permits             | 5,273,740          | 5,350,000          | 5,299,825          | (50,175)          | -0.9%          |
| Trash Collection Revenue         | 3,149,677          | 3,100,000          | 3,100,000          | -                 | 0.0%           |
| Federal Medicare                 | 2,639,524          | 2,800,000          | 2,400,000          | (400,000)         | -14.3%         |
| Hotel and Meals Tax              | 3,113,757          | 3,000,000          | 3,080,000          | 80,000            | 2.7%           |
| Penalties and Interest           | 2,439,959          | 2,400,000          | 2,400,000          | -                 | 0.0%           |
| Fines and Forfeits               | 3,151,048          | 3,001,000          | 3,028,500          | 27,500            | 0.9%           |
| Misc Recurring                   | 2,374,144          | 2,398,064          | 2,154,500          | (243,564)         | -10.2%         |
| Fees                             | 1,886,645          | 2,000,000          | 1,891,100          | (108,900)         | -5.4%          |
| 121A Urban In Lieu               | 965,784            | 952,000            | 952,000            | -                 | 0.0%           |
| Investment Income                | 388,474            | 400,000            | 350,000            | (50,000)          | -12.5%         |
| Misc Non-Recurring               | 1,184,896          | 900,000            | 1,300,000          | 400,000           | 44.4%          |
| Other Departmental               | 406,110            | 450,000            | 180,000            | (270,000)         | -60.0%         |
| Cemetery Revenue                 | 287,856            | 270,000            | 265,000            | (5,000)           | -1.9%          |
| Special Assessments              | 724,534            | 500,000            | 350,000            | (150,000)         | -30.0%         |
| Other Charges                    | 100,000            | 108,000            | 108,000            | -                 | 0.0%           |
| Recreation Revenues              | 78,539             | 100,000            | 77,500             | (22,500)          | -22.5%         |
| <b>Local Receipts Total</b>      | <b>41,465,399</b>  | <b>40,829,064</b>  | <b>40,236,425</b>  | <b>(592,639)</b>  | <b>-1.5%</b>   |
| <b>Other Funds Total</b>         | <b>1,214,792</b>   | <b>1,971,013</b>   | <b>1,570,930</b>   | <b>(400,083)</b>  | <b>-20.3%</b>  |
| <b>Free Cash for Operations*</b> | <b>200,000</b>     | <b>931,330</b>     | <b>-</b>           | <b>(931,330)</b>  | <b>-100.0%</b> |
| <b>Total Revenues</b>            | <b>566,863,335</b> | <b>575,471,856</b> | <b>598,092,000</b> | <b>22,620,144</b> | <b>3.9%</b>    |

\* Does not include free cash deposited in City reserve funds

## Revenue and Expenditure Summary

### General Fund Expenditure Overview

| Expenditure Summary        | FY14 Actual        | FY15 Budget        | FY16 Budget        | FY16 Change       | %           |
|----------------------------|--------------------|--------------------|--------------------|-------------------|-------------|
| Pensions                   | 21,982,524         | 23,624,927         | 24,182,479         | 557,552           | 2.4%        |
| Pension Bond Debt Service  | 11,910,844         | 10,531,115         | 10,470,831         | (60,284)          | -0.6%       |
| Health Insurance           | 22,644,175         | 23,825,925         | 24,295,313         | 469,388           | 2.0%        |
| Worker's Compensation      | 1,200,941          | 1,194,560          | 1,369,526          | 174,966           | 14.6%       |
| Injured on Duty            | 502,991            | 432,550            | 492,422            | 59,872            | 13.8%       |
| Unemployment               | 125,349            | 50,000             | 50,000             | -                 | 0.0%        |
| Debt Service               | 32,358,564         | 33,227,075         | 34,909,594         | 1,682,519         | 5.1%        |
| Intergovernmental Charges  | 3,276,605          | 3,360,980          | 3,428,200          | 67,220            | 2.0%        |
| Streetlights               | 2,850,899          | 2,252,828          | 2,252,828          | -                 | 0.0%        |
| Snow Removal               | 4,566,196          | 4,000,000          | 4,000,000          | -                 | 0.0%        |
| Five Point Plan Funds*     | 15,205,794         | 13,651,599         | 13,635,732         | (15,867)          | -0.1%       |
| <b>Total Fixed Costs</b>   | <b>116,624,882</b> | <b>116,151,559</b> | <b>119,086,925</b> | <b>2,935,366</b>  | <b>2.5%</b> |
| Worcester Public Schools   | 299,045,853        | 304,751,850        | 318,793,113        | 14,041,263        | 4.6%        |
| Charter Schools            | 27,349,805         | 27,256,469         | 27,608,969         | 352,500           | 1.3%        |
| <b>Total Education</b>     | <b>326,395,658</b> | <b>332,008,319</b> | <b>346,402,082</b> | <b>14,393,763</b> | <b>4.3%</b> |
| City Council               | 350,198            | 357,347            | 357,347            | -                 | 0.0%        |
| Mayor                      | 135,474            | 123,662            | 123,645            | (17)              | 0.0%        |
| City Clerk                 | 575,054            | 595,949            | 611,596            | 15,647            | 2.6%        |
| Elections                  | 488,033            | 564,187            | 755,775            | 191,588           | 34.0%       |
| Auditing                   | 708,704            | 598,625            | 583,897            | (14,728)          | -2.5%       |
| City Manager's Office      | 3,552,819          | 817,263            | 1,005,047          | 187,784           | 23.0%       |
| Health and Human Services  | -                  | 2,703,287          | 2,985,046          | 281,759           | 10.4%       |
| Public Library             | 4,792,891          | 5,103,525          | 5,392,452          | 288,927           | 5.7%        |
| Contingency                | -                  | 4,000,000          | 5,800,000          | 1,800,000         | 45.0%       |
| Human Resources            | 1,000,993          | 1,127,552          | 1,344,641          | 217,089           | 19.3%       |
| Economic Development       | 1,323,427          | 1,483,893          | 1,648,995          | 165,102           | 11.1%       |
| Marketing                  | 500,000            | -                  | -                  | -                 | 0.0%        |
| Union Station              | 337,459            | 407,005            | 447,484            | 40,479            | 9.9%        |
| Law/Insurance/Court        | 1,285,260          | 1,746,704          | 1,965,124          | 218,420           | 12.5%       |
| Fire                       | 32,985,001         | 33,815,275         | 34,545,253         | 729,978           | 2.2%        |
| Police                     | 44,167,601         | 43,894,100         | 44,048,020         | 153,920           | 0.4%        |
| Emergency Communications   | 2,081,740          | 2,304,267          | 2,402,067          | 97,800            | 4.2%        |
| Inspectional Services      | 3,311,662          | 3,270,601          | 3,470,325          | 199,724           | 6.1%        |
| Public Works and Parks     | 16,143,450         | 16,612,382         | 17,001,501         | 389,119           | 2.3%        |
| DCU Center                 | 1,013,536          | 317,684            | 490,164            | 172,480           | 54.3%       |
| Finance                    | 2,824,568          | 2,487,995          | 2,466,858          | (21,137)          | -0.8%       |
| Assessing                  | 763,087            | 809,778            | 745,916            | (63,862)          | -7.9%       |
| Technical Services         | 2,991,896          | 3,046,526          | 3,233,892          | 187,366           | 6.2%        |
| Energy/Asset Management    | 1,039,596          | 974,371            | 1,027,948          | 53,577            | 5.5%        |
| Enterprise (Golf)          | -                  | 150,000            | 150,000            | -                 | 0.0%        |
| <b>Total City Services</b> | <b>122,372,449</b> | <b>127,311,978</b> | <b>132,602,993</b> | <b>5,291,015</b>  | <b>4.2%</b> |
| <b>Total Expenditures</b>  | <b>565,392,989</b> | <b>575,471,856</b> | <b>598,092,000</b> | <b>22,620,144</b> | <b>3.9%</b> |

\*Does not include deposits to reserves from free cash

## **Fiscal 2016 Budget Procedure**

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The preparation of the Annual Budget for the City of Worcester is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget process for Fiscal 2016 was initiated in August 2014, 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 2016 operating budget. The operating budgets, including expenditure and revenue estimates, were submitted to the City Manager in April 2015.

Throughout April, 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 as well as current year projections and explanations of year over year changes in major revenue and expenditure categories. The entire budget is available online as a soon as it is available for public review by the City Council.

## **Fiscal 2016 Budget Procedure**

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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 2016 Annual Budget to the City Council was on May 12, 2015.

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 2016 Annual Budget becomes effective on July 1, 2015.

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, 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 2016 budget:

**July - August 2014:** Current year budget status meetings are held with departments to address current fiscal year issues and identify implications for future fiscal years.

**November 2014:** Department meetings begin formal budget process, assessing needs and budgetary issues citywide.

**December 2014 – March 2015:** Formal budget materials are distributed and collected for review. Follow up meetings with departments are held to finalize budget requests. City Manager reviews requests and makes recommendations for inclusion in the final budget recommendation.

**April 2015 - May 2015:** City Manager completes budget recommendations. Budget Office finalizes budget document for submission to City Council.

# **Fiscal 2016 Finance Policies**

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## **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 2016 Finance Policies**

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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 2016 Finance Policies**

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### **Five Point Financial Plan:**

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

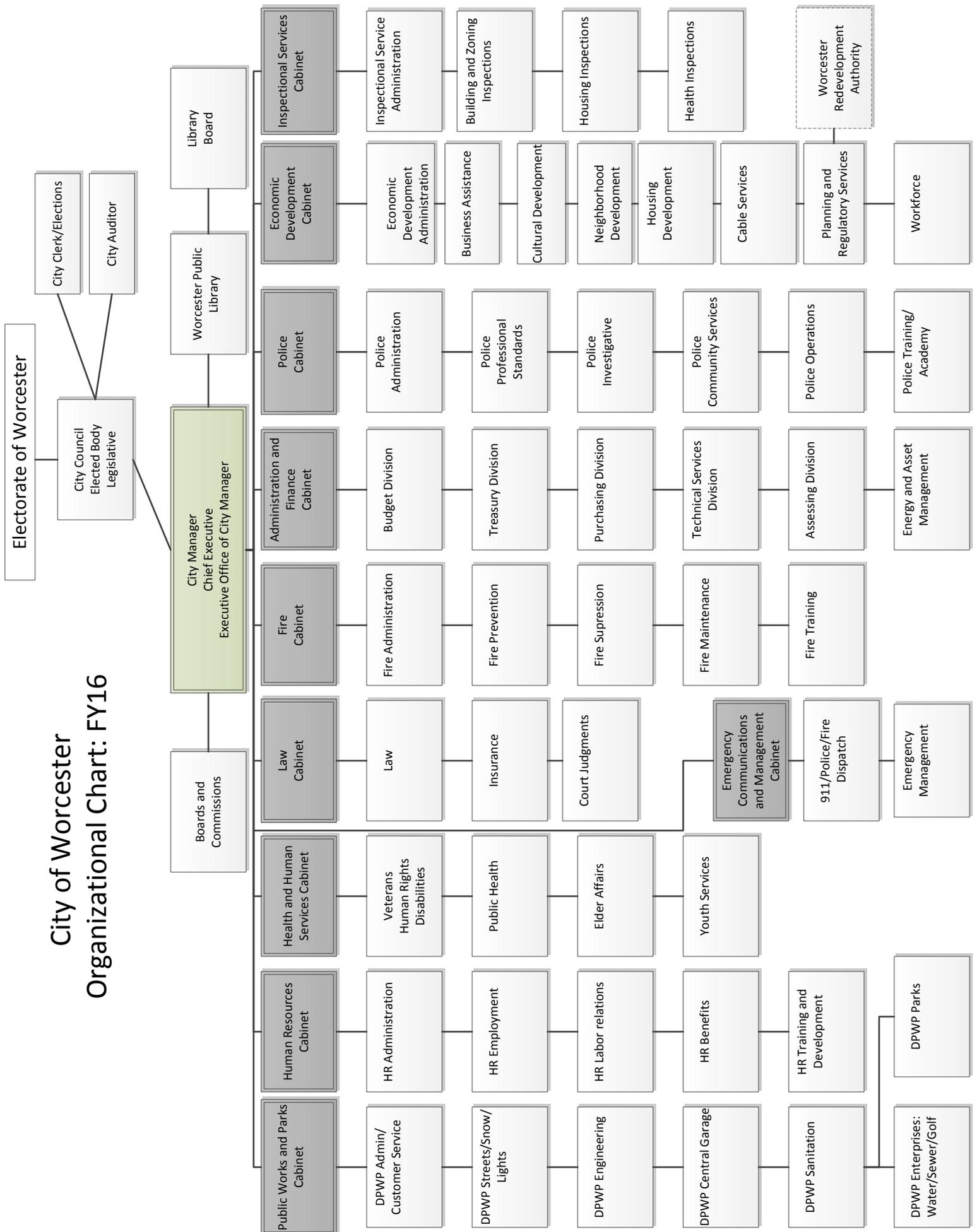
### **Fund Balance: Actual results and budget projections:**

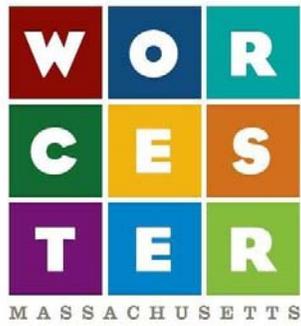
The City's fund balances include stabilization fund balances that are being set aside for specific debt service expenses. The balances do not include the funds held within the City's health claims trust fund nor funds held as grants or donations. The following summary reflects the actual results from the Fiscal Years ending June 30, 2014 and as presented in the City's audited financial statements. The amounts shown for Fiscal Years 2015 and 2016 are budgeted levels. Actual year end results will determine if fund balance will change in each year.

## Fiscal 2016 Finance Policies

| <b>Summary Actual/Budgeted Changes in Fund Balance: FY13 through FY16</b> |                        |                        |                        |                        |
|---|------------------------|------------------------|------------------------|------------------------|
| <b>General Fund</b>   | <b>Actual<br/>FY13</b> | <b>Actual<br/>FY14</b> | <b>Budget<br/>FY15</b> | <b>Budget<br/>FY16</b> |
| Revenue   | 541,690,705            | 564,571,379            | 579,197,174            | 598,092,000            |
| Expenditure   | (527,134,181)          | (549,173,658)          | (561,820,257)          | (584,456,268)          |
| Transfer In   | 6,529,912.00           | 4,472,405.00           |                        |                        |
| Transfer Out  | (19,924,054)           | (19,503,097)           | (17,376,917)           | (13,635,732)           |
| Beginning Fund Balance  | 27,044,191             | 28,206,573             | 28,573,602             | 28,573,602             |
| Ending Fund Balance   | 28,206,573             | 28,573,602             | 28,573,602             | 28,573,602             |
| Change in Fund Balance  | 1,162,382              | 367,029                | -                      | -                      |
| <b>Enterprise<br/>Golf</b>  | <b>Actual<br/>FY13</b> | <b>Actual<br/>FY14</b> | <b>Budget<br/>FY15</b> | <b>Budget<br/>FY16</b> |
| Revenue   | 1,058,041              | 1,096,398              | 1,222,983              | 1,230,865              |
| Expenditure   | (1,281,827)            | (1,311,174)            | (1,372,983)            | (1,380,865)            |
| Transfer In   | 244,239                | 233,198                | 150,000                | 150,000                |
| Transfer Out  | (20,453)               | (18,422)               |                        |                        |
| Beginning Fund Balance  | -                      |                        |                        |                        |
| Ending Fund Balance   | -                      | -                      | -                      | -                      |
| Change in Fund Balance  | -                      | -                      | -                      | -                      |
| <b>Enterprise<br/>Sewer</b>   | <b>Actual<br/>FY13</b> | <b>Actual<br/>FY14</b> | <b>Budget<br/>FY15</b> | <b>Budget<br/>FY16</b> |
| Revenue   | 33,704,814             | 35,898,825             | 38,190,267             | 40,736,832             |
| Expenditure   | (32,711,709)           | (35,666,781)           | (38,190,267)           | (40,736,832)           |
| Transfer In   |                        | 673,110                |                        |                        |
| Transfer Out  | (864,811)              | (566,372)              |                        |                        |
| Beginning Fund Balance  | 2,161,699              | 2,289,993              | 2,628,775              | 2,628,775              |
| Ending Fund Balance   | 2,289,993              | 2,628,775              | 2,628,775              | 2,628,775              |
| Change in Fund Balance  | 128,294                | 338,782                | -                      | -                      |
| <b>Enterprise<br/>Water</b>   | <b>Actual<br/>FY13</b> | <b>Actual<br/>FY14</b> | <b>Budget<br/>FY15</b> | <b>Budget<br/>FY16</b> |
| Revenue   | 27,111,662             | 28,409,882             | 28,642,961             | 29,426,381             |
| Expenditure   | (25,804,458)           | (26,908,312)           | (28,642,961)           | (29,426,381)           |
| Transfer In   |                        |                        |                        |                        |
| Transfer Out  | (1,051,751)            | (766,929)              |                        |                        |
| Beginning Fund Balance  | 2,374,068              | 2,629,521              | 3,364,162              | 3,364,162              |
| Ending Fund Balance   | 2,629,521              | 3,364,162              | 3,364,162              | 3,364,162              |
| Change in Fund Balance  | 255,453                | 734,641                | -                      | -                      |

# City of Worcester Organizational Chart: FY16





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## **Worcester City Council FY16 Budget Recommendation**

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

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

**Councilor Morris A. Bergman**  
**Councilor Michael T. Gaffney**  
**Councilor Konstantina B. Lukes**  
**Councilor Frederick C. Rushton**  
**Councilor Kathleen M. Toomey**

### **FY16 Budget Overview**

|                        |                      | <b>Approved</b>      |                | <b>Recommended</b>   |
|------------------------|----------------------|----------------------|----------------|----------------------|
|                        | <b>Actual</b>        | <b>Budget for</b>    | <b>Account</b> | <b>Appropriation</b> |
|                        | <b>Fiscal 2014</b>   | <b>Fiscal 2015</b>   | <b>Number</b>  | <b>Fiscal 2016</b>   |
| <b>Expenditures</b>    |                      |                      |                |                      |
| Salaries               | \$ 323,999.16        | \$ 330,480.00        | 91000          | \$ 330,480.00        |
| Ordinary Maintenance   | 26,199.17            | 26,867.00            | 92000          | 26,867.00            |
| <b>Total</b>           | <b>\$ 350,198.33</b> | <b>\$ 357,347.00</b> |                | <b>\$ 357,347.00</b> |
|                        |                      |                      |                |                      |
| <b>Total Positions</b> | 11                   | 11                   |                | 11                   |

### **Expenditures:**

The Fiscal 2016 budget for the Office of the City Council is recommended to be level funded at \$357,347.

### **Operational Overview:**

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

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

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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**CITY COUNCIL- DEPARTMENT #010**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE                                  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|--|----------------------------|----------------------------|
| 1                          | \$ 34,680.00            | FL               | MAYOR                                  | 1                          | \$ 34,680.00               |
| 10                         | 295,800.00              | FL               | COUNCILOR                              | 10                         | 295,800.00                 |
| <u>11</u>                  | <u>\$ 330,480.00</u>    | <b>010-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES    | <u>11</u>                  | <u>\$ 330,480.00</u>       |
| <hr/>                      |                         |                  |  |                            |                            |
|                            | \$ 10,800.00            |                  | LEASES & RENTALS                       |                            | \$ 10,800.00               |
|                            | 1,900.00                |                  | MAINTENANCE & REPAIR                   |                            | 1,900.00                   |
|                            | 1,000.00                |                  | TELEPHONE                              |                            | 1,000.00                   |
|                            | 200.00                  |                  | POSTAGE                                |                            | 200.00                     |
|                            | 8,867.00                |                  | OTHER PERSONAL SERVICES                |                            | 8,867.00                   |
|                            | 3,600.00                |                  | OFFICE SUPPLIES                        |                            | 3,600.00                   |
|                            | 500.00                  |                  | OTHER CHARGES & EXPENDITURES           |                            | 500.00                     |
|                            | <u>\$ 26,867.00</u>     | <b>010-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                            | <u>\$ 26,867.00</u>        |
| <hr/>                      |                         |                  |  |                            |                            |
|                            | <u>\$ 357,347.00</u>    |                  | TOTAL RECOMMENDED TAX LEVY             |                            | <u>\$ 357,347.00</u>       |

## **Office of the Mayor FY16 Budget Recommendation**

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### **Joseph M. Petty, Mayor**

City Hall - Room 305  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1153

### **FY16 Budget Overview**

|                        | <b>Actual</b>        | <b>Approved</b>      |                | <b>Recommended</b>   |
|------------------------|----------------------|----------------------|----------------|----------------------|
|                        | <b>Fiscal 2014</b>   | <b>Budget for</b>    | <b>Account</b> | <b>Appropriation</b> |
| <b>Expenditures</b>    |                      | <b>Fiscal 2015</b>   | <b>Number</b>  | <b>Fiscal 2016</b>   |
| Salaries               | \$ 104,216.75        | \$ 115,885.00        | 91000          | \$ 115,868.00        |
| Ordinary Maintenance   | 31,257.47            | 7,777.00             | 92000          | 7,777.00             |
| <b>Total</b>           | <b>\$ 135,474.22</b> | <b>\$ 123,662.00</b> |                | <b>\$ 123,645.00</b> |
| <b>Total Positions</b> | 2                    | 2                    |                | 2                    |

### **Expenditures:**

The total Fiscal 2016 budget for the Office of the Mayor is recommended to be \$123,645 which is a decrease of \$17 from the Fiscal 2015 budget amount of \$123,662.

The Personal Services budget for Fiscal 2016 is recommended to be \$115,868 which is a decrease of \$17 from the Fiscal 2015 amount of \$115,885. This decrease is a result of the hiring of the Secretary to Mayor at a lower step than the previous employee which is offset by a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, and appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks.

The Ordinary Maintenance budget for Fiscal 2016 is recommended to be level funded at \$7,777.

### **Operational Overview:**

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

**JOSEPH M. PETTY, MAYOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016  
DEPARTMENT OF MAYOR- DEPARTMENT #030**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE                                  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|--|----------------------------|----------------------------|
| 1                          | \$ 62,098.00            | 39               | SECRETARY TO MAYOR                     | 1                          | \$ 59,112.00               |
| 1                          | 53,787.00               | 35               | ASSISTANT SECRETARY TO MAYOR           | 1                          | 56,756.00                  |
| <u>2</u>                   | <u>\$ 115,885.00</u>    | <b>030-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES    | <u>2</u>                   | <u>\$ 115,868.00</u>       |
| <hr/>                      |                         |                  |  |                            |                            |
|                            | \$ 750.00               |                  | LEASES & RENTALS                       |                            | \$ 750.00                  |
|                            | 727.00                  |                  | MAINTENANCE & REPAIR                   |                            | 727.00                     |
|                            | 800.00                  |                  | OTHER PERSONAL SERVICES                |                            | 800.00                     |
|                            | 200.00                  |                  | PRINTING                               |                            | 200.00                     |
|                            | 5,300.00                |                  | OFFICE SUPPLIES                        |                            | 5,300.00                   |
|                            | <u>\$ 7,777.00</u>      | <b>030-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                            | <u>\$ 7,777.00</u>         |
| <hr/>                      |                         |                  |  |                            |                            |
|                            | <u>\$ 123,662.00</u>    |                  | TOTAL RECOMMENDED TAX LEVY             |                            | <u>\$ 123,645.00</u>       |

## City Clerk FY16 Budget Recommendation

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### David J. Rushford City Clerk

City Hall - Room 206  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799 - 1121

#### **Departmental Mission Statement:**

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

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

#### **FY16 Budget Overview**

|                        |                      | <b>Approved</b>      |                | <b>Recommended</b>   |
|------------------------|----------------------|----------------------|----------------|----------------------|
|                        | <b>Actual</b>        | <b>Budget for</b>    | <b>Account</b> | <b>Appropriation</b> |
|                        | <b>Fiscal 2014</b>   | <b>Fiscal 2015</b>   | <b>Number</b>  | <b>Fiscal 2016</b>   |
| <b>Expenditures</b>    |                      |                      |                |                      |
| Salaries               | \$ 539,484.13        | \$ 558,925.00        | 91000          | \$ 574,572.00        |
| Overtime               | -                    | 1,000.00             | 97000          | 1,000.00             |
| Ordinary Maintenance   | 35,570.14            | 36,024.00            | 92000          | 36,024.00            |
| <b>Total</b>           | <b>\$ 575,054.27</b> | <b>\$ 595,949.00</b> |                | <b>\$ 611,596.00</b> |
|                        |                      |                      |                |                      |
| <b>Total Positions</b> | 10                   | 10                   |                | 10                   |

#### **Expenditures:**

The City Clerk's tax levy budget for Fiscal 2016 is recommended to be \$611,596 which is an increase of \$15,647 from the budget for Fiscal 2015 of \$595,949.

The Personal Services budget for Fiscal 2016 is recommended to be \$574,572 which is an increase of \$15,647 from the Fiscal 2015 budget amount of \$558,925. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$16,938. This increase is offset by a decrease in the EM incentive pay which was based on prior year buyback totaling \$1,291.

The Overtime budget for Fiscal 2016 is recommended to be level funded at \$1,000.

The Ordinary Maintenance budget for Fiscal 2016 is recommended to be level funded at \$36,024.

## **City Clerk FY16 Budget Recommendation**

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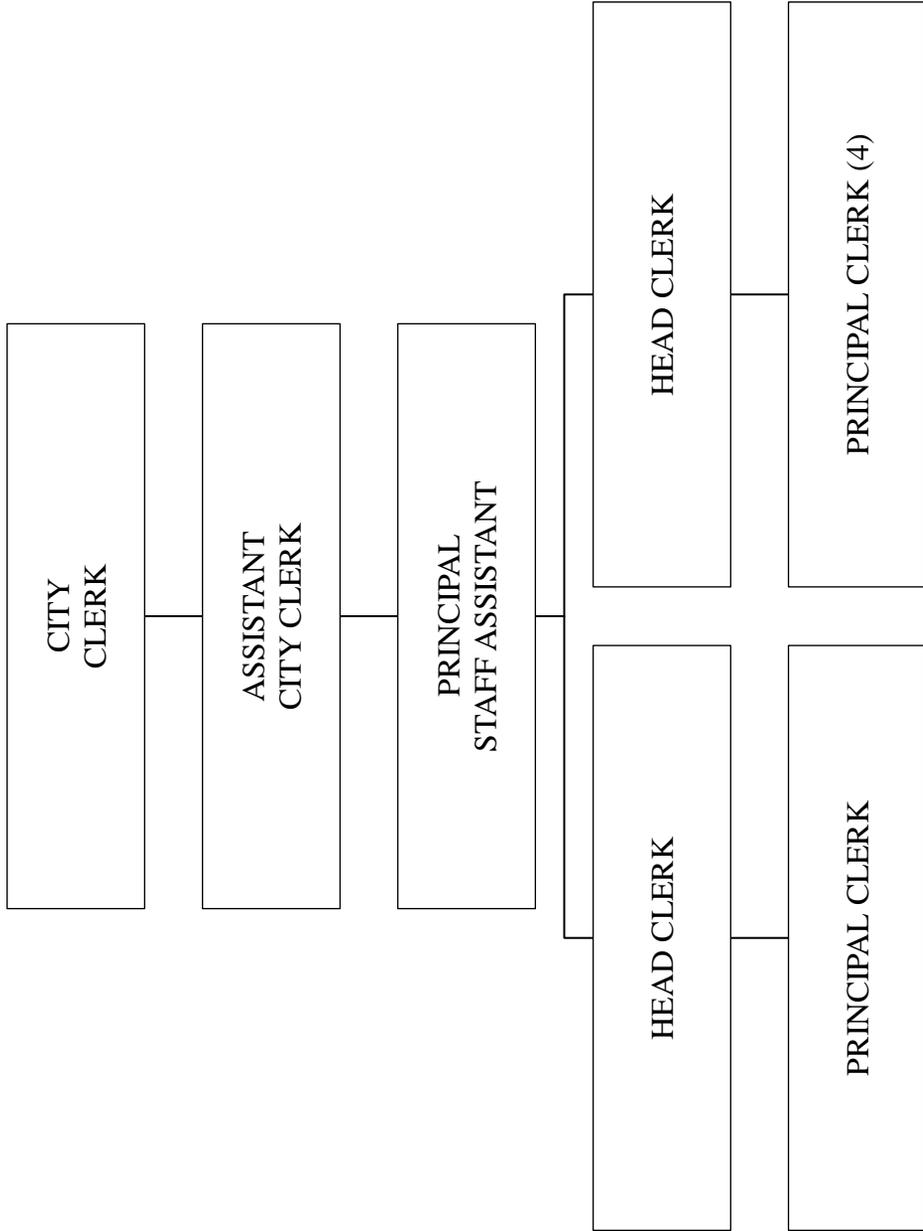
### **Operational Overview:**

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

# CITY OF WORCESTER

## DEPARTMENT OF CITY CLERK

### CITY CLERK DIVISION



**DAVID J. RUSHFORD, CITY CLERK****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****DEPARTMENT OF THE CITY CLERK****DIVISION OF THE CITY CLERK - DIVISION #100**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|--|----------------------------|----------------------------|
| 1                          | \$ 139,672.00           | 56EM             | CITY CLERK                                       | 1                          | \$ 147,314.00              |
| 1                          | 78,615.00               | 44EM             | ASSISTANT CITY CLERK                             | 1                          | 82,940.00                  |
| 1                          | 54,619.00               | 40M              | PRINCIPAL STAFF ASSISTANT                        | 1                          | 59,683.00                  |
| 2                          | 90,454.00               | 30               | HEAD CLERK                                       | 2                          | 90,800.00                  |
| 4                          | 153,434.00              | 27               | PRINCIPAL CLERK & TYPIST                         | 5                          | 187,594.00                 |
| 1                          | 34,599.00               | 22               | SENIOR CLERK TYPIST                              | 0                          | -                          |
| <u>10</u>                  | <u>\$ 551,393.00</u>    |                  | <b>TOTAL SALARIES</b>                            | <u>10</u>                  | <u>\$ 568,331.00</u>       |
|                            | 8,782.00                |                  | EM INCENTIVE PAY                                 |                            | 7,491.00                   |
|                            | 4,000.00                |                  | STIPENDS - CITY CLERK, CLERK OF THE CITY COUNCIL |                            | 4,000.00                   |
|                            | (5,250.00)              |                  | VACANCY FACTOR                                   |                            | (5,250.00)                 |
| <u>10</u>                  | <u>\$ 558,925.00</u>    | <b>100-91000</b> | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>       | <u>10</u>                  | <u>\$ 574,572.00</u>       |
|                            | \$ 1,000.00             |                  | OVERTIME   |                            | \$ 1,000.00                |
|                            | <u>\$ 1,000.00</u>      | <b>100-97000</b> | <b>TOTAL RECOMMENDED OVERTIME</b>                |                            | <u>\$ 1,000.00</u>         |
|                            | \$ 5,104.00             |                  | MAINTENANCE & REPAIR                             |                            | \$ 5,104.00                |
|                            | 23,291.00               |                  | OTHER PERSONAL SERVICES                          |                            | 23,291.00                  |
|                            | 5,778.00                |                  | OFFICE SUPPLIES                                  |                            | 5,778.00                   |
|                            | 1,500.00                |                  | OTHER SUPPLIES                                   |                            | 1,500.00                   |
|                            | 351.00                  |                  | OTHER CHARGES & EXPENDITURES                     |                            | 351.00                     |
|                            | <u>\$ 36,024.00</u>     | <b>100-92000</b> | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>    |                            | <u>\$ 36,024.00</u>        |
|                            | <u>\$ 595,949.00</u>    |                  | <b>TOTAL RECOMMENDED TAX LEVY</b>                |                            | <u>\$ 611,596.00</u>       |

# Board of Election Commissioners FY16 Budget Recommendation

## David J. Rushford

### City Clerk

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

### Divisional Mission Statement:

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

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

### FY16 Budget Overview

|                               |                      | <b>Approved</b>      |                | <b>Recommended</b>   |
|-------------------------------|----------------------|----------------------|----------------|----------------------|
|                               | <b>Actual</b>        | <b>Budget for</b>    | <b>Account</b> | <b>Appropriation</b> |
|                               | <b>Fiscal 2014</b>   | <b>Fiscal 2015</b>   | <b>Number</b>  | <b>Fiscal 2016</b>   |
| <b>Expenditures</b>           |                      |                      |                |                      |
| Salaries                      | \$ 382,740.03        | \$ 453,302.00        | 91000          | \$ 644,890.00        |
| Overtime                      | 84.15                | -                    | 97000          | -                    |
| Ordinary Maintenance          | 105,209.04           | 110,885.00           | 92000          | 110,885.00           |
| <b>Total</b>                  | <b>\$ 488,033.22</b> | <b>\$ 564,187.00</b> |                | <b>\$ 755,775.00</b> |
| Total Positions               | 7                    | 9                    |                | 9                    |
| New Positions                 | 2                    | 0                    |                | 0                    |
| <b>Total Funded Positions</b> | <b>9</b>             | <b>9</b>             |                | <b>9</b>             |

### Expenditures:

The departmental tax levy budget for Fiscal 2016 is recommended to be \$755,775 which is an increase of \$191,588 from the Fiscal 2015 amount of \$564,187.

The recommended personal services tax levy budget for Fiscal 2016 is \$644,890 which is an increase of \$191,588 from the Fiscal 2015 amount of \$453,302. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$6,460. Miscellaneous Salaries is recommended to increase due to the addition of a Presidential Primary in March 2016, an increase for poll workers to meet the state minimum wage criteria, an increase in salaries for employees that received the salary increase mentioned above and by settled collective bargaining agreements totaling \$167,128. A decrease in State funding in the amount of \$18,000 also contributes to the increase.

## **Board of Election Commissioners FY16 Budget Recommendation**

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The Fiscal 2016 tax levy Ordinary Maintenance budget is recommended to be level funded at \$110,885.

### **Operational Overview**

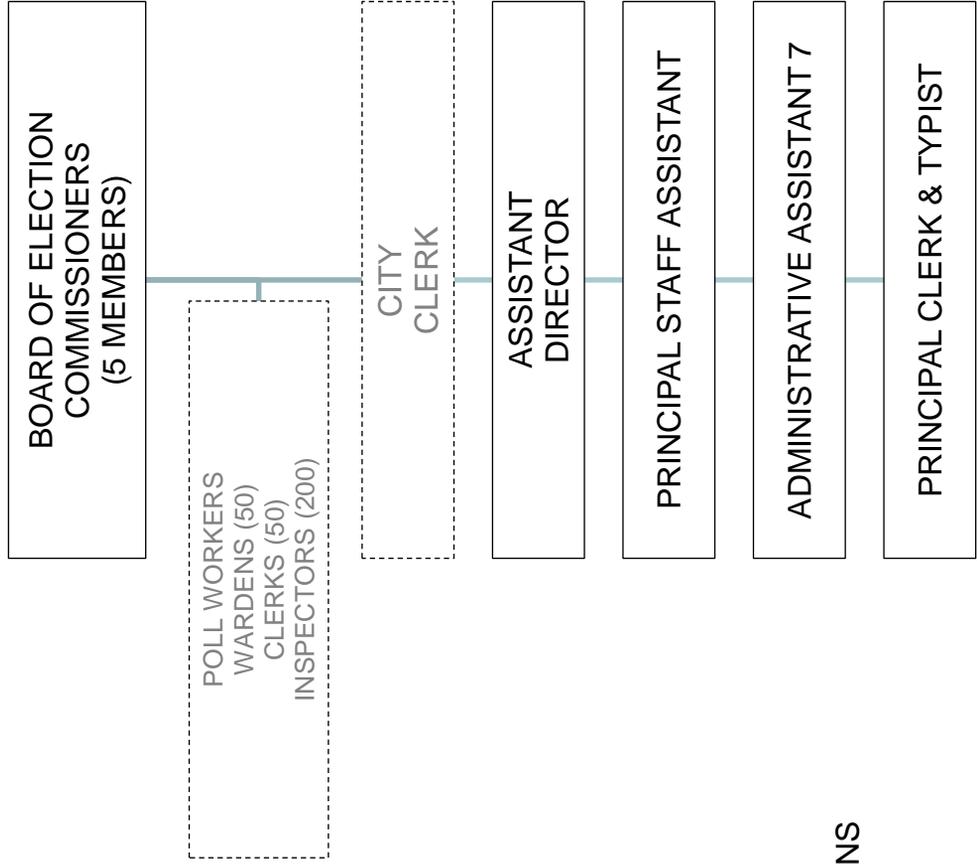
The Elections Division prepares, oversees, and conducts elections, beginning in January with the preparation of nomination papers, and continuing through the certification of signatures, filing, ballot design and bid, servicing of voting equipment and setting up, staffing, and operating the City's fifty voting precincts. Over 300 citizens are recruited and trained as poll workers in advance of each election. On Election Day, poll workers and officers assigned by the Chief of Police are deployed to all fifty polling locations.

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

# CITY OF WORCESTER

## DEPARTMENT OF CITY CLERK

### ELECTION COMMISSION DIVISION



9 FUNDED POSITIONS

**DAVID J. RUSHFORD, CITY CLERK****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****DEPARTMENT OF THE CITY CLERK****DIVISION OF ELECTION COMMISSION - DIVISION #150**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|---|----------------------------|----------------------------|
| 5                          | \$ 4,500.00             | FL               | ELECTION COMMISSIONER                         | 5                          | \$ 4,500.00                |
| 1                          | 67,944.00               | 45M              | ASSISTANT DIRECTOR OF ELECTIONS               | 1                          | 69,347.00                  |
| 1                          | 54,651.00               | 40M              | PRINCIPAL STAFF ASSISTANT                     | 1                          | 57,516.00                  |
| 1                          | 48,323.00               | 35               | ADMINISTRATIVE ASSISTANT 7                    | 1                          | 50,359.00                  |
| 1                          | 40,884.00               | 27               | PRINCIPAL CLERK & TYPIST                      | 1                          | 41,040.00                  |
| <u>9</u>                   | <u>\$ 216,302.00</u>    |                  | REGULAR SALARIES                              | <u>9</u>                   | <u>\$ 222,762.00</u>       |
|                            | 274,000.00              |                  | MISCELLANEOUS SALARIES                        |                            | 441,128.00                 |
|                            | (1,000.00)              |                  | VACANCY FACTOR                                |                            | (1,000.00)                 |
| <u>9</u>                   | <u>\$ 489,302.00</u>    |                  | TOTAL RECOMMENDED SALARIES                    | <u>9</u>                   | <u>\$ 662,890.00</u>       |
|                            | (36,000.00)             |                  | FUNDING SOURCES:                              |                            |                            |
|                            | (36,000.00)             |                  | STATE REIMBURSEMENTS FOR STATEWIDE ELECTION   |                            | (18,000.00)                |
|                            |                         |                  | TOTAL FUNDING SOURCES                         |                            | (18,000.00)                |
| <u>9</u>                   | <u>\$ 453,302.00</u>    | <b>150-91000</b> | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>    | <u>9</u>                   | <u>\$ 644,890.00</u>       |
|                            | \$ 2,250.00             |                  | LEASES & RENTALS                              |                            | \$ 2,250.00                |
|                            | 10,500.00               |                  | MAINTENANCE & REPAIR                          |                            | 10,500.00                  |
|                            | 26,000.00               |                  | POSTAGE                                       |                            | 26,000.00                  |
|                            | 12,000.00               |                  | OTHER PERSONAL SERVICES                       |                            | 12,000.00                  |
|                            | 28,935.00               |                  | PRINTING                                      |                            | 28,935.00                  |
|                            | 1,200.00                |                  | OFFICE SUPPLIES                               |                            | 1,200.00                   |
|                            | 3,500.00                |                  | OTHER SUPPLIES                                |                            | 3,500.00                   |
|                            | 26,500.00               |                  | OTHER CHARGES & EXPENDITURES                  |                            | 26,500.00                  |
|                            | <u>\$ 110,885.00</u>    | <b>150-92000</b> | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> |                            | <u>\$ 110,885.00</u>       |
|                            | <u>\$ 564,187.00</u>    |                  | <b>TOTAL RECOMMENDED TAX LEVY</b>             |                            | <u>\$ 755,775.00</u>       |

## **Auditing FY16 Budget Recommendation**

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**Robert V. Stearns**

**City Auditor**

City Hall - Room 102

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1053

### **Departmental Mission Statement:**

The mission of the Auditing Department is to:

- Perform pre-audits of all invoices and payrolls submitted for payment by the City departments.
- Audit the books and accounts of the City departments.
- Produce timely and accurate financial reports.
- Enforce the budget as approved by the City Council.

### **FY16 Budget Overview**

|                        |                      | <b>Approved</b>      |                | <b>Recommended</b>   |
|------------------------|----------------------|----------------------|----------------|----------------------|
|                        | <b>Actual</b>        | <b>Budget for</b>    | <b>Account</b> | <b>Appropriation</b> |
|                        | <b>Fiscal 2014</b>   | <b>Fiscal 2015</b>   | <b>Number</b>  | <b>Fiscal 2016</b>   |
| <b>Expenditures</b>    |                      |                      |                |                      |
| Salaries               | \$ 569,520.13        | \$ 505,903.00        | 91000          | \$ 491,175.00        |
| Overtime               | 602.34               | 2,000.00             | 97000          | 2,000.00             |
| Ordinary Maintenance   | 138,580.92           | 90,722.00            | 92000          | 90,722.00            |
| <b>Total</b>           | <b>\$ 708,703.39</b> | <b>\$ 598,625.00</b> |                | <b>\$ 583,897.00</b> |
| <b>Total Positions</b> | 9                    | 9                    |                | 8                    |

### **Expenditures:**

The Auditing Department's tax levy budget for Fiscal 2016 is recommended to be \$583,897 which is a decrease of \$14,728 from the Fiscal 2015 amount of \$598,625.

The recommended Personal Services tax levy budget for Fiscal 2016 is \$491,175 which is a decrease of \$14,728 from the Fiscal 2015 budget of \$505,903. This decrease is a result of the elimination of the Deputy Auditor from the table of organization in the amount of \$95,364; and the reduction of stipends in the amount of \$761. This decrease is offset by a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$23,100; an increase in the EM incentive pay of \$195; a reduction in the vacancy factor of \$46,226 which was increased in Fiscal 2015 in anticipation of half-year salary for Deputy Auditor; a reduction in enterprise credits of \$4,101; and an upgrade for the Chief Accountant of \$7,775.

The recommended tax levy Overtime budget for Fiscal 2016 is recommended to be level funded at \$2,000. The tax levy Ordinary Maintenance budget for Fiscal 2016 is recommended to be level funded at \$90,722.

## **Auditing FY16 Budget Recommendation**

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### **Operational Overview:**

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

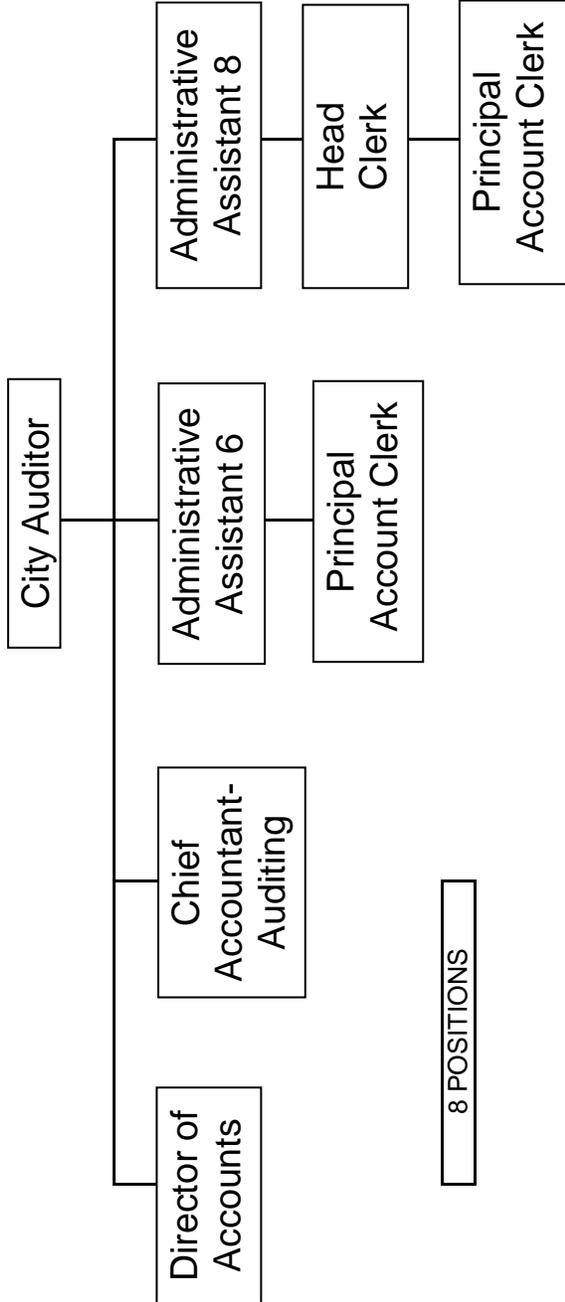
The Accounting Section maintains and analyzes the City's financial records and prepares the City's Comprehensive Annual Financial Report and State required Schedule A. The office coordinates the City's annual participation in the Federal "Single Audit" performed by an independent public accounting firm.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

The responsibilities of the Accounts Payable section are to pre-audit every invoice paid by the City for accuracy and propriety as well as to ensure that funds are available for payment. It also verifies that funds are available before the City enters into various contracts and monitors payments against those contracts. This section also stores vendor invoices and accounting journals.

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

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

# AUDITING DEPARTMENT ORGANIZATIONAL CHART



**ROBERT V. STEARNS, CITY AUDITOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****AUDITING DEPARTMENT - DEPARTMENT #650**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|---|----------------------------|----------------------------|
| 1                          | \$ 120,040.00           | 56EM             | CITY AUDITOR                                  | 1                          | \$ 126,612.00              |
| 1                          | 95,000.00               | 48EM             | DEPUTY AUDITOR                                | 0                          | -                          |
| 1                          | 78,614.00               | 44M              | DIRECTOR OF ACCOUNTS                          | 1                          | 82,912.00                  |
| 0                          | -                       | 42P              | CHIEF ACCOUNTANT- AUDITING                    | 1                          | 76,907.00                  |
| 1                          | 65,543.00               | 39M              | CHIEF ACCOUNTANT                              | 0                          | -                          |
| 1                          | 63,267.00               | 38M              | ADMINISTRATIVE ASSISTANT 8                    | 1                          | 66,743.00                  |
| 1                          | 44,738.00               | 33               | ADMINISTRATIVE ASSISTANT 6                    | 1                          | 46,498.00                  |
| 1                          | 45,227.00               | 30               | HEAD CLERK                                    | 1                          | 45,400.00                  |
| 2                          | 73,487.00               | 28               | PRINCIPAL ACCOUNT CLERK                       | 2                          | 76,355.00                  |
| <u>9</u>                   | <u>\$ 585,916.00</u>    |                  | REGULAR SALARIES                              | <u>8</u>                   | <u>\$ 521,427.00</u>       |
|                            | 1,529.00                |                  | CONTRACTUAL STIPENDS AND EXTRAS               |                            | 768.00                     |
|                            | 4,829.00                |                  | EM INCENTIVE PAY                              |                            | 5,024.00                   |
|                            | (49,035.00)             |                  | VACANCY FACTOR                                |                            | (2,809.00)                 |
| <u>9</u>                   | <u>\$ 543,239.00</u>    |                  | TOTAL SALARIES                                | <u>8</u>                   | <u>\$ 524,410.00</u>       |
|                            |                         |                  | <b>FUNDING SOURCES:</b>                       |                            |                            |
|                            | (1,509.00)              |                  | GOLF COURSE REVENUES                          |                            | (1,343.00)                 |
|                            | (14,870.00)             |                  | SEWER REVENUES                                |                            | (13,237.00)                |
|                            | (20,957.00)             |                  | WATER REVENUES                                |                            | (18,655.00)                |
|                            | <u>(37,336.00)</u>      |                  | TOTAL FUNDING SOURCES                         |                            | <u>(33,235.00)</u>         |
| <u>9</u>                   | <u>\$ 505,903.00</u>    | <b>650-91000</b> | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>    | <u>8</u>                   | <u>\$ 491,175.00</u>       |
|                            | 2,000.00                |                  | OVERTIME                                      |                            | 2,000.00                   |
|                            | <u>2,000.00</u>         | <b>650-97000</b> | <b>TOTAL RECOMMENDED OVERTIME</b>             |                            | <u>2,000.00</u>            |
|                            | \$ 78,000.00            |                  | CITY AUDIT                                    |                            | \$ 78,000.00               |
|                            | 7,150.00                |                  | OTHER PERSONAL SERVICES                       |                            | 7,150.00                   |
|                            | 1,000.00                |                  | MAINTENANCE & REPAIR                          |                            | 1,000.00                   |
|                            | 5,250.00                |                  | OFFICE SUPPLIES                               |                            | 5,250.00                   |
|                            | 900.00                  |                  | OTHER SUPPLIES                                |                            | 900.00                     |
|                            | <u>\$ 92,300.00</u>     |                  | TOTAL ORDINARY MAINTENANCE                    |                            | <u>\$ 92,300.00</u>        |
|                            |                         |                  | <b>FUNDING SOURCES:</b>                       |                            |                            |
|                            | (39.00)                 |                  | CREDIT FROM GOLF COURSE                       |                            | (39.00)                    |
|                            | (573.00)                |                  | CREDIT FROM SEWER                             |                            | (573.00)                   |
|                            | (966.00)                |                  | CREDIT FROM WATER                             |                            | (966.00)                   |
|                            | <u>(1,578.00)</u>       |                  | TOTAL FUNDING SOURCES                         |                            | <u>(1,578.00)</u>          |
|                            | <u>\$ 90,722.00</u>     | <b>650-92000</b> | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> |                            | <u>\$ 90,722.00</u>        |
|                            | <u>\$ 598,625.00</u>    |                  | <b>TOTAL RECOMMENDED TAX LEVY</b>             |                            | <u>\$ 583,897.00</u>       |

## Contributory Pensions FY16 Budget Recommendation

**Elizabeth A. Early**  
**Executive Secretary**

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

### FY16 Budget Overview

|                     | <b>Actual</b>           | <b>Approved</b>         |                | <b>Recommended</b>      |
|---------------------|-------------------------|-------------------------|----------------|-------------------------|
|                     | <b>Budget for</b>       | <b>Budget for</b>       | <b>Account</b> | <b>Appropriation</b>    |
|                     | <b>Fiscal 2014</b>      | <b>Fiscal 2015</b>      | <b>Number</b>  | <b>Fiscal 2016</b>      |
| <b>Expenditures</b> |                         |                         |                |                         |
| Fringe Benefits     | \$ 21,866,347.45        | \$ 23,500,773.00        | 96000          | \$ 24,078,936.00        |
| <b>Total</b>        | <b>\$ 21,866,347.45</b> | <b>\$ 23,500,773.00</b> |                | <b>\$ 24,078,936.00</b> |

### Expenditures:

The City of Worcester's tax levy pension assessment for Contributory retirement cost for Fiscal 2016 is recommended to be \$24,078,936 which is an increase of \$578,163 from the Fiscal 2015 amount of \$23,500,773.

### Operational Overview:

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

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

In accordance with the provisions of Chapter 32, it has been determined that the City of Worcester will need to appropriate \$27.99 million for its normal retirement costs (retirement costs for existing city employees and amortization of the unfunded actuarial accrued liability) and early retirement incentive liabilities for Fiscal 2016. This amount is exclusive of any payments to be made by the Worcester Public Schools system and the Worcester Housing Authority.

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2016  
CONTRIBUTORY PENSIONS- DEPARTMENT #161**

| APPROVED<br>FY15 AMOUNT  | TITLE  | RECOMMENDED<br>FY16 AMOUNT |
|--------------------------|--|----------------------------|
| <u>\$ 25,951,504.00</u>  | CONTRIBUTORY PENSIONS                              | <u>\$ 26,512,136.00</u>    |
| <u>\$ 25,951,504.00</u>  | TOTAL FRINGE BENEFITS                              | <u>\$ 26,512,136.00</u>    |
|                          | FUNDING SOURCES:                                   |                            |
| \$ (43,634.00)           | CREDIT FROM GOLF                                   | \$ (44,084.00)             |
| (1,233,178.00)           | CREDIT FROM SEWER                                  | (1,249,551.00)             |
| (1,723,109.00)           | CREDIT FROM WATER                                  | (1,699,508.00)             |
| (15,467.00)              | CREDIT FROM FINANCE GRANTS                         | (12,727.00)                |
| (70,106.00)              | CREDIT FROM ECONOMIC DEVELOPMENT GRANTS            | (64,013.00)                |
| (12,236.00)              | CREDIT FROM CABLE SERVICES                         | (19,977.00)                |
| (90,947.00)              | CREDIT FROM HEALTH DEPARTMENT GRANTS               | (80,077.00)                |
| -                        | CREDIT FROM HEALTH & HUMAN SERVICES GRANTS         | (8,651.00)                 |
| (28,046.00)              | CREDIT FROM INSPECTIONAL SERVICES GRANTS           | (22,930.00)                |
| (12,302.00)              | CREDIT FROM ELDER AFFAIRS GRANTS                   | (13,006.00)                |
| (46,516.00)              | CREDIT FROM WORKFORCE INVESTMENT BOARD             | (51,948.00)                |
| (202,478.00)             | CREDIT FROM WORKFORCE CAREER CENTER                | (193,521.00)               |
| <u>\$ (3,478,019.00)</u> | TOTAL FUNDING SOURCES                              | <u>\$ (3,459,993.00)</u>   |
| <u>\$ 22,473,485.00</u>  | <b>161-96000</b> TOTAL RECOMMENDED FRINGE BENEFITS | <u>\$ 23,052,143.00</u>    |
| <u>\$ 22,473,485.00</u>  | TOTAL RECOMMENDED TAX LEVY                         | <u>\$ 23,052,143.00</u>    |

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2016  
CONTRIBUTORY PENSIONS- DEPARTMENT #161  
EARLY RETIREMENT COSTS**

| APPROVED<br>FY15 AMOUNT | TITLE  | RECOMMENDED<br>FY16 AMOUNT |
|-------------------------|--|----------------------------|
| \$ 1,040,523.00         | EARLY RETIREMENT CONTRIBUTIONS- FY03               | \$ 1,040,523.00            |
| 446,070.00              | EARLY RETIREMENT CONTRIBUTIONS- FY11               | 446,070.00                 |
| <u>\$ 1,486,593.00</u>  | TOTAL FRINGE BENEFITS                              | <u>\$ 1,486,593.00</u>     |
|                         | FUNDING SOURCES:                                   |                            |
| \$ (20,755.00)          | CREDIT FROM AIRPORT                                | \$ (20,755.00)             |
| (543.00)                | CREDIT FROM GOLF                                   | (558.00)                   |
| (178,355.00)            | CREDIT FROM SEWER                                  | (178,868.00)               |
| (259,652.00)            | CREDIT FROM WATER                                  | (259,619.00)               |
| <u>\$ (459,305.00)</u>  | TOTAL FUNDING SOURCES                              | <u>\$ (459,800.00)</u>     |
| <u>\$ 1,027,288.00</u>  | <b>161-96000</b> TOTAL RECOMMENDED FRINGE BENEFITS | <u>\$ 1,026,793.00</u>     |
| <u>\$ 1,027,288.00</u>  | TOTAL RECOMMENDED TAX LEVY                         | <u>\$ 1,026,793.00</u>     |

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

| <u>DEPARTMENT</u>                             | <u>FY16<br/>NORMAL</u> | <u>FY16<br/>2003<br/>ERI</u> | <u>FY16<br/>2011<br/>ERI</u> | <u>FY16<br/>NEW<br/>NORMAL</u> |
|---|------------------------|------------------------------|------------------------------|--------------------------------|
| <b><u>LEGISLATIVE OFFICES:</u></b>            |                        |                              |                              |                                |
| COUNCIL                                       | 64,252.10              | -                            | -                            | 64,252.10                      |
| MAYOR   | 25,885.24              | 1,489.00                     | -                            | 27,374.24                      |
| AUDITING                                      | 117,817.78             | 15,333.00                    | 20,291.00                    | 153,441.78                     |
| CITY CLERK                                    | 183,089.22             | 1,689.00                     | 5,476.00                     | 190,254.22                     |
| ELECTION COMMISSION                           | -                      | -                            | -                            | -                              |
| <b>TOTAL</b>                                  | <b>391,044.34</b>      | <b>18,511.00</b>             | <b>25,767.00</b>             | <b>435,322.34</b>              |
| <b><u>CITY MANAGER'S OFFICE:</u></b>          |                        |                              |                              |                                |
| CITY MANAGER                                  | 206,711.39             | 4,735.00                     | -                            | 211,446.39                     |
| <b>TOTAL</b>                                  | <b>206,711.39</b>      | <b>4,735.00</b>              | <b>-</b>                     | <b>211,446.39</b>              |
| <b><u>HUMAN RESORUCES:</u></b>                |                        |                              |                              |                                |
| HUMAN RESOURCES                               | 210,661.21             | 14,249.00                    | -                            | 224,910.21                     |
| <b>TOTAL</b>                                  | <b>210,661.21</b>      | <b>14,249.00</b>             | <b>-</b>                     | <b>224,910.21</b>              |
| <b><u>OFFICE OF ECONOMIC DEVELOPMENT:</u></b> |                        |                              |                              |                                |
| ECONOMIC DEVELOPMENT                          | 479,558.23             | -                            | -                            | 479,558.23                     |
| NEIGHBORHOOD SERVICES                         | -                      | -                            | -                            | -                              |
| PLANNING & REGULATORY SERVICES                | -                      | -                            | -                            | -                              |
| CABLE SERVICES                                | 32,844.54              | -                            | -                            | 32,844.54                      |
| AIRPORT                                       | -                      | -                            | 20,755.00                    | 20,755.00                      |
| WORKFORCE DEVELOPMENT                         | 437,591.06             | -                            | -                            | 437,591.06                     |
| <b>TOTAL</b>                                  | <b>949,993.83</b>      | <b>-</b>                     | <b>20,755.00</b>             | <b>970,748.83</b>              |
| <b><u>LAW DEPARTMENT:</u></b>                 |                        |                              |                              |                                |
| LAW   | 224,122.31             | -                            | -                            | 224,122.31                     |
| <b>TOTAL</b>                                  | <b>224,122.31</b>      | <b>-</b>                     | <b>-</b>                     | <b>224,122.31</b>              |
| <b><u>PUBLIC SAFETY:</u></b>                  |                        |                              |                              |                                |
| POLICE  | 8,496,609.43           | 111,651.00                   | 13,390.00                    | 8,621,650.43                   |
| FIRE  | 7,349,534.11           | 293,661.00                   | -                            | 7,643,195.11                   |
| COMMUNICATIONS                                | 592,547.18             | 5,434.00                     | -                            | 597,981.18                     |
| <b>TOTAL</b>                                  | <b>16,438,690.72</b>   | <b>410,746.00</b>            | <b>13,390.00</b>             | <b>16,862,826.72</b>           |
| <b><u>INSEPCIONAL SERVICES:</u></b>           |                        |                              |                              |                                |
| INSPECTIONAL SERVICES                         | 739,088.17             | -                            | 31,372.00                    | 770,460.17                     |
| <b>TOTAL</b>                                  | <b>739,088.17</b>      | <b>-</b>                     | <b>31,372.00</b>             | <b>770,460.17</b>              |
| <b><u>HEALTH &amp; HUMAN SERVICES:</u></b>    |                        |                              |                              |                                |
| ELDER AFFAIRS                                 | 107,490.06             | 5,128.00                     | -                            | 112,618.06                     |
| HEALTH  | 317,096.66             | 43,347.00                    | 6,621.00                     | 367,064.66                     |
| LIBRARY                                       | 864,187.24             | 71,426.00                    | 51,200.00                    | 986,813.24                     |
| <b>TOTAL</b>                                  | <b>1,288,773.96</b>    | <b>119,901.00</b>            | <b>57,821.00</b>             | <b>1,466,495.96</b>            |
| <b><u>PUBLIC WORKS &amp; FACILITIES:</u></b>  |                        |                              |                              |                                |
| ADMINISTRATION                                | 431,120.48             | 28,743.00                    | -                            | 459,863.48                     |
| ENGINEERING                                   | 681,698.81             | 60,251.00                    | 37,908.85                    | 779,858.66                     |
| STREETS                                       | 639,394.90             | 58,227.00                    | 37,908.85                    | 735,530.75                     |
| CENTRAL GARAGE                                | 133,963.96             | 10,221.00                    | 18,954.92                    | 163,139.88                     |
| SANITATION                                    | 248,474.55             | 72,060.00                    | 28,432.38                    | 348,966.93                     |
| TRAFFIC ENGINEERING                           | -                      | -                            | -                            | -                              |
| PARKS   | 613,385.47             | 48,469.00                    | 11,617.00                    | 673,471.47                     |
| CITY ENERGY & ASSET MANAGEMENT                | 166,511.39             | 1,417.00                     | -                            | 167,928.39                     |
| SEWER   | 616,151.94             | 73,740.00                    | 32,713.00                    | 722,604.94                     |
| WATER   | 1,257,170.26           | 97,905.00                    | 125,042.00                   | 1,480,117.26                   |
| GOLF  | 37,676.27              | -                            | -                            | 37,676.27                      |
| <b>TOTAL</b>                                  | <b>4,825,548.03</b>    | <b>451,033.00</b>            | <b>292,577.00</b>            | <b>5,569,158.03</b>            |
| <b><u>ADMINISTRATION &amp; FINANCE:</u></b>   |                        |                              |                              |                                |
| ASSESSOR                                      | 134,977.02             | 3,177.00                     | -                            | 138,154.02                     |
| BUDGET  | 138,021.28             | -                            | -                            | 138,021.28                     |
| PURCHASING                                    | 65,312.26              | 18,171.00                    | -                            | 83,483.26                      |
| TECHNICAL SERVICES                            | 472,291.43             | -                            | -                            | 472,291.43                     |
| TREASURY                                      | 349,566.08             | -                            | 4,388.00                     | 353,954.08                     |
| <b>TOTAL</b>                                  | <b>1,160,168.07</b>    | <b>21,348.00</b>             | <b>4,388.00</b>              | <b>1,185,904.07</b>            |
| <b><u>OTHER DEPARTMENTS:</u></b>              |                        |                              |                              |                                |
| RETIREMENT                                    | 77,333.97              | -                            | -                            | 77,333.97                      |
| CITY HOSPITAL                                 | -                      | -                            | -                            | -                              |
| BELMONT HOME                                  | -                      | -                            | -                            | -                              |
| <b>TOTAL</b>                                  | <b>77,333.97</b>       | <b>-</b>                     | <b>-</b>                     | <b>77,333.97</b>               |
| <b>TOTAL CITY DEPARTMENTS</b>                 | <b>26,512,136.00</b>   | <b>1,040,523.00</b>          | <b>446,070.00</b>            | <b>27,998,729.00</b>           |
| PUBLIC SCHOOL                                 | 10,859,484.00          | 352,181.00                   | 105,649.00                   | 11,317,314.00                  |
| WHA   | 3,240,924.00           | 146,870.00                   | -                            | 3,387,794.00                   |
| <b>TOTAL WITH SCHOOL &amp; WHA</b>            | <b>40,612,544.00</b>   | <b>1,539,574.00</b>          | <b>551,719.00</b>            | <b>42,703,837.00</b>           |

## **Non-Contributory Pensions FY16 Budget Recommendation**

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**Elizabeth A. Early**  
**Executive Secretary**

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

**FY16 Budget Overview**

|                     | <b>Actual</b>        | <b>Approved</b>      |                | <b>Recommended</b>   |
|---------------------|----------------------|----------------------|----------------|----------------------|
|                     | <b>Budget for</b>    | <b>Budget for</b>    | <b>Account</b> | <b>Appropriation</b> |
|                     | <b>Fiscal 2014</b>   | <b>Fiscal 2015</b>   | <b>Number</b>  | <b>Fiscal 2016</b>   |
| <b>Expenditures</b> |                      |                      |                |                      |
| Fringe Benefits     | \$ 116,176.56        | \$ 124,154.00        | 96000          | \$ 103,543.00        |
| <b>Total</b>        | <b>\$ 116,176.56</b> | <b>\$ 124,154.00</b> |                | <b>\$ 103,543.00</b> |

**Expenditures:**

The total tax levy budget in Fiscal 2016 for Non-Contributory pensions is projected to be \$103,543 which is a decrease of \$20,611 from the Fiscal 2015 budget of \$124,154. This decrease is a result of fewer retired City employees and retiree’s spouses receiving pension benefits which is offset by a projected 3% increase for retirees on the first \$13,000 salary.

**Operational Overview:**

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

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2016  
NON-CONTRIBUTORY PENSIONS- DEPARTMENT #162**

| APPROVED<br>FY14 AMOUNT | TITLE  | RECOMMENDED<br>FY15 AMOUNT |
|-------------------------|--|----------------------------|
| \$ 134,234.00           | NON-CONTRIBUTORY PENSIONS                          | \$ 113,623.00              |
| <u>\$ 134,234.00</u>    | TOTAL FRINGE BENEFITS                              | <u>\$ 113,623.00</u>       |
|                         | FUNDING SOURCES:                                   |                            |
| \$ (10,080.00)          | CREDIT FROM SEWER                                  | \$ (10,080.00)             |
| <u>\$ (10,080.00)</u>   | TOTAL FUNDING SOURCES                              | <u>\$ (10,080.00)</u>      |
| <u>\$ 124,154.00</u>    | <b>162-96000</b> TOTAL RECOMMENDED FRINGE BENEFITS | <u>\$ 103,543.00</u>       |
| <hr/>                   |  |                            |
| <u>\$ 124,154.00</u>    | TOTAL RECOMMENDED TAX LEVY                         | <u>\$ 103,543.00</u>       |

## Office of the City Manager FY16 Budget Recommendation

**Edward M. Augustus, Jr.**

**City Manager**

City Hall Room 309

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

### **Department Mission Statement:**

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

- Protect the health, safety and welfare of all citizens.
- Encourage economic development strategies that will broaden the tax base and expand employment opportunities.
- Become the most livable medium sized City in the northeast by delivering municipal standards both effectively and efficiently.
- Work with educational and cultural institutions to enrich the lives of all members of our community.
- Embrace cultural diversity.
- Promote civic pride and civility.
- Promote equal opportunity.
- Encourage citizens to participate in the democratic process.

### **FY16 Budget Overview**

|                        | <b>Actual</b>             | <b>Approved</b>           |                       | <b>Recommended</b>          |
|------------------------|---------------------------|---------------------------|-----------------------|-----------------------------|
| <b>Expenditures*</b>   | <b><u>Fiscal 2014</u></b> | <b><u>Budget for</u></b>  | <b><u>Account</u></b> | <b><u>Appropriation</u></b> |
|                        |                           | <b><u>Fiscal 2015</u></b> | <b><u>Number</u></b>  | <b><u>Fiscal 2016</u></b>   |
| Salaries               | \$ 942,954.94             | \$ 686,780.00             | 91000                 | \$ 849,564.00               |
| Ordinary Maintenance   | 1,875,775.17              | 130,483.00                | 92000                 | 155,483.00                  |
| Capital Outlay         | 4,078.00                  | -                         | 93000                 | -                           |
| <b>Total</b>           | <b>\$ 2,822,808.11</b>    | <b>\$ 817,263.00</b>      |                       | <b>\$ 1,005,047.00</b>      |
| <b>Total Positions</b> | 8                         | 8                         |                       | 9                           |

\* Due to relocating positions to the new Health and Human Services Division in FY16, the corresponding funding has been moved in FY15 Approved Budget column for consistency. However, the Actual Fiscal 2014 amount reside in the originating departments in which the expense occurred.

### **Expenditures:**

The tax levy budget for the Office of the City Manager for Fiscal 2016 is recommended to be \$1,005,047 which is an increase of \$187,784 compared to the Fiscal 2015 amount of \$817,263.

## **Office of the City Manager FY16 Budget Recommendation**

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The Personal Service tax levy budget for Fiscal 2016 is recommended to be \$849,564 which is an increase of \$162,784 compared to the Fiscal 2015 budget of \$686,780. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$25,088; an increase in EM incentive pay of \$5,783; the addition of a Coordinator of Municipal & Intergovernmental Initiative position to the table of organization totaling \$91,277; CM contractual stipend increase of \$13,886 and the vacancy factor decreasing by \$26,750.

The tax levy Ordinary Maintenance budget for Fiscal 2016 is recommended to be \$155,483, which is an increase of \$25,000 from the Fiscal 2015 amount of \$130,483. This increase is to provide additional funding for Special Events and Seasonal Programs.

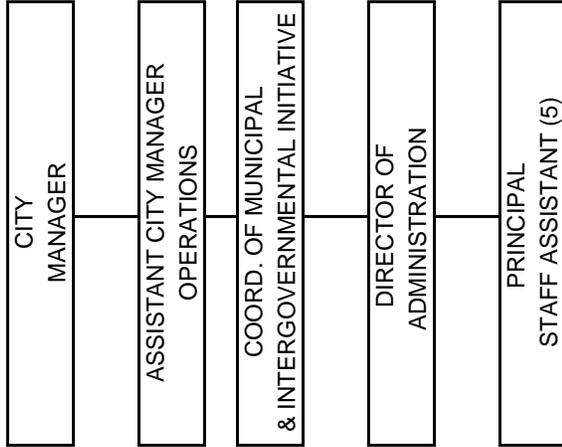
### **Operational Overview:**

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

The City Manager's Office table of organization includes the new Coordinator of Municipal & Intergovernmental Initiatives. With this new position, the City will be able to strategically and proactively coordinate our actions at the State and Federal level to ensure Worcester's interests are properly represented and monitored. This dedicated staff member will also oversee key intergovernmental, interdepartmental, and regional efforts.

As further noted in the Fiscal Year 2016 Budget, the Department of Health and Human Services (HHS) has been restored. The HHS Department includes the Divisions of Public Health, Human Rights and Disabilities, Veterans Services, Youth Services, and Elder Affairs. Since Fiscal Year 2010, these Divisions had been temporarily placed under the City Manager Office Table of Organization. Consequently, those Divisions are no longer reflected in the following budget section.

# CITY OF WORCESTER EXECUTIVE OFFICE OF THE CITY MANAGER



9 FUNDED POSITIONS

**EDWARD M. AUGUSTUS JR., CITY MANAGER****CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2016****DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER****DIVISION OF ADMINISTRATION- DIVISION #040**

| FY15<br>TOTAL<br>POSITIONS              | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE      | TITLE  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|---|-------------------------|-------------------|--|----------------------------|----------------------------|
| <b>EXECUTIVE OFFICE OF CITY MANAGER</b> |                         |                   |  |                            |                            |
| 1                                       | \$ 193,955.00           | FL                | CITY MANAGER                                       | 1                          | \$ 198,596.00              |
| 1                                       | 149,292.00              | 58CM              | ASSISTANT CITY MANAGER                             | 1                          | 157,469.00                 |
| 0                                       | -                       | 47EM              | COORD. OF MUNICIPAL & INTERGOVERNMENTAL INITIATIVE | 1                          | 91,277.00                  |
| 1                                       | 84,544.00               | 48M               | DIRECTOR OF ADMINISTRATION                         | 1                          | 92,888.00                  |
| 5                                       | 283,200.00              | 40M               | PRINCIPAL STAFF ASSISTANT                          | 5                          | 287,126.00                 |
| 8                                       | 710,991.00              |                   | TOTAL REGULAR SALARIES                             | 9                          | 827,356.00                 |
|   | (36,750.00)             |                   | VACANCY FACTOR                                     |                            | (10,000.00)                |
|   | 4,114.00                |                   | OTHER CM STIPENDS                                  |                            | 18,000.00                  |
|   | 8,425.00                |                   | EM INCENTIVE PAY                                   |                            | 14,208.00                  |
| 8                                       | \$ 686,780.00           | <b>0401-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES                | 9                          | \$ 849,564.00              |
|   | \$ 18,100.00            |                   | LEASES AND RENTALS                                 |                            | \$ 18,100.00               |
|   | 400.00                  |                   | MAINTENANCE AND REPAIR                             |                            | 400.00                     |
|   | 8,000.00                |                   | TELEPHONE  |                            | 8,000.00                   |
|   | 200.00                  |                   | POSTAGE  |                            | 200.00                     |
|   | 6,480.00                |                   | NETWORK, HARDWARE, SOFTWARE                        |                            | 6,480.00                   |
|   | 8,401.00                |                   | OFFICE SUPPLIES                                    |                            | 8,401.00                   |
|   | 3,000.00                |                   | OTHER SUPPLIES                                     |                            | 3,000.00                   |
|   | 18,902.00               |                   | OTHER PERSONAL SERVICES                            |                            | 18,902.00                  |
|   | 10,000.00               |                   | OTHER CHARGES AND EXPENDITURES                     |                            | 10,000.00                  |
|   | 27,000.00               |                   | MASSACHUSETTS MUNICIPAL ASSOCIATION DUES           |                            | 27,000.00                  |
|   | 25,000.00               |                   | SPECIAL EVENTS & SEASONAL PROGRAMMING              |                            | 50,000.00                  |
|   | 5,000.00                |                   | NEIGHBORHOOD EVENT SPONSORSHIP                     |                            | 5,000.00                   |
|   | \$ 130,483.00           | <b>0401-92000</b> | TOTAL CITY MANAGER'S ORDINARY MAINTENANCE          |                            | \$ 155,483.00              |
| 8                                       | \$ 817,263.00           |                   | TOTAL RECOMMENDED TAX LEVY                         | 9                          | \$ 1,005,047.00            |

## City Manager's Contingency FY16 Budget Recommendation

**Edward M. Augustus Jr.**

**City Manager**

City Hall Room 309

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

### **Departmental Overview:**

The Fiscal 2016 Budget includes a gross amount of \$5,800,000 for the City Manager's Contingency Account. This is an increase of \$1,800,000 compared to the total appropriation into contingency in Fiscal 2015. These funds have been identified primarily to provide a funding for outstanding collective bargaining agreements currently in negotiations and to address other unforeseen costs in Fiscal 2016..

### **FY16 Budget Overview**

|                      |                    | <b>Approved</b>    |                | <b>Recommended</b>   |
|----------------------|--------------------|--------------------|----------------|----------------------|
|                      | <b>Actual</b>      | <b>Budget for</b>  | <b>Account</b> | <b>Appropriation</b> |
|                      | <b>Fiscal 2014</b> | <b>Fiscal 2015</b> | <b>Number</b>  | <b>Fiscal 2016</b>   |
| <b>Expenditures</b>  |                    |                    |                |                      |
| Ordinary Maintenance | \$ -               | \$ 4,000,000.00    | 92000          | \$ 5,800,000.00      |
| <b>Total</b>         | \$ -               | \$ 4,000,000.00    |                | \$ 5,800,000.00      |

**EDWARD M. AUGUSTUS JR., CITY MANAGER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**CITY MANAGER'S CONTINGENCY - DEPARTMENT #900**

| <u>RECOMMENDED<br/>FY15 AMOUNT</u> | <u>TITLE</u>                                | <u>RECOMMENDED<br/>FY16 AMOUNT</u> |
|------------------------------------|---|------------------------------------|
| \$ 4,000,000.00                    | CONTINGENCY                                 | \$ 5,800,000.00                    |
| <u>\$ 4,000,000.00</u>             | <b>900-92000</b> TOTAL CONTINGENCY SALARIES | <u>\$ 5,800,000.00</u>             |
| <u>\$ 4,000,000.00</u>             | TOTAL RECOMMENDED TAX LEVY                  | <u>\$ 5,800,000.00</u>             |

## **Worcester Public Library FY16 Budget Recommendation**

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**Geoffrey M. Dickinson**

**Head Librarian**

3 Salem Square

Worcester, Massachusetts 01608

(508) 799-1655

### **Divisional Mission Statement:**

The mission of the Worcester Public Library is to:

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

### **FY16 BUDGET OVERVIEW**

|                            | <b>Actual</b>             | <b>Approved</b>           |                      | <b>Recommended</b>        |
|----------------------------|---------------------------|---------------------------|----------------------|---------------------------|
|                            | <b>Budget for</b>         | <b>Budget for</b>         | <b>Account</b>       | <b>Appropriation</b>      |
| <b><u>Expenditures</u></b> | <b><u>Fiscal 2014</u></b> | <b><u>Fiscal 2015</u></b> | <b><u>Number</u></b> | <b><u>Fiscal 2016</u></b> |
| Salaries                   | \$ 3,227,692.38           | \$ 3,442,192.00           | 91000                | \$ 3,631,776.00           |
| Overtime                   | 103,549.18                | 114,534.00                | 97000                | 114,534.00                |
| Ordinary Maintenance       | 1,461,648.89              | 1,546,799.00              | 92000                | 1,646,142.00              |
| <b>Total</b>               | <b>\$ 4,792,890.45</b>    | <b>\$ 5,103,525.00</b>    |                      | <b>\$ 5,392,452.00</b>    |
| <b>Total Positions</b>     | 97                        | 98                        |                      | 100                       |

### **Expenditures:**

The budget for the Worcester Public Library for Fiscal 2016 is recommended to be \$5,392,452 which is an increase of \$288,927 from the Fiscal 2015 amount of \$5,103,525.

The total recommended Personal Services tax levy budget for Fiscal 2016 is recommended to be \$3,631,776, which is an increase of \$189,584 from the Fiscal 2015 amount of \$3,442,192. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees and settled union negotiations, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$270,861, increases Page salaries to reflect minimum wage rates of \$11,128, decrease in the vacancy factor of \$48,724, increase to building operations intergovernmental charge to reflect salary increases of \$19,556, an addition of a Graduate Librarian 4 to the table of organization offset by not funding a Graduate Librarian 3 positions for a net increase of \$5,030, and not funding two Librarian Grade 1 positions and adding a Librarian Grade 4 position in the amount of \$39,884. This increase is offset by an increase in funding sources totaling \$205,599.

## **Worcester Public Library FY16 Budget Recommendation**

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The recommended Overtime tax levy budget for Fiscal 2016 is recommended to be level funded at \$114,534.

The tax levy Ordinary Maintenance for Fiscal 2016 is recommended to be \$1,646,142, which is an increase of \$99,343 from the Fiscal 2015 amount of \$1,546,799. This increase is due to the Library's obligation to acquire library materials consistent with state requirements for an increase of \$59,343, and increase of \$40,000 to Other Personal Services for security at the Worcester Main Library.

### **Divisional Overview:**

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

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

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

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



**GEOFFREY DICKINSON , HEAD LIBRARIAN****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER****DIVISION OF PUBLIC LIBRARY- DIVISION #550**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE | TITLE                                | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|--------------|--------------------------------------|----------------------------|----------------------------|
| 1                          | \$ 112,043.00           | 53EM         | HEAD LIBRARIAN                       | 1                          | \$ 107,628.00              |
| 1                          | 88,924.00               | 48M          | ASSOCIATE DIRECTOR                   | 1                          | 86,073.00                  |
| 1                          | 64,159.00               | 44M          | YOUTH SERVICES COORDINATOR           | 1                          | 70,118.00                  |
| 1                          | 72,029.00               | 44M          | COMMUNITY SERVICES COORDINATOR       | 1                          | 78,776.00                  |
| 1                          | -                       | 44M          | PUBLIC SERVICE COORDINATOR           | 1                          | 64,437.00                  |
| 6                          | 378,470.00              | 40P          | GRADUATE LIBRARIAN, GRADE 4          | 7                          | 456,740.00                 |
| 1                          | 65,543.00               | 39M          | HUMAN RESOURCE & DEVELOPMENT MANAGER | 1                          | 66,844.00                  |
| 4                          | 226,216.00              | 38M          | ADMINISTRATIVE ASSISTANT, GRADE 8    | 4                          | 241,797.00                 |
| 3                          | 190,992.00              | 37P          | GRADUATE LIBRARIAN, GRADE 3          | 2                          | 134,282.00                 |
| 20                         | 1,006,593.00            | 36P          | GRADUATE LIBRARIAN, GRADE 2          | 20                         | 1,024,536.00               |
| 2                          | 95,888.00               | 31P          | GRADUATE LIBRARIAN, GRADE 1          | 2                          | 102,802.00                 |
| 1                          | 62,098.00               | 40           | SENIOR SUPPORT TECHNICIAN            | 1                          | 67,885.00                  |
| 1                          | 50,259.00               | 37           | SUPPORT TECHNICIAN                   | 1                          | 54,849.00                  |
| 1                          | 50,259.00               | 33           | ADMINISTRATIVE ASSISTANT, GRADE 6    | 1                          | 53,004.00                  |
| 2                          | 93,710.00               | 31           | LIBRARIAN, GRADE 4                   | 2                          | 90,992.00                  |
| 2                          | 67,793.00               | 27           | BOOKMOBILE OPERATOR                  | 2                          | 72,411.00                  |
| 1                          | 39,088.00               | 26           | LIBRARIAN, GRADE 2A                  | 1                          | 41,215.00                  |
| 4                          | 156,352.00              | 25           | LIBRARIAN, GRADE 2                   | 4                          | 164,860.00                 |
| 18                         | 578,479.00              | 21           | LIBRARIAN, GRADE 1                   | 18                         | 611,983.00                 |
| 71                         | \$ 3,398,895.00         |              | TOTAL REGULAR SALARIES WITHOUT PAGES | 71                         | \$ 3,591,232.00            |

**AUTHORIZED POSITIONS WITHOUT FUNDING:**

|   |      |     |                             |   |      |
|---|------|-----|-----------------------------|---|------|
| 1 | \$ - | 40P | GRADUATE LIBRARIAN, GRADE 4 | 1 | \$ - |
| 0 | -    | 37P | GRADUATE LIBRARIAN, GRADE 3 | 1 | -    |
| 1 | -    | 36P | GRADUATE LIBRARIAN, GRADE 2 | 1 | -    |
| 1 | -    | 25  | LIBRARIAN, GRADE 2          | 1 | -    |
| 1 | -    | 21  | LIBRARIAN, GRADE 1          | 1 | -    |
| 4 | \$ - |     | REGULAR SALARIES            | 5 | \$ - |

**ONE CITY, ONE LIBRARY**

|    |               |     |                             |    |               |
|----|---------------|-----|-----------------------------|----|---------------|
| 1  | \$ 56,584.00  | 40P | GRADUATE LIBRARIAN, GRADE 4 | 1  | \$ 51,244.00  |
| 1  | 43,351.00     | 36P | GRADUATE LIBRARIAN, GRADE 2 | 1  | 44,600.00     |
| 0  | -             | 31  | LIBRARIAN, GRADE 4          | 1  | 39,884.00     |
| 3  | 115,529.00    | 31  | LIBRARIAN, GRADE 4          | 3  | 127,971.00    |
| 2  | 63,217.00     | 27  | BOOKMOBILE OPERATOR         | 2  | 69,630.00     |
| 3  | 89,587.00     | 25  | LIBRARIAN, GRADE 2          | 4  | 131,319.00    |
| 0  | -             | 21  | LIBRARIAN, GRADE 1          | 1  | 27,058.00     |
| 10 | \$ 368,268.00 |     | REGULAR SALARIES            | 13 | \$ 491,706.00 |

|    |                 |  |                            |    |                 |
|----|-----------------|--|----------------------------|----|-----------------|
| 85 | \$ 3,767,163.00 |  | REGULAR SALARIES           | 89 | \$ 4,082,938.00 |
|    | 66,560.00       |  | TOTAL PAGES SALARIES       |    | 77,688.00       |
|    | 3,220.00        |  | EM INCENTIVE               |    | 3,220.00        |
|    | 306,008.00      |  | BUILDING OPERATION         |    | 325,564.00      |
|    | (92,241.00)     |  | VACANCY FACTOR             |    | (43,517.00)     |
| 85 | \$ 4,050,710.00 |  | TOTAL RECOMMENDED SALARIES | 89 | \$ 4,445,893.00 |

**FUNDING SOURCES:**

|    |                 |                                   |  |    |                 |
|----|-----------------|-----------------------------------|--|----|-----------------|
|    | (542,260.00)    | PILOT                             | (643,839.00)                               |    |                 |
|    | (66,258.00)     | BOOKMOBILE FUNDING                | (72,411.00)                                |    |                 |
|    | -               | LIBRARY RESOURCE FUNDING-SALARIES | (97,867.00)                                |    |                 |
|    | (608,518.00)    | TOTAL FUNDING SOURCES             | (814,117.00)                               |    |                 |
| 85 | \$ 3,442,192.00 | <b>550-91000</b>                  | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b> | 89 | \$ 3,631,776.00 |

**GEOFFREY DICKINSON , HEAD LIBRARIAN**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER**

**DIVISION OF PUBLIC LIBRARY- DIVISION #550**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|---|----------------------------|----------------------------|
|                            | \$ 21,658.00            |                  | REGULAR OVERTIME  |                            | \$ 21,658.00               |
|                            | 64,137.00               |                  | SUNDAY OVERTIME   |                            | 64,137.00                  |
|                            | <u>\$ 85,795.00</u>     |                  | <b>TOTAL OVERTIME</b>   |                            | <u>\$ 85,795.00</u>        |
|                            | \$ 28,739.00            |                  | BUILDING OPERATIONS   |                            | \$ 28,739.00               |
|                            | <u>\$ 114,534.00</u>    | <b>550-97000</b> | <b>TOTAL RECOMMENDED OVERTIME</b>                                   |                            | <u>\$ 114,534.00</u>       |
|                            | \$ 7,798.00             |                  | AUTO FUEL   |                            | \$ 7,798.00                |
|                            | 15,300.00               |                  | DIESEL FUEL   |                            | 15,300.00                  |
|                            | 3,068.00                |                  | LEASES & RENTALS  |                            | 3,068.00                   |
|                            | 73,281.00               |                  | MAINTENANCE & REPAIR  |                            | 73,281.00                  |
|                            | 30,105.00               |                  | TELEPHONE   |                            | 30,105.00                  |
|                            | 12,934.00               |                  | POSTAGE   |                            | 12,934.00                  |
|                            | 177,034.00              |                  | OTHER PERSONAL SERVICES   |                            | 217,034.00                 |
|                            | 500.00                  |                  | AUTOMOTIVE SUPPLIES   |                            | 500.00                     |
|                            | 48,689.00               |                  | BUILDING SUPPLIES   |                            | 48,689.00                  |
|                            | 16,297.00               |                  | OFFICE SUPPLIES   |                            | 16,297.00                  |
|                            | 144,644.00              |                  | OTHER SUPPLIES  |                            | 144,644.00                 |
|                            | 687,094.00              |                  | LIBRARY MATERIALS   |                            | 746,437.00                 |
|                            | <u>\$ 1,216,744.00</u>  |                  | <b>ORDINARY MAINTENANCE</b>   |                            | <u>\$ 1,316,087.00</u>     |
|                            | 343,797.00              |                  | BUILDING OPERATIONS   |                            | 343,797.00                 |
|                            | <u>\$ 1,560,541.00</u>  |                  | <b>TOTAL ORDINARY MAINTENANCE</b>                                   |                            | <u>\$ 1,659,884.00</u>     |
|                            | (13,742.00)             |                  | <b>FUNDING</b><br>BOOKMOBILE FUNDING                                |                            | (13,742.00)                |
|                            | <u>\$ 1,546,799.00</u>  | <b>550-92000</b> | <b>RECOMMENDED ORDINARY MAINTENANCE</b>                             |                            | <u>\$ 1,646,142.00</u>     |
|                            | -                       |                  | <b>FRINGE BENEFITS:</b><br>HEALTH INSURANCE                         |                            | \$ 18,399.00               |
|                            | -                       |                  | RETIREMENT  |                            | 7,213.00                   |
|                            | <u>\$ -</u>             |                  | <b>TOTAL FRINGE BENEFITS</b>  |                            | <u>\$ 25,612.00</u>        |
|                            | -                       |                  | <b>FUNDING SOURCES:</b><br>LIBRARY RESOURCE FUNDING-FRINGE BENEFITS |                            | \$ (25,612.00)             |
|                            | <u>\$ -</u>             | <b>550-96000</b> | <b>TOTAL RECOMMENDED FRINGE BENEFITS</b>                            |                            | <u>\$ -</u>                |
|                            | <u>\$ 5,103,525.00</u>  |                  | <b>TOTAL RECOMMENDED TAX LEVY</b>                                   |                            | <u>\$ 5,392,452.00</u>     |
| <b>LIBRARY RESOURCES</b>   |                         |                  |   |                            |                            |
| 1                          | \$ 53,089.00            | 40P              | GRADUATE LIBRARIAN, GRADE 4   | 1                          | \$ 58,919.00               |
| 1                          | 42,282.00               | 36P              | GRADUATE LIBRARIAN, GRADE 2   | 1                          | 46,657.00                  |
| 2                          | 71,454.00               | 25               | LIBRARIAN, GRADE 2  | 1                          | 41,215.00                  |
| 3                          | 76,923.00               | 21               | LIBRARIAN, GRADE 1  | 0                          | -                          |
| 7                          | <u>\$ 243,748.00</u>    |                  | REGULAR SALARIES  | 3                          | <u>\$ 146,791.00</u>       |
| 7                          | <u>\$ 243,748.00</u>    |                  | TOTAL REGULAR SALARIES  | 3                          | <u>\$ 146,791.00</u>       |
| VACANT UNFUNDED POSITIONS: |                         |                  |   |                            |                            |
| 0                          | \$ -                    | 21               | LIBRARIAN, GRADE 1  | 2                          | \$ -                       |
| 0                          | \$ -                    |                  | REGULAR SALARIES  | 2                          | \$ -                       |
| 0                          | <u>\$ 243,748.00</u>    |                  | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>                          | 5                          | <u>\$ 146,791.00</u>       |
|                            | 48,974.80               |                  | FRINGE BENEFITS   |                            | 15,077.76                  |
|                            | <u>\$ 292,722.80</u>    |                  | <b>TOTAL EXPENSES- LIBRARY RESOURCES</b>                            |                            | <u>\$ 161,868.76</u>       |
|                            | (243,748.00)            |                  | FUNDING SOURCES-STATE REVENUES:<br>SALARIES                         |                            | (146,791.00)               |
|                            | (48,974.80)             |                  | FRINGE BENEFITS   |                            | (15,077.76)                |
|                            | <u>(292,722.80)</u>     |                  | <b>TOTAL CREDITS- LIBRARY RESOURCES</b>                             |                            | <u>(161,868.76)</u>        |
|                            | <u>\$ -</u>             |                  | <b>TOTAL RECOMMENDED TAX LEVY</b>                                   |                            | <u>\$ -</u>                |

**GEOFFREY DICKINSON , HEAD LIBRARIAN****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER****DIVISION OF PUBLIC LIBRARY- DIVISION #550**

| FY15<br>TOTAL<br>POSITIONS   | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE | TITLE                                      | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|------------------------------|-------------------------|--------------|--|----------------------------|----------------------------|
| <b>TALKING BOOK SERVICES</b> |                         |              |  |                            |                            |
| 1                            | \$ 70,846.00            | 40P          | GRADUATE LIBRARIAN, GRADE 4                | 1                          | \$ 74,728.00               |
| 1                            | 61,534.00               | 36P          | GRADUATE LIBRARIAN, GRADE 2                | 1                          | 64,898.00                  |
| 1                            | 51,491.00               | 31P          | GRADUATE LIBRARIAN, GRADE 1                | 1                          | 54,293.00                  |
| 2                            | 68,612.00               | 21           | LIBRARIAN, GRADE 1                         | 2                          | 72,392.00                  |
| 5                            | \$ 252,483.00           |              | REGULAR SALARIES                           | 5                          | \$ 266,311.00              |
| VACANT UNFUNDED POSITIONS:   |                         |              |  |                            |                            |
| 1                            | \$ -                    | 25           | LIBRARIAN, GRADE 2                         | 1                          | \$ -                       |
| 1                            | \$ -                    |              | REGULAR SALARIES                           | 1                          | \$ -                       |
| 6                            | \$ 252,483.00           |              | TOTAL REGULAR SALARIES                     | 6                          | \$ 266,311.00              |
| 6                            | \$ 252,483.00           |              | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b> | 6                          | \$ 266,311.00              |
|                              | 3,000.00                |              | TOTAL OVERTIME                             |                            | 3,000.00                   |
|                              | 119,203.58              |              | ORDINARY MAINTENANCE                       |                            | 119,204.00                 |
|                              | 55,527.48               |              | FRINGE BENEFITS                            |                            | 55,178.00                  |
|                              | \$ 430,214.06           |              | <b>TOTAL EXPENSES- TALKING BOOKS</b>       |                            | \$ 443,693.00              |
|                              | (252,483.00)            |              | FUNDING SOURCES-STATE REVENUES:            |                            |                            |
|                              | (3,000.00)              |              | SALARIES                                   |                            | (266,311.00)               |
|                              | (119,203.58)            |              | OVERTIME                                   |                            | (3,000.00)                 |
|                              | (55,527.48)             |              | ORDINARY MAINTENANCE                       |                            | (119,204.00)               |
|                              | \$ (430,214.06)         |              | FRINGE BENEFITS                            |                            | (55,178.00)                |
|                              |                         |              | TOTAL CREDITS- TALKING BOOKS               |                            | \$ (443,693.00)            |
|                              | \$ -                    |              | <b>TOTAL RECOMMENDED TAX LEVY</b>          |                            | \$ -                       |

## Health and Human Services FY16 Budget Recommendation

### **Commissioner of Health and Human Services**

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

#### **Division Mission Statement:**

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

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

#### **FY16 Budget Overview**

|                             |                           | <b>Approved</b>           |                      | <b>Recommended</b>        |
|-----------------------------|---------------------------|---------------------------|----------------------|---------------------------|
|                             | <b>Actual</b>             | <b>Budget for</b>         | <b>Account</b>       | <b>Appropriation</b>      |
| <b><u>Expenditures*</u></b> | <b><u>Fiscal 2014</u></b> | <b><u>Fiscal 2015</u></b> | <b><u>Number</u></b> | <b><u>Fiscal 2016</u></b> |
| Salaries                    | \$ -                      | \$ 225,222.00             | 91000                | \$ 381,562.00             |
| Ordinary Maintenance        | -                         | 1,662,600.00              | 92000                | 1,683,100.00              |
| <b>Total</b>                | <b>\$ -</b>               | <b>\$ 1,887,822.00</b>    |                      | <b>\$ 2,064,662.00</b>    |
| <b>Total Positions</b>      | 0                         | 8                         |                      | 10                        |

\* Due to relocating positions to the new Health and Human Services Division in FY16, the corresponding funding has been moved in FY15 Approved Budget column for consistency. However, the Actual Fiscal 2014 amount reside in the originating departments in which the expense occurred.

## **Health and Human Services FY16 Budget Recommendation**

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### **Expenditures:**

The tax levy budget for the Health and Human Services Division for Fiscal 2016 is recommended to be \$2,064,662 which is an increase of \$176,840 compared to the Fiscal 2015 amount of \$1,887,822.

The Personal Service tax levy budget for Fiscal 2016 is recommended to be \$381,562 which is an increase of \$156,340 compared to the Fiscal 2015 budget of \$225,222. This increase is a result of the following changes: a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, step increases for employees that have not achieved the maximum step per the salary ordinance, an increase in EM incentive pay, the addition of a Commissioner of Health and Human Services and Staff Assistant positions to the table of organization, and the elimination of funding from the Massachusetts Commission Against Discrimination. These increases are offset in part by an increase in funding from Worcester Fair Housing Project.

The tax levy Ordinary Maintenance budget for Fiscal 2016 is recommended to be \$1,683,100 which is an increase of \$20,500 from the Fiscal 2015 amount of \$1,662,600. The increase is a result of startup costs for the Division including office supplies and other personal services.

### **Operational Overview:**

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

Three Divisions of the Health and Human Services Department are reflected together on the following budget summary including Veteran's Service, Human Rights and Disabilities, and Youth Services. These three Divisions were formerly shown in the City Manager's Office budget. The Public Health and Elder Services Divisions remain in separate budget sections.

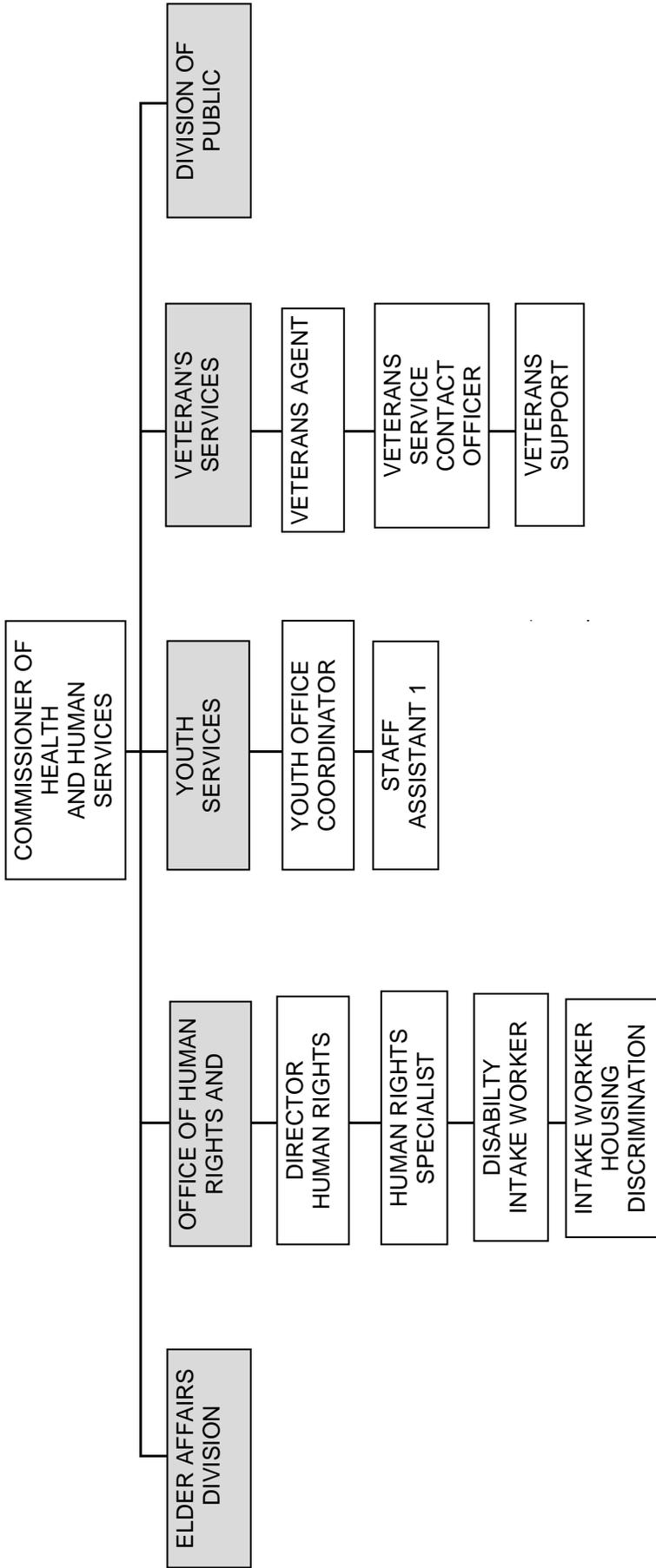
- The Office of Human Rights and Disabilities works to increase respect in our community and safeguard equal access and opportunity for all members of the Worcester community. Through outreach, educational programs, referral services, and advocacy, this division seeks to make Worcester an ever more welcome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

## **Health and Human Services FY16 Budget Recommendation**

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- The Office of Youth Opportunities promotes the development of youth employment and educational opportunities throughout the City. From employer specific programs to summer recreational opportunities, this office works to make Worcester an active, attractive, and safe City for young people. The Fiscal 2016 budget includes an additional Staff Assistant 1 position to the Youth Services Division to assist with on-going initiatives and recent program expansions.

# DIVISION OF HEALTH AND HUMAN SERVICES



10 POSITIONS

**COMMISSIONER OF HEALTH AND HUMAN SERVICES**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES**  
**DIVISION OF ADMINISTRATION- DIVISION #331**

| FY15<br>TOTAL<br>POSITIONS                     | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE      | TITLE                                     | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|--|-------------------------|-------------------|---|----------------------------|----------------------------|
| <b>HEALTH AND HUMAN SERVICES</b>               |                         |                   |   |                            |                            |
| 0  | \$ -                    | 58CM              | COMMISSIONER OF HEALTH AND HUMAN SERVICES | 1                          | \$ 116,142.00              |
| 0  | \$ -                    | <b>331-91000</b>  | TOTAL HHS PERSONAL SERVICES               | 1                          | \$ 116,142.00              |
|  | -                       |                   | OTHER PERSONAL SERVICES                   |                            | \$ 15,000.00               |
|  | -                       |                   | OFFICE SUPPLIES                           |                            | 5,000.00                   |
|  | 50,000.00               |                   | OUTREACH HOMELESSNESS & HEALTH            |                            | 50,000.00                  |
|  | \$ 50,000.00            | <b>331-92000</b>  | TOTAL HHS ORDINARY MAINTENANCE            |                            | \$ 70,000.00               |
| <b>OFFICE OF HUMAN RIGHTS AND DISABILITIES</b> |                         |                   |   |                            |                            |
| 1  | \$ 56,544.00            | 42EM              | DIRECTOR HUMAN RIGHTS COMMISSIONER        | 1                          | \$ 59,639.00               |
| 1  | 45,113.00               | 31                | HUMAN RIGHTS SPECIALIST                   | 1                          | 49,300.00                  |
| 1  | 9,396.00                | FL                | DISABILITY INTAKE WORKER                  | 1                          | 10,611.00                  |
| 1  | 30,001.00               | FL                | INTAKE WORKER HOUSING DISCRIMINATION      | 1                          | 15,930.00                  |
| 4  | 141,054.00              |                   | TOTAL RECOMMENDED PERSONAL SERVICES       | 4                          | 135,480.00                 |
|  | (1,750.00)              |                   | VACANCY FACTOR                            |                            | (1,750.00)                 |
|  | 2,419.00                |                   | EM INCENTIVE PAY                          |                            | 2,516.00                   |
| 4  | 141,723.00              |                   | TOTAL SALARIES                            | 4                          | 136,246.00                 |
| <b>FUNDING SOURCES:</b>                        |                         |                   |   |                            |                            |
|  | (10,000.00)             |                   | MASS. COMMISSION AGAINST DISCRIMINATION   |                            | -                          |
|  | (30,001.00)             |                   | WORCESTER FAIR HOUSING PROJECT            |                            | (36,324.00)                |
|  | (40,001.00)             |                   | TOTAL FUNDING SOURCES                     |                            | (36,324.00)                |
| 4  | \$ 101,722.00           | <b>3311-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES       | 4                          | \$ 99,922.00               |
|  | \$ 60,000.00            |                   | ADA TRANSITION PLAN                       |                            | \$ 60,000.00               |
|  | 700.00                  |                   | TELEPHONE                                 |                            | 700.00                     |
|  | 1,300.00                |                   | OTHER PERSONAL SERVICES                   |                            | 1,300.00                   |
|  | 1,500.00                |                   | OFFICE SUPPLIES                           |                            | 1,500.00                   |
|  | 1,000.00                |                   | OTHER SUPPLIES                            |                            | 1,000.00                   |
|  | 950.00                  |                   | OTHER CHARGES AND EXPENDITURES            |                            | 950.00                     |
|  | \$ 65,450.00            | <b>3311-92000</b> | TOTAL HUMAN RIGHTS ORDINARY MAINTENANCE   |                            | \$ 65,450.00               |
| <b>OFFICE OF VETERANS SERVICE</b>              |                         |                   |   |                            |                            |
| 1  | \$ 63,705.00            | 42EM              | VETERANS AGENT                            | 1                          | \$ 67,193.00               |
| 1  | 44,795.00               | 30                | VETERANS SERVICE CONTACT OFFICER          | 1                          | 41,985.00                  |
| 1  | 15,000.00               | FL                | PARTIME VETERAN SUPPORT                   | 1                          | 15,000.00                  |
| 3  | \$ 123,500.00           | <b>3312-91000</b> | TOTAL VETERANS PERSONAL SERVICES          | 3                          | \$ 124,178.00              |
|  | \$ 3,000.00             |                   | MAINTENANCE AND REPAIR                    |                            | \$ 3,000.00                |
|  | 1,000.00                |                   | OTHER PERSONAL SERVICES                   |                            | 1,000.00                   |
|  | 150.00                  |                   | BOOKS                                     |                            | 150.00                     |
|  | 3,000.00                |                   | OFFICE SUPPLIES                           |                            | 3,000.00                   |
|  | 20,000.00               |                   | FLAGS & WREATHS FOR VETERAN'S GRAVES      |                            | 20,000.00                  |
|  | 1,520,000.00            |                   | VETERAN'S BENEFITS                        |                            | 1,520,000.00               |
|  | \$ 1,547,150.00         | <b>3312-92000</b> | TOTAL VETERAN'S ORDINARY MAINTENANCE      |                            | \$ 1,547,150.00            |
| <b>YOUTH SERVICES</b>                          |                         |                   |   |                            |                            |
| 1  | \$ 55,124.00            | 37P               | YOUTH OFFICE COORDINATOR                  | 1                          | \$ 59,793.00               |
| 0  | -                       | 32                | STAFF ASSISTANT 1                         | 1                          | 41,320.00                  |
| 1  | \$ 55,124.00            | <b>3314-91000</b> | TOTAL YOUTH SERVICES SALARIES             | 2                          | \$ 101,113.00              |

**COMMISSIONER OF HEALTH AND HUMAN SERVICES**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES**  
**DIVISION OF ADMINISTRATION- DIVISION #331**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE      | TITLE                                     | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|-------------------|---|----------------------------|----------------------------|
|                            | (55,124.00)             |                   | <b>FUNDING SOURCES:</b>                   |                            |                            |
|                            | (55,124.00)             | <b>3314-91000</b> | UMASS MEMORIAL YOUTH OFFICE               |                            | (59,793.00)                |
|                            |                         |                   | TOTAL FUNDING SOURCES                     |                            | (59,793.00)                |
| 1                          | \$ -                    | <b>3314-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES       | 2                          | \$ 41,320.00               |
|                            | -                       |                   | OFFICE SUPPLIES                           |                            | \$ 500.00                  |
|                            | \$ -                    | <b>3314-92000</b> | TOTAL YOUTH SERVICES ORDINARY MAINTENANCE |                            | \$ 500.00                  |
|                            | \$ -                    |                   | <b>FRINGE BENEFITS:</b>                   |                            |                            |
|                            | -                       |                   | HEALTH INSURANCE                          |                            | \$ 14,052.00               |
|                            | -                       |                   | RETIREMENT                                |                            | 6,248.00                   |
|                            | \$ -                    |                   | TOTAL FRINGE BENEFITS                     |                            | \$ 20,300.00               |
|                            | \$ -                    |                   | <b>FUNDING SOURCES:</b>                   |                            |                            |
|                            | -                       |                   | FEDERAL GRANTS                            |                            | \$ (20,300.00)             |
|                            | \$ -                    |                   | TOTAL FUNDING SOURCES                     |                            | \$ (20,300.00)             |
|                            | \$ -                    | <b>3314-96000</b> | TOTAL RECOMMENDED FRINGE BENEFITS         |                            | \$ -                       |
| 8                          | \$ 1,887,822.00         |                   | TOTAL RECOMMENDED TAX LEVY                | 10                         | \$ 2,064,662.00            |

## Public Health FY16 Budget Recommendation

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### Michael P. Hirsh Medical Director

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

#### Division Mission Statement:

The mission of the Worcester Division of Public Health/Central Massachusetts Regional Public Health Alliance is to improve, promote, and protect the health and safety of residents in participating Massachusetts municipalities through the formation of strong community and academic partnerships, data-driven decision-making and delivery of high quality public health services.

#### FY16 Budget Overview

| TAX LEVY BUDGET        |                      |                      |               |                      |
|------------------------|----------------------|----------------------|---------------|----------------------|
|                        |                      | Approved             |               | Recommended          |
|                        | Actual               | Budget for           | Account       | Appropriation        |
| <u>Expenditures</u>    | <u>Fiscal 2014</u>   | <u>Fiscal 2015</u>   | <u>Number</u> | <u>Fiscal 2016</u>   |
| SALARIES               | \$ 302,903.82        | \$ 322,795.00        | 91000         | \$ 390,316.00        |
| OVERTIME               | 609.77               | 1,000.00             | 97000         | 1,000.00             |
| ORDINARY MAINTENANCE   | 27,195.68            | 40,000.00            | 92000         | 49,500.00            |
| <b>TOTAL</b>           | <b>\$ 330,709.27</b> | <b>\$ 363,795.00</b> |               | <b>\$ 440,816.00</b> |
| TOTAL POSITIONS        | 18                   | 17                   |               | 23                   |
| ADDED POSITIONS        | 0                    | 6                    |               | 0                    |
| <b>TOTAL POSITIONS</b> | <b>18</b>            | <b>23</b>            |               | <b>23</b>            |

#### Expenditures:

The total recommended Fiscal 2016 tax levy budget for the Division of Public Health is \$440,816, which represents an increase of \$77,021 from the Fiscal 2015 amount of \$363,795.

The Division's recommended tax levy budget for Personnel Services in Fiscal 2016 is \$390,316, an increase of \$67,521 from the Fiscal 2015 amount of \$322,795. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$90,903, Staff Assistant position is being eliminated and a Public Health Specialist is being added to the chart of organization for a net increase of \$3,940. The offset to the increases is the increase in grant funding by \$24,345, and the decrease in EM incentive pay of \$2,977.

## **Public Health FY16 Budget Recommendation**

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The Overtime budget for Fiscal 2016 is recommended to be level funded at \$1,000.

The tax levy Ordinary Maintenance budget for Fiscal 2016 is recommended to be \$49,500 which is an increase of \$9,500 from the Fiscal 2015 amount of \$40,000. The increase is a result of telephone costs that were paid by the Inspectional Service Division in prior years and now the associated costs will be paid out of the Health Division.

### **Operational Overview:**

The National Public Health Accreditation Board (PHAB) has developed standards for local and county health divisions to become nationally accredited, much like their hospital counterparts. Achieving accreditation requires health departments to demonstrate compliance with an extensive set of standards and measures that are designed to quantify the degree which a department is supplying the 10 Essential Public Health Services.

Achieving public health accreditation was one of the key suggestions of the 2009 Public Health Taskforce report. Those recommendations and the accreditation process have served as a foundation for the strong partnerships and programs that the Worcester Division of Public Health (WDPH) has built over the past several years. In FY15, WDPH continued to pursue accreditation through the formal application process. Preparations included a formal Strategic Plan, the completion of a Community Health Assessment (CHA) and a Community Health Improvement Plan (CHIP). The accreditation process is designed to encourage ongoing formal performance management and quality improvement activities. WDPH continues to monitor and improve internal processes and plans that were initiated through the 3 year accreditation preparation period such as the CHIP and Strategic Plan. WDPH is also in the process of completing a second CHA and CHIP in partnership with UMass Memorial, Fallon Health, and many other community partners. The CHA is set for release by the end of 2015, with the CHIP following in the spring of 2016.

### **COMMUNITY HEALTH IMPROVEMENT**

It has been suggested that this generation could be the first in history to live shorter lives than the previous generation. Heart disease, cancer, cardiovascular disease, chronic obstructive lung disease and unintentional injuries (accidents) are now the leading causes of death in the United States. In 2013, the Division laid the ground work to be the “healthiest city/region in New England by 2020.” This vision has mobilized community partnerships from the healthcare sector to non-profit organizations to institutions of higher education. All recognize the importance of healthy communities that support vibrant and safe neighborhoods. The Division works with these community partners to make the places people live, work, and learn safer and healthier in all respects, promoting health through environmental and policy change. The Division also builds community capacity by addressing systemic health problems through training and promotional activities.

During Fiscal Year 2015, numerous organizations came together through each one of the five CHIP Domains in order to advance the suggested evidence based strategies outlined within each one of the priority areas; Healthy Eating and Active Living, Behavioral Health (Substance Abuse

## **Public Health FY16 Budget Recommendation**

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and Mental Health), Primary Care and Wellness, Violence and Injury Prevention and Health Equity and Health Disparities. In February 2015, the 2<sup>nd</sup> annual CHIP community gathering and report out was held at City Hall as a means to keep the conversation going about advancing our community's health. With some 100 stakeholders in attendance, the *Greater Worcester Community Health Improvement Plan 2014 Annual Report* was released, providing an update on the implementation of the CHIP.

The CHIP is entering the third and final year of implementation. As part of the accreditation process and WDPH's commitment to continued health improvement, a new CHIP will be completed and released to begin implementation in Fiscal Year 2017. The CHIP will be informed by the 2015 CHA and will develop in partnership with key stakeholders and community partners.

The Division has proven its ability to target resource opportunities to support these identified public health priority areas by receiving grants to address prescription and opiate drug use, healthy food access and obesity prevention and other programs. Recognized for this work, Division staff presented the CHIP at the American Public Health Associations Annual conference in November 2014 and the MA Public Health Association conference in April 2014.

### **COMMUNICABLE DISEASES AND EPIDEMIOLOGY**

The Public Health Nursing program is responsible for infectious disease surveillance, enabling the Division to interrupt the transmission of communicable diseases to susceptible persons, thereby preventing outbreaks and reducing morbidity and mortality. As of April 24 2015, the Division received notice of 1,115 reportable disease cases in Worcester and 443 more in the CMRPHA communities (includes Suspect, Confirmed, Probable, Revoked, Contact) through the Massachusetts Virtual Epidemiological Network (MAVEN). Additionally, Division staff responded to 42 Tuberculosis (TB) cases in the City as well as 7 cases in the CMRPHA towns. These 49 TB cases tallied 969 Directly Observed Therapy (DOT) home visits for the Division Nurses. In addition to these services, the program offers influenza immunization clinics to those who are uninsured and under-insured. Division Nurses, with the support of other staff and Worcester Regional Medical Reserve Corps volunteers, conducted a total of 41 flu vaccination clinics, in Worcester (24 clinics, 1,141 vaccinations) and the CMRPHA towns (17 clinics, 917 vaccinations). In addition, the Division supported another 21 clinics in the Worcester Public Schools.

The Division's Epidemiology program is charged with monitoring the health of the community through comprehensive disease surveillance and data analysis. WDPH staff members collect, analyze, interpret and prepare data for dissemination to the appropriate audience. The Epidemiology program conducts extensive research for health data for City Council reports, CHIP priorities, communicable disease surveillance and reports, surveillance of health-related conditions (e.g. opioid abuse, injuries), and monitoring emerging illnesses that may threaten our community.

## **Public Health FY16 Budget Recommendation**

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### **HEALTH AND MEDICAL PREPAREDNESS**

WDPH coordinates three emergency preparedness grants funded from the Massachusetts Department of Public Health (MDPH), including Public Health Emergency Preparedness (PHEP), Medical Reserve Corps (MRC) and the Partnership for the Enhancement of Regional Preparedness (PERP) programs. The Division manages these on behalf of 74 cities and towns in Worcester and Central Massachusetts (Region 2), an area with a population of nearly 1 million and home to several hundred health and medical related organizations.

In FY 15, MDPH reorganized regional grants and emergency preparedness planning statewide into regional Health and Medical Coordinating Coalitions (HMCC) to begin implementation in FY 16. MDPH will merge Hospital Preparedness Program (HPP) with PHEP and MRC funds, deliverables and planning into one HMCC. The Division submitted an application and anticipates continuing to lead regional coordination and act as sponsoring organization for the Region 2 HMCC.

During local, regional, or statewide disasters, Division staff members are designated as liaisons between local municipalities or healthcare providers and MDPH and Emergency Management officials during the response and recovery. Additionally, staff continuously participate in planning and updates to municipal and healthcare facility emergency preparedness plans and mutual aid agreements.

The Worcester Regional Medical Reserve Corps (WRMRC) has 378 active volunteers who are eligible for deployment. During the past fiscal year, members have volunteered a total of 354.45 hours at events including flu vaccination clinics, health screenings, community education events and trainings. The WRMRC conducts orientation sessions and trainings each month including CPR/AED training, sheltering operations, personal protective equipment (PPE) and the mental health aspects of disasters.

In April 2015, several Division staff were once again requested by the MDPH Office of Preparedness and Emergency Management to support the 2015 Boston Marathon. Staff were positioned at the starting line in Hopkinton to provide situational awareness to the MDPH Department Operations Center (DOC), City of Boston Medical Intelligence Center (MIC), Massachusetts Emergency Management Agency (MEMA), and the Emergency Operations Center (EOC).

### **REGIONALIZED PUBLIC HEALTH SERVICES**

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

Under the direction of WDPH, the Central Massachusetts Regional Public Health Alliance (CMRPHA) is a coalition of seven municipalities, comprised of the towns of Grafton, Holden, Leicester, Millbury, Shrewsbury, West Boylston and the City of Worcester. The CMRPHA works cooperatively to create and sustain a viable, cost-effective and labor-efficient regional public health district that services over a quarter million people within Central Massachusetts. Through the pooling of resources, additional opportunities and services have been made available to our regional partners that had not previously been either eligible for or able to provide at the same

## **Public Health FY16 Budget Recommendation**

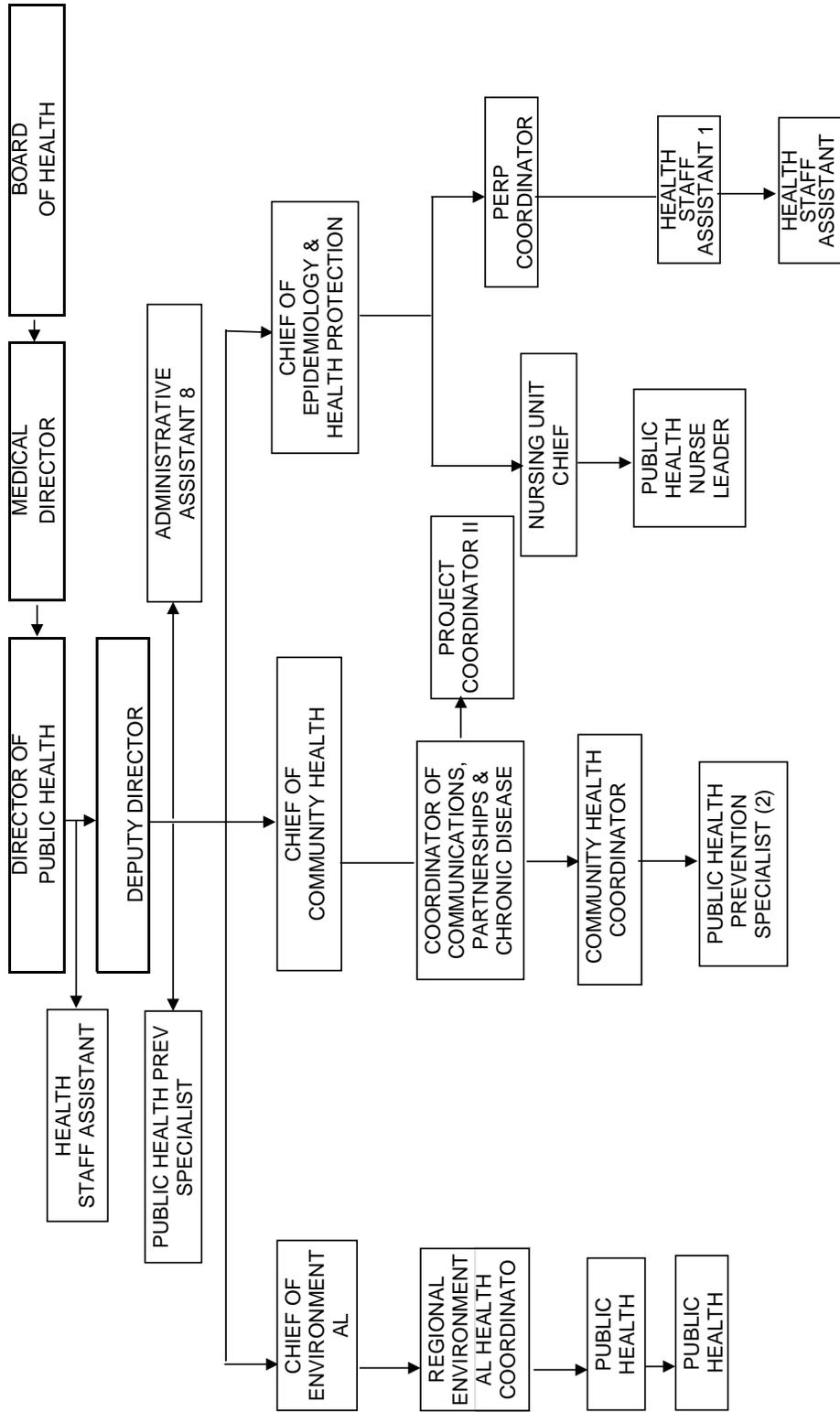
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level. The City has also fostered public and private partnerships and has collaborated with the University of Massachusetts Medical School, local community health groups as well as local colleges and universities.

Regulatory environmental health services are also provided to the region as part of inter-municipal agreements with the towns. These services include but are not limited to inspections for housing, pools, beaches, recreational camps, food protection, on-site wastewater disposal, tobacco control, body art, tanning and lead poisoning prevention. In essence, the City provides the regulatory public health service programs that are mandated by the Massachusetts Department of Public Health (MDPH) and the Massachusetts Department of Environmental Protection (MDEP). These mandates result in hundreds of inspections and re-inspections that must be conducted in order to ensure compliance with Sanitary Codes and regulations. During this past year, public health staff (consisting primarily of 4 Regional Specialists) completed 972 food inspections, 216 housing inspections, 277 nuisance complaints, 44 seasonal public pool/spa inspections, 18 recreational camp inspections, 10 tanning facility inspections, 109 animal complaint investigations and 268 Title V inspections.

The City of Worcester employees that conduct these services are the primary liaison between the City and our regional partners. In addition to the regulatory enforcement, they also provide ongoing educational training for the regulated community, conduct health plan reviews, draft enforcement order letters, prepare cases for court, and attend necessary public health training conferences and seminars to stay current with evolving science and regulatory requirements of these programs.

# CITY OF WORCESTER DIVISION OF PUBLIC HEALTH



|                     |
|---------------------|
| 23 FUNDED POSITIONS |
| 0 VACANT UNFUNDED   |
| 23 TOTAL POSITIONS  |

**MICHAEL P. HIRSH, MEDICAL DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****DIVISION OF PUBLIC HEALTH -#330**

| FY15<br>TOTAL<br>POSITIONS   | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE | TITLE  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|--|-------------------------|--------------|--|----------------------------|----------------------------|
| <b><u>PUBLIC HEALTH DIVISION:</u></b>                              |                         |              |  |                            |                            |
| 1  | \$ 94,169.00            | 52EM         | DIRECTOR OF PUBLIC HEALTH                                  | 1                          | \$ 99,321.00               |
| 1  | 41,301.00               | 50EM         | MEDICAL DIRECTOR   | 1                          | 43,562.00                  |
| 1  | 81,558.00               | 45M          | DEPUTY DIRECTOR  | 1                          | 86,024.00                  |
| 1  | 63,267.00               | 38M          | ADMINISTRATIVE ASSISTANT 8                                 | 1                          | 66,743.00                  |
| 1  | 42,992.00               | 33P          | PUBLIC HEALTH PREVENTION SPECIALIST                        | 1                          | 48,582.00                  |
| 1  | 42,697.00               | 34           | HEALTH STAFF ASSISTANT                                     | 1                          | 45,123.00                  |
| 6  | \$ 365,984.00           |              | TOTAL PUBLIC HEALTH SALARIES                               | 6                          | \$ 389,355.00              |
|  | \$ (211,019.00)         |              | FUNDING SOURCES:   |                            | \$ (222,403.00)            |
|  | -                       |              | GRANT & REGIONAL FUNDING SOURCES                           |                            | (60,000.00)                |
|  | \$ (211,019.00)         |              | UMASS FUNDING SOURCE                                       |                            | \$ (282,403.00)            |
|  |                         |              | TOTAL FUNDING SOURCES                                      |                            |                            |
|  | \$ 154,965.00           |              | <b>TOTAL PERSONAL SERVICES PUBLIC HEALTH DIVISION</b>      |                            | \$ 106,952.00              |
| <b><u>COMMUNITY HEALTH DIVISION</u></b>                            |                         |              |  |                            |                            |
| 1  | \$ 75,711.00            | 43M          | CHIEF OF COMMUNITY HEALTH                                  | 1                          | \$ 79,863.00               |
| 1  | 49,813.00               | 42M          | COORD. OF COMMUNICATIONS, PARTNERSHIPS & CHRONIC DISEASE   | 1                          | 62,341.00                  |
| 1  | 53,613.00               | 40M          | COMMUNITY HEALTH COORDINATOR                               | 1                          | 58,721.00                  |
| 1  | 54,936.00               | 41M          | PROJECT COORDINATOR  | 1                          | 59,957.00                  |
| 2  | 91,839.00               | 33P          | PUBLIC HEALTH PREVENTION SPECIALIST                        | 2                          | 104,394.00                 |
| 6  | \$ 325,912.00           |              | TOTAL PUBLIC HEALTH SALARIES                               | 6                          | \$ 365,276.00              |
|  | \$ (293,013.00)         |              | FUNDING SOURCES:   |                            | \$ (217,036.00)            |
|  |                         |              | GRANT & REGIONAL FUNDING SOURCES                           |                            | (30,000.00)                |
|  | \$ (293,013.00)         |              | CLARK UNIVERSITY FUNDING SOURCE                            |                            | \$ (247,036.00)            |
|  |                         |              | TOTAL FUNDING SOURCES                                      |                            |                            |
|  | \$ 32,899.00            |              | <b>TOTAL PERSONAL SERVICES COMMUNITY HEALTH DIVISION</b>   |                            | \$ 118,240.00              |
| <b><u>EPIDMIOLOG &amp; HEALTH/MEDICAL PROTECTION DIVISION:</u></b> |                         |              |  |                            |                            |
| 1  | \$ 70,533.00            | 43M          | CHIEF OF EPIDEMIOLOGY & HEALTH PROTECTION SERVICES         | 1                          | \$ 76,907.00               |
| 1  | 75,711.00               | 43M          | NURSING UNIT CHIEF   | 1                          | 79,863.00                  |
| 1  | 56,898.00               | 38M          | PERP COORDINATOR   | 1                          | 62,341.00                  |
| 2  | 85,509.00               | 33P          | HEALTH STAFF ASSISTANT                                     | 2                          | 90,079.00                  |
| 1  | 56,564.00               | 80B          | PUBLIC HEALTH NURSE LEADER                                 | 1                          | 59,648.00                  |
| 6  | \$ 345,215.00           |              | TOTAL PUBLIC HEALTH NURSING SALARIES                       | 6                          | \$ 368,838.00              |
|  | \$ (198,304.00)         |              | FUNDING SOURCES:   |                            | \$ (192,397.00)            |
|  | \$ (198,304.00)         |              | GRANT & REGIONAL FUNDING SOURCES                           |                            | \$ (192,397.00)            |
|  |                         |              | TOTAL FUNDING SOURCES                                      |                            |                            |
|  | \$ 146,911.00           |              | <b>TOTAL PERSONAL SERVICES EPIDMIOLOG/MEDICAL DIVISION</b> |                            | \$ 176,441.00              |
| <b><u>REGIONAL PUBLIC HEALTH DIVISION:</u></b>                     |                         |              |  |                            |                            |
| 1  | \$ 75,711.00            | 43M          | CHIEF OF ENVIRONMENTAL HEALTH AND RESPONSE                 | 1                          | \$ 74,403.00               |
| 1  | 61,074.00               | 40M          | REGIONAL ENVIRONMENTAL HEALTH COORDINATOR                  | 1                          | 69,756.00                  |
| 2  | 93,856.00               | 33P          | PUBLIC HEALTH SPECIALIST                                   | 3                          | 124,961.00                 |
| 1  | 29,994.00               | 32           | STAFF ASSISTANT 1  | 0                          | -                          |
| 5  | \$ 260,635.00           |              | TOTAL REGIONAL PUBLIC HEALTH SALARIES                      | 5                          | \$ 269,120.00              |
|  | \$ (253,064.00)         |              | FUNDING SOURCES:   |                            | \$ (257,909.00)            |
|  | \$ (253,064.00)         |              | GRANT & REGIONAL FUNDING SOURCES                           |                            | \$ (257,909.00)            |
|  |                         |              | TOTAL FUNDING SOURCES                                      |                            |                            |
|  | \$ 7,571.00             |              | <b>TOTAL PERSONAL SERVICES REGIONAL HEALTH DIVISION</b>    |                            | \$ 11,211.00               |
| 23   | \$ 342,346.00           |              | TOTAL SALARIES   | 23                         | \$ 412,844.00              |

**MICHAEL P. HIRSH, MEDICAL DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DIVISION OF PUBLIC HEALTH -#330**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|---|----------------------------|----------------------------|
|                            | 522.00                  |                  | PUBLIC HEALTH NURSE STIPENDS                    |                            | 522.00                     |
|                            | 1,200.00                |                  | BOARD OF HEALTH STIPEND                         |                            | 1,200.00                   |
|                            | 17,000.00               |                  | REGIONAL HEALTH STIPEND                         |                            | 17,000.00                  |
|                            | <u>18,722.00</u>        |                  | TOTAL CONTRACTUAL STIPENDS AND EXTRAS           |                            | <u>18,722.00</u>           |
|                            | (41,250.00)             |                  | VACANCY FACTOR                                  |                            | (41,250.00)                |
|                            | 2,977.00                |                  | EM INCENTIVE PAY                                |                            | -                          |
|                            | <u>\$ 322,795.00</u>    |                  | TOTAL SALARIES                                  |                            | <u>\$ 390,316.00</u>       |
|                            | <u>\$ 322,795.00</u>    | <b>330-91000</b> | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>      |                            | <u>\$ 390,316.00</u>       |
|                            | 1,000.00                |                  | OVERTIME  |                            | \$ 1,000.00                |
|                            | <u>\$ 1,000.00</u>      | <b>330-97000</b> | TOTAL RECOMMENDED OVERTIME                      |                            | <u>\$ 1,000.00</u>         |
|                            | \$ 15,000.00            |                  | CITYWIDE GEESE PROGRAMS                         |                            | \$ 15,000.00               |
|                            | 3,964.00                |                  | TOBACCO ORDINARY MAINTENANCE                    |                            | 3,964.00                   |
|                            | 54,820.00               |                  | REGIONAL HEALTH ORDINARY MAINTENANCE            |                            | 54,820.00                  |
|                            | -                       |                  | TELEPHONE                                       |                            | 9,500.00                   |
|                            | 1,000.00                |                  | AUTOMOTIVE SUPPLIES                             |                            | 1,000.00                   |
|                            | 1,000.00                |                  | OFFICE SUPPLIES                                 |                            | 1,000.00                   |
|                            | 1,000.00                |                  | OTHER SUPPLIES                                  |                            | 1,000.00                   |
|                            | 1,000.00                |                  | AUTO FUEL                                       |                            | 1,000.00                   |
|                            | 1,000.00                |                  | OTHER CHARGES & EXPENDITURES                    |                            | 1,000.00                   |
|                            | <u>\$ 78,784.00</u>     |                  | TOTAL ORDINARY MAINTENANCE                      |                            | <u>\$ 88,284.00</u>        |
|                            | \$ (3,964.00)           |                  | <b>FUNDING SOURCES:</b><br>TOBACCO GRANT        |                            | \$ (3,964.00)              |
|                            | <u>(34,820.00)</u>      |                  | DIG GRANT                                       |                            | <u>(34,820.00)</u>         |
|                            | <u>\$ (38,784.00)</u>   |                  | TOTAL FUNDING SOURCES                           |                            | <u>\$ (38,784.00)</u>      |
|                            | <u>\$ 40,000.00</u>     | <b>330-92000</b> | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>   |                            | <u>\$ 49,500.00</u>        |
|                            | \$ 123,001.00           |                  | <b>FRINGE BENEFITS:</b><br>HEALTH INSURANCE     |                            | \$ 106,287.00              |
|                            | 105,600.00              |                  | RETIREMENT                                      |                            | 80,078.00                  |
|                            | <u>\$ 228,601.00</u>    |                  | TOTAL FRINGE BENEFITS                           |                            | <u>\$ 186,365.00</u>       |
|                            | \$ (55,291.00)          |                  | <b>FUNDING SOURCES:</b><br>REGIONAL PARTNERSHIP |                            | \$ (70,908.00)             |
|                            | <u>(173,310.00)</u>     |                  | GRANT FUNDING                                   |                            | <u>(115,457.00)</u>        |
|                            | <u>\$ (228,601.00)</u>  |                  | TOTAL FUNDING SOURCES                           |                            | <u>\$ (186,365.00)</u>     |
|                            | <u>\$ -</u>             | <b>330-96000</b> | <b>TOTAL RECOMMENDED FRINGE BENEFITS</b>        |                            | <u>\$ -</u>                |
|                            | <u>\$ 363,795.00</u>    |                  | <b>TOTAL RECOMMENDED TAX LEVY</b>               |                            | <u>\$ 440,816.00</u>       |

**FISCAL YEAR 2016  
DIVISION OF PUBLIC HEALTH  
FUNDING SOURCES**

**DIVISION: PUBLIC HEALTH**

| GRANT NAME                    | SALARY AMOUNT        | FRINGE AMOUNT       | TOTAL                |
|-------------------------------|----------------------|---------------------|----------------------|
| MRC                           | 2,178.00             | 227.00              | 2,405.00             |
| HMCC                          | 54,389.00            | 11,956.00           | 66,345.00            |
| TOBACCO                       | 37,002.00            | 6,688.00            | 43,690.00            |
| RX DRUG                       | 10,754.00            | 1,976.00            | 12,730.00            |
| OPOID                         | 20,611.00            | 3,162.00            | 23,773.00            |
| REGIONALIZATION SHREWSBURY    | 18,311.00            | 3,616.00            | 21,927.00            |
| REGIONALIZATION MILLBURY      | 7,159.00             | 1,736.00            | 8,895.00             |
| REGIONALIZATION LEICESTER     | 8,588.00             | 2,026.00            | 10,614.00            |
| REGIONALIZATION HOLDEN        | 12,294.00            | 2,977.00            | 15,271.00            |
| REGIONALIZATION WEST BOYLSTON | 6,166.00             | 1,492.00            | 7,658.00             |
| REGIONALIZATION GRAFTON       | 6,432.00             | 1,518.00            | 7,950.00             |
| MASS IN MOTION                | 3,947.00             | 693.00              | 4,640.00             |
| PWTF                          | 22,836.00            | 5,912.00            | 28,748.00            |
| SAPC                          | 8,030.00             | 1,827.00            | 9,857.00             |
| BPHC                          | 3,706.90             | 951.12              | 4,658.02             |
|                               | <b>\$ 222,403.90</b> | <b>\$ 46,757.12</b> | <b>\$ 269,161.02</b> |

**DIVISION: COMMUNITY HEALTH**

| GRANT NAME                       | SALARY AMOUNT        | FRINGE AMOUNT       | TOTAL                |
|----------------------------------|----------------------|---------------------|----------------------|
| TOBACCO                          | 23,681.00            | 5,048.00            | 28,729.00            |
| RX DRUG                          | 12,850.00            | 2,129.00            | 14,979.00            |
| OPOID                            | 19,688.00            | 3,924.00            | 23,612.00            |
| CLPPP                            | 29,361.00            | 5,375.00            | 34,736.00            |
| MASS IN MOTION                   | 22,269.00            | 4,449.00            | 26,718.00            |
| PREVENTION & WELLNESS TRUST FUND | 66,191.00            | 13,030.00           | 79,221.00            |
| SAPC                             | 27,891.00            | 5,715.00            | 33,606.00            |
| BPHC                             | 15,105.00            | 3,544.00            | 18,649.00            |
|                                  | <b>\$ 217,036.00</b> | <b>\$ 43,214.00</b> | <b>\$ 260,250.00</b> |

**DIVISION: EPIDMIOLOG & HEALTH/MEDICAL PROTECTION**

| GRANT NAME                    | SALARY AMOUNT        | FRINGE AMOUNT       | TOTAL                |
|-------------------------------|----------------------|---------------------|----------------------|
| MRC                           | \$ 49,015.00         | \$ 10,869.00        | \$ 59,884.00         |
| HMCC                          | 84,325.00            | 14,404.00           | 98,729.00            |
| TOBACCO                       | 3,076.00             | 887.00              | 3,963.00             |
| RX DRUG                       | 2,307.00             | 665.00              | 2,972.00             |
| OPOID                         | 1,538.00             | 443.00              | 1,981.00             |
| REGIONALIZATION SHREWSBURY    | 6,359.00             | 1,790.00            | 8,149.00             |
| REGIONALIZATION MILLBURY      | 769.00               | 222.00              | 991.00               |
| REGIONALIZATION LEICESTER     | 2,337.00             | 667.00              | 3,004.00             |
| REGIONALIZATION HOLDEN        | 1,568.00             | 446.00              | 2,014.00             |
| REGIONALIZATION WEST BOYLSTON | 1,568.00             | 446.00              | 2,014.00             |
| REGIONALIZATION GRAFTON       | 4,762.00             | 1,342.00            | 6,104.00             |
| MASS IN MOTION                | 1,538.00             | 443.00              | 1,981.00             |
| SAPC                          | 22,189.00            | 5,327.00            | 27,516.00            |
| BPCH                          | 11,045.00            | 2,590.00            | 13,635.00            |
|                               | <b>\$ 192,396.00</b> | <b>\$ 40,541.00</b> | <b>\$ 232,937.00</b> |

**DIVISION: REGIONAL PUBLIC HEALTH**

| GRANT NAME                    | SALARY AMOUNT        | FRINGE AMOUNT       | TOTAL                |
|-------------------------------|----------------------|---------------------|----------------------|
| HMCC                          | 10,929.00            | 2,415.00            | 13,344.00            |
| REGIONALIZATION SHREWSBURY    | 61,635.00            | 15,622.00           | 77,257.00            |
| REGIONALIZATION MILLBURY      | 26,184.00            | 3,867.00            | 30,051.00            |
| REGIONALIZATION LEICESTER     | 41,796.00            | 6,082.00            | 47,878.00            |
| REGIONALIZATION HOLDEN        | 41,581.00            | 10,185.00           | 51,766.00            |
| REGIONALIZATION WEST BOYLSTON | 31,995.00            | 8,680.00            | 40,675.00            |
| REGIONALIZATION GRAFTON       | 39,325.00            | 8,196.00            | 47,521.00            |
| CLPPP                         | 4,464.00             | 806.00              | 5,270.00             |
|                               | <b>\$ 257,909.00</b> | <b>\$ 55,853.00</b> | <b>\$ 313,762.00</b> |

**DEPARTMENT TOTAL**

|                      |                      |                        |
|----------------------|----------------------|------------------------|
| <b>\$ 889,745.00</b> | <b>\$ 186,365.00</b> | <b>\$ 1,076,110.00</b> |
|----------------------|----------------------|------------------------|



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## Office of Elder Affairs FY16 Budget Recommendation

**Amy Vogel Waters**

**Director**

128 Providence Street

Worcester, Massachusetts 01604

(508) 799-1232

### **Divisional Mission Statement:**

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

### **FY 2016 BUDGET OVERVIEW**

| <b>TAX LEVY BUDGET</b>     |                           |                           |                      |                           |
|----------------------------|---------------------------|---------------------------|----------------------|---------------------------|
|                            |                           | <b>Approved</b>           |                      | <b>Recommended</b>        |
|                            | <b>Actual</b>             | <b>Budget for</b>         | <b>Account</b>       | <b>Appropriation</b>      |
| <b><u>Expenditures</u></b> | <b><u>Fiscal 2014</u></b> | <b><u>Fiscal 2015</u></b> | <b><u>Number</u></b> | <b><u>Fiscal 2016</u></b> |
| SALARIES                   | \$ 264,643.34             | \$ 312,829.00             | 91000                | \$ 340,727.00             |
| ORDINARY MAINTENANCE       | 134,658.81                | 138,841.00                | 92000                | 138,841.00                |
| <b>TOTAL</b>               | <b>\$ 399,302.15</b>      | <b>\$ 451,670.00</b>      |                      | <b>\$ 479,568.00</b>      |
| <b>TOTAL POSITIONS</b>     | 7                         | 8                         |                      | 8                         |

### **Expenditures:**

The total recommended tax levy budget for Fiscal 2016 for the Division of Elder Affairs is \$479,568 which is an increase of \$27,898 from the Fiscal 2015 amount of \$451,670.

The Personal Service tax levy budget is recommended to be \$340,727 which is an increase of \$27,898 from the Fiscal 2015 amount of \$312,829. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$35,611. The EM Incentive increased by \$111. Offsetting the step increases and EM Incentive is funding from the State Council on Aging increasing by \$7,824.

The tax levy Ordinary Maintenance budget for Fiscal 2015 is recommended to be level funded at \$138,841.

## **Office of Elder Affairs FY16 Budget Recommendation**

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### **Operational Overview:**

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

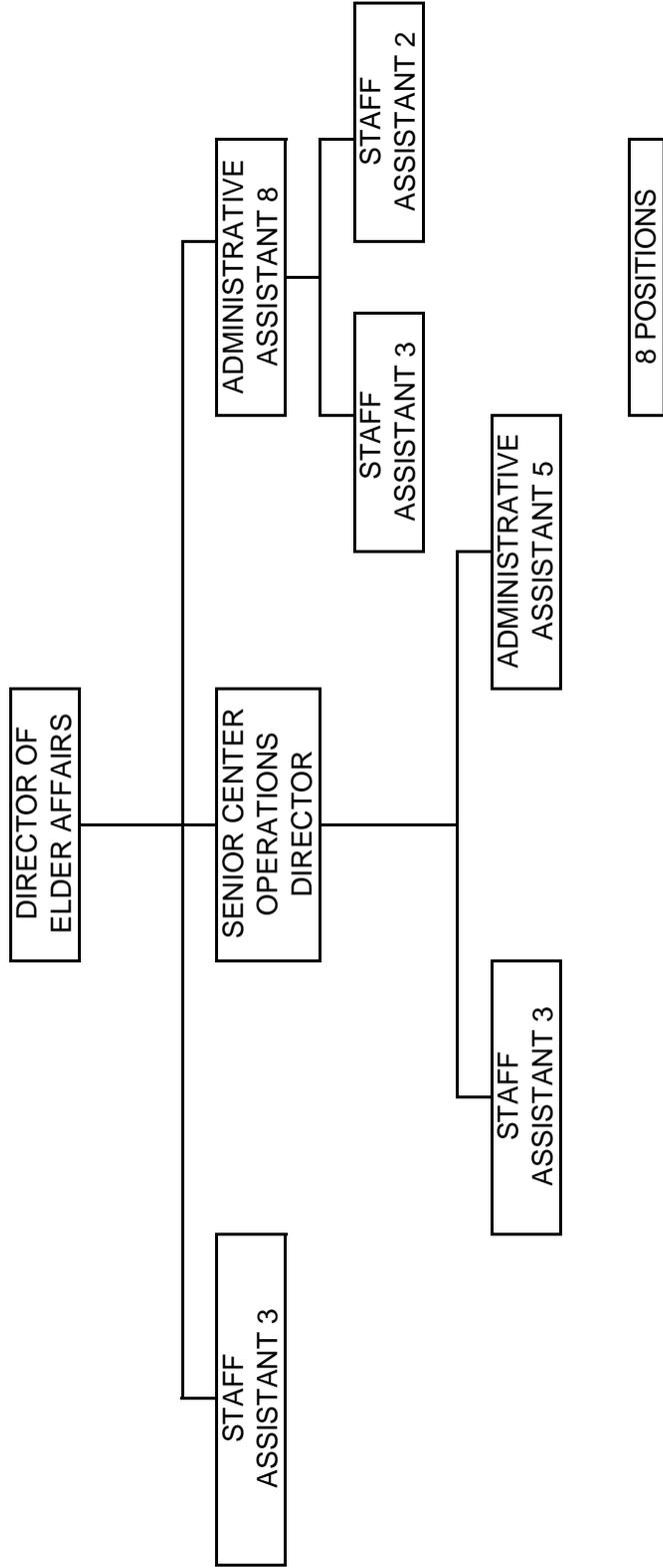
Located at 128 Providence Street, the Worcester Senior Center offers a bright, welcoming place for all seniors, their families and caregivers, elder service providers and the community at large. The Center emphasizes health and wellness programming, fitness, intergenerational events, support groups,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

The Senior Center builds creative partnerships to offer extensive services including those developed with over 250 instructors and organizations that provide over 300 different programs. The Division leases space in the Senior Center to elder service providers in order to generate income and enhances service delivery. The City's most vulnerable seniors are identified by the Division's innovative collaboration, the Senior Support Team, which provides follow up services to emergency response calls involving seniors to improve their quality of life. The Division utilizes 'state of the art' approaches, including the provision of evidence-based programs at the Worcester Senior Center which are proven effective to promote healthy aging. Such innovations ensure the ongoing viability and value of the Division's Senior Center as a community resource.

# CITY OF WORCESTER

## EXECUTIVE OFFICE OF THE CITY MANAGER

### ELDER AFFAIRS DIVISION



**AMY VOGEL WATERS, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER**

**DIVISION OF ELDER AFFAIRS - DIVISION #340**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE                                  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|--|----------------------------|----------------------------|
| 1                          | \$ 79,470.00            | 44EM             | DIRECTOR OF ELDER AFFAIRS              | 1                          | \$ 83,821.00               |
| 1                          | 72,913.00               | 43M              | SENIOR CENTER OPERATIONS DIRECTOR      | 1                          | 79,863.00                  |
| 1                          | 54,936.00               | 38M              | ADMINISTRATIVE ASSISTANT 8             | 1                          | 60,036.00                  |
| 3                          | 158,230.00              | 37               | STAFF ASSISTANT 3                      | 3                          | 169,788.00                 |
| 1                          | 44,665.00               | 35               | STAFF ASSISTANT 2                      | 1                          | 48,919.00                  |
| 1                          | 37,814.00               | 31               | ADMINISTRATIVE ASSISTANT 5             | 1                          | 41,212.00                  |
| 8                          | \$ 448,028.00           |                  | REGULAR SALARIES                       | 8                          | \$ 483,639.00              |
|                            | (1,250.00)              |                  | VACANCY FACTOR                         |                            | (1,250.00)                 |
|                            | 2,740.00                |                  | EM INCENTIVE PAY                       |                            | 2,851.00                   |
| 8                          | \$ 449,518.00           |                  | TOTAL RECOMMENDED SALARIES             | 8                          | \$ 485,240.00              |
|                            |                         |                  | FUNDING SOURCES:                       |                            |                            |
|                            | \$ (136,689.00)         |                  | STATE COUNCIL ON AGING GRANT           |                            | \$ (144,513.00)            |
|                            | \$ (136,689.00)         |                  | TOTAL FUNDING SOURCES                  |                            | \$ (144,513.00)            |
| 8                          | \$ 312,829.00           | <b>340-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES    | 8                          | \$ 340,727.00              |
|                            | \$ 109,959.00           |                  | PROGRAMS                               |                            | \$ 109,959.00              |
|                            | 5,000.00                |                  | MAINTENANCE & REPAIR                   |                            | 5,000.00                   |
|                            | 7,700.00                |                  | TELEPHONES                             |                            | 7,700.00                   |
|                            | 2,500.00                |                  | OFFICE SUPPLIES                        |                            | 2,500.00                   |
|                            | 5,000.00                |                  | OTHER SUPPLIES                         |                            | 5,000.00                   |
|                            | 8,682.00                |                  | OTHER CHARGES & EXPENDITURES           |                            | 8,682.00                   |
|                            | \$ 138,841.00           |                  | ORDINARY MAINTENANCE                   |                            | \$ 138,841.00              |
|                            | \$ 138,841.00           | <b>340-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                            | \$ 138,841.00              |
|                            | \$ 29,487.00            |                  | <b>FRINGE BENEFITS:</b>                |                            | \$ 24,545.00               |
|                            | 14,284.00               |                  | HEALTH INSURANCE                       |                            | 15,102.00                  |
|                            | \$ 43,771.00            |                  | RETIREMENT                             |                            | \$ 39,648.00               |
|                            |                         |                  | TOTAL FRINGE BENEFITS                  |                            |                            |
|                            | (43,771.00)             |                  | <b>FUNDING SOURCES:</b>                |                            | (39,648.00)                |
|                            | (43,771.00)             |                  | STATE GRANTS                           |                            | (39,648.00)                |
|                            |                         |                  | TOTAL FUNDING SOURCES                  |                            |                            |
|                            | \$ -                    | <b>340-96000</b> | TOTAL RECOMMENDED FRINGE BENEFITS      |                            | \$ -                       |
|                            | \$ 451,670.00           |                  | TOTAL RECOMMENDED TAX LEVY             |                            | \$ 479,568.00              |

## Economic Development FY16 Budget Recommendation

**Michael E. Traynor**  
**Chief Development Officer**

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

**Department Mission Statement:**

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

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

**FY16 Budget Overview**

|                        | <b>Actual</b>          | <b>Approved</b>        |                | <b>Recommended</b>     |
|------------------------|------------------------|------------------------|----------------|------------------------|
|                        | <b>Fiscal 2014</b>     | <b>Budget for</b>      | <b>Account</b> | <b>Appropriation</b>   |
| <b>Expenditures</b>    |                        | <b>Fiscal 2015</b>     | <b>Number</b>  | <b>Fiscal 2016</b>     |
| Salaries               | \$ 1,213,960.32        | \$ 1,340,927.00        | 91000          | \$ 1,497,705.00        |
| Ordinary Maintenance   | 108,463.26             | 141,766.00             | 92000          | 150,090.00             |
| <b>Total</b>           | <b>\$ 1,322,423.58</b> | <b>\$ 1,482,693.00</b> |                | <b>\$ 1,647,795.00</b> |
| <b>Total Positions</b> | 36                     | 36                     |                | 37                     |

**Expenditures:**

The Department of Economic Development’s tax levy budget for Fiscal 2016 is recommended to be \$1,647,795, which is an increase of \$165,102 from the Fiscal 2015 amount of \$1,482,693.

The recommended Fiscal 2016 tax levy Personal Services budget is \$1,497,705, an increase of \$156,778 from the Fiscal 2015 amount of \$1,340,927. This increase is reflective of a 2% wage

## **Economic Development FY16 Budget Recommendation**

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increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance, upgrades within the Administration division, increase in EM Incentive Pay, reduced grant and project funding.

The tax levy Ordinary Maintenance account for Fiscal 2016 is recommended to be \$150,090, an increase of \$8,324 from the Fiscal 2015 amount of \$141,766. This increase is attributable to no longer providing funding for mortgage mediation activities, therefore reducing our funding by the \$50,000 Mortgage Mediation Fund credit, and increased funding for the Business Developmental Fund. The Business Development Fund will assist the City's Small Business Associations in their efforts to improve the commercial corridors of Worcester and strengthen community partnerships with neighborhood stakeholders. The expense for the Business Development Fund will be fully funded through the sale of the courthouse. To offset the increase is the decrease to Other Personal Services of \$41,676.

### **Departmental Overview:**

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

### **Divisions of Administration and Special Project Management & Cultural Development**

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

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

### **Division of Business & Community Development**

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

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

## **Economic Development FY16 Budget Recommendation**

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- Engagement in planning initiatives to create new places for Worcester's growth and expansion.
- Providing advocacy and supportive services to Worcester-based businesses.

### **Divisions of Neighborhood Development & Housing Development**

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

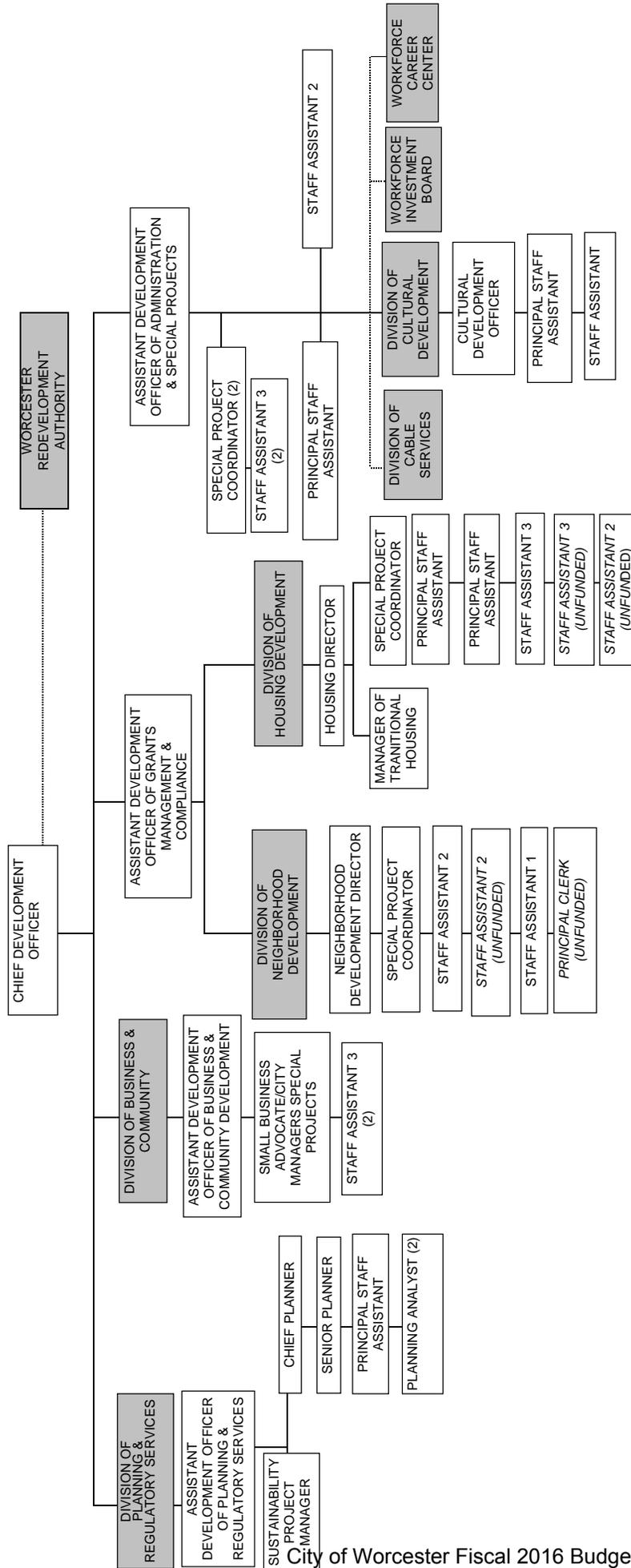
### **Division of Planning & Regulatory Services**

Headed by the Assistant Chief Development Officer for Planning & Regulatory Services, the Division provides board support and development assistance, as well as program and policy analysis and development. The Division also manages the City's Green Energy program, and the Division head serves as Chairman of the City Manager's Energy Task Force.

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

# CITY OF WORCESTER

## EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT



|    |                           |
|----|---------------------------|
| 33 | FUNDED POSITIONS          |
| 4  | VACANT UNFUNDED POSITIONS |
| 37 | TOTAL POSITIONS           |

**MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043**

| FY15<br>TOTAL<br>POSITIONS  | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE | TITLE  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|---|-------------------------|--------------|--|----------------------------|----------------------------|
| <b>EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT - ADMINISTRATION:</b>   |                         |              |  |                            |                            |
| 1   | \$ 120,060.00           | 58CM         | CHIEF DEVELOPMENT OFFICER                              | 1                          | \$ 126,634.00              |
| 1   | 81,558.00               | 48EM         | ASST. DEVELOP. OFFICER -ADMIN &SPECIAL PROJ.           | 1                          | 86,023.00                  |
| 2   | 138,034.00              | 45M          | SPECIAL PROJECT COORDINATOR                            | 2                          | 138,248.00                 |
| 1   | 72,913.00               | 45M          | ASST. DEVELOP. OFFICER-GRANTS MNGT & COMPLIANCE        | 1                          | 86,024.00                  |
| 1   | 63,267.00               | 40M          | PRINCIPAL STAFF ASSISTANT                              | 1                          | 69,132.00                  |
| 2   | 101,395.00              | 37           | STAFF ASSISTANT 3                                      | 2                          | 107,812.00                 |
| 1   | 53,787.00               | 35           | STAFF ASSISTANT 2                                      | 1                          | 56,756.00                  |
| 9   | \$ 631,014.00           |              | TOTAL REGULAR SALARIES                                 | 9                          | \$ 670,629.00              |
|   | 4,056.00                |              | EM INCENTIVE PAY                                       |                            | 4,219.00                   |
| 9   | \$ 635,070.00           |              | TOTAL RECOMMENDED SALARIES                             | 9                          | \$ 674,848.00              |
|   | \$ (122,915.00)         |              | FEDERAL GRANTS   |                            | \$ (126,939.00)            |
|   | (8,900.00)              |              | CABLE REVENUES   |                            | (9,595.00)                 |
|   | (22,692.00)             |              | WORKFORCE DEVELOPMENT FUNDS                            |                            | -                          |
|   | \$ (154,507.00)         |              | TOTAL FUNDING SOURCES                                  |                            | \$ (136,534.00)            |
| 9   | \$ 480,563.00           |              | TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES           | 9                          | \$ 538,314.00              |
| <b>DIVISION OF BUSINESS ASSISTANCE &amp; COMMUNITY DEVELOPMENT:</b> |                         |              |  |                            |                            |
| 1   | \$ 81,558.00            | 48EM         | ASSIST. DEVELOP. OFFICER-BUSINESS & COMMUNITY DEVELOP. | 1                          | \$ 86,023.00               |
| 1   | 46,135.00               | 45M          | CITY MANAGERS SPECIAL PROJECTS COORD.                  | 1                          | 86,024.00                  |
| 2   | 105,995.00              | 37           | STAFF ASSISTANT 3                                      | 2                          | 113,784.00                 |
| 4   | \$ 233,688.00           |              | TOTAL REGULAR SALARIES                                 | 4                          | \$ 285,831.00              |
| <b>DIVISION OF CULTURAL DEVELOPMENT:</b>                            |                         |              |  |                            |                            |
| 1   | \$ 81,558.00            | 45M          | CULTURAL DEVELOPMENT OFFICER                           | 1                          | \$ 86,024.00               |
| 1   | 59,451.00               | 40M          | PRINCIPAL STAFF ASSISTANT                              | 1                          | 55,781.00                  |
| 0   | -                       | 32           | STAFF ASSISTANT 1                                      | 1                          | 41,320.00                  |
| 2   | \$ 141,009.00           |              | TOTAL REGULAR SALARIES                                 | 3                          | \$ 183,125.00              |
| <b>DIVISION OF NEIGHBORHOOD DEVELOPMENT:</b>                        |                         |              |  |                            |                            |
| 1   | \$ 80,308.00            | 42EM         | NEIGHBORHOOD DEVELOPMENT DIRECTOR                      | 1                          | \$ 84,705.00               |
| 1   | 81,558.00               | 35           | SPECIAL PROJECT COORDINATOR (45M)                      | 1                          | 56,756.00                  |
| 2   | 95,339.00               | 35           | STAFF ASSISTANT 2                                      | 1                          | 55,805.00                  |
| 1   | 39,171.00               | 32           | STAFF ASSISTANT 1                                      | 1                          | 43,890.00                  |
| 5   | \$ 296,376.00           |              | TOTAL REGULAR SALARIES                                 | 4                          | \$ 241,156.00              |
| <b>AUTHORIZED POSITIONS WITHOUT FUNDING:</b>                        |                         |              |  |                            |                            |
| 0   | \$ -                    | 35           | STAFF ASSISTANT 2                                      | 1                          | \$ -                       |
| 1   | -                       | 27           | PRINCIPAL CLERK  | 1                          | -                          |
| 1   | \$ -                    |              | REGULAR SALARIES                                       | 2                          | \$ -                       |
| <b>DIVISION OF HOUSING DEVELOPMENT:</b>                             |                         |              |  |                            |                            |
| 1   | \$ 81,161.00            | 42EM         | HOUSING DIRECTOR                                       | 1                          | \$ 85,605.00               |
| 1   | 66,619.00               | 45M          | SPECIAL PROJECT COORDINATOR                            | 1                          | 72,903.00                  |
| 2   | 127,035.00              | 40M          | PRINCIPAL STAFF ASSISTANT                              | 2                          | 127,438.00                 |
| 1   | 47,334.00               | 37           | MANAGER OF TRANSITIONAL HOUSING                        | 1                          | 51,992.00                  |
| 1   | 46,354.00               | 37           | STAFF ASSISTANT 3                                      | 1                          | 60,101.00                  |
| 1   | 53,787.00               | 35           | STAFF ASSISTANT 2                                      | 0                          | -                          |
| 7   | \$ 422,290.00           |              | TOTAL REGULAR SALARIES                                 | 6                          | \$ 398,039.00              |
| <b>AUTHORIZED POSITIONS WITHOUT FUNDING:</b>                        |                         |              |  |                            |                            |
| 0   | \$ -                    |              | STAFF ASSISTANT 2                                      | 1                          | \$ -                       |
| 1   | -                       | 37           | STAFF ASSISTANT 3                                      | 1                          | -                          |
| 1   | \$ -                    |              | REGULAR SALARIES                                       | 2                          | \$ -                       |

**MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043**

| FY15<br>TOTAL<br>POSITIONS                             | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|--|-------------------------|------------------|--|----------------------------|----------------------------|
| <b>DIVISION OF PLANNING &amp; REGULATORY SERVICES:</b> |                         |                  |  |                            |                            |
| 1  | \$ 85,045.00            | 48EM             | ASSIST. DEVELOP. OFFICER-PLANNING & REGULATORY SERVIC  | 1                          | \$ 89,701.00               |
| 1  | 63,267.00               | 45M              | CHIEF PLANNER  | 1                          | 69,493.00                  |
| 1  | 65,543.00               | 42M              | SUSTAINABILITY PROJECT MANAGER                         | 1                          | 71,657.00                  |
| 1  | 59,091.00               | 42M              | SENIOR PLANNER   | 1                          | 60,640.00                  |
| 1  | 67,944.00               | 40M              | PRINCIPAL STAFF ASSISTANT                              | 1                          | 71,657.00                  |
| 2  | 97,811.00               | 37               | PLANNING ANALYST                                       | 2                          | 103,439.00                 |
| 7  | \$ 438,701.00           |                  | TOTAL REGULAR SALARIES                                 | 7                          | \$ 466,587.00              |
| 27   | \$ 1,532,064.00         |                  | TOTAL REGULAR SALARIES                                 | 28                         | \$ 1,574,738.00            |
|  | (8,303.00)              |                  | VACANCY FACTOR   |                            | (8,303.00)                 |
|  | 3,839.00                |                  | EM INCENTIVE PAY                                       |                            | 3,994.00                   |
| 27   | \$ 1,527,600.00         |                  | TOTAL RECOMMENDED SALARIES                             | 28                         | \$ 1,570,429.00            |
|  | \$ (623,889.00)         |                  | <b>FUNDING SOURCES:</b>                                |                            | \$ (559,709.00)            |
|  | -                       |                  | FEDERAL GRANTS   |                            | (6,064.00)                 |
|  | -                       |                  | CONSERVATION COMMISSION                                |                            | (24,605.00)                |
|  | -                       |                  | EPA PROJECTS   |                            | (20,660.00)                |
|  | (43,347.00)             |                  | CULTURAL FUNDING                                       |                            | -                          |
|  | (667,236.00)            |                  | MORTGAGE MEDIATION FUND                                |                            | (611,038.00)               |
|  |                         |                  | TOTAL FUNDING SOURCES                                  |                            |                            |
| 27   | \$ 860,364.00           |                  | <b>TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES</b>    | 28                         | \$ 959,391.00              |
| 36   | \$ 1,340,927.00         | <b>043-91000</b> | <b>TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES</b>    | 37                         | \$ 1,497,705.00            |
|  | \$ 2,500.00             |                  | MAINTENANCE & REPAIR                                   |                            | \$ 2,500.00                |
|  | 4,000.00                |                  | TELEPHONES   |                            | 4,000.00                   |
|  | 1,000.00                |                  | POSTAGE  |                            | 1,000.00                   |
|  | 4,500.00                |                  | NETWORK, HARDWARE, SOFTWARE                            |                            | 4,500.00                   |
|  | 154,426.00              |                  | OTHER PERSONAL SERVICES                                |                            | 112,750.00                 |
|  | 10,700.00               |                  | NEWSPAPER ADVERTISING                                  |                            | 10,700.00                  |
|  | 2,750.00                |                  | REGISTRATION FEES                                      |                            | 2,750.00                   |
|  | 6,190.00                |                  | PRINTING   |                            | 6,190.00                   |
|  | 500.00                  |                  | BOOKS  |                            | 500.00                     |
|  | 7,000.00                |                  | OFFICE SUPPLIES  |                            | 7,000.00                   |
|  | 6,700.00                |                  | SUBSCRIPTIONS  |                            | 6,700.00                   |
|  | 3,000.00                |                  | OTHER CHARGES & EXPENDITURES                           |                            | 3,000.00                   |
|  | 500.00                  |                  | TRAVEL   |                            | 500.00                     |
|  |                         |                  | BUSINESS DEVELOPMENT FUND                              |                            | 250,000.00                 |
|  | \$ 203,766.00           |                  | TOTAL ORDINARY MAINTENANCE                             |                            | \$ 412,090.00              |
|  | \$ (12,000.00)          |                  | <b>FUNDING SOURCES:</b>                                |                            | \$ (12,000.00)             |
|  | (50,000.00)             |                  | FEDERAL GRANTS   |                            | -                          |
|  |                         |                  | MORTGAGE MEDIATION FUND                                |                            | (250,000.00)               |
|  |                         |                  | SALE OF COURTHOUSE                                     |                            | (262,000.00)               |
|  | \$ (62,000.00)          |                  | TOTAL FUNDING SOURCES                                  |                            | \$ (262,000.00)            |
|  | \$ 141,766.00           | <b>043-92000</b> | <b>TOTAL RECOMMENDED TAX LEVY ORDINARY MAINTENANCE</b> |                            | \$ 150,090.00              |
|  | \$ 114,598.00           |                  | <b>FRINGE BENEFITS:</b>                                |                            | \$ 96,748.00               |
|  | 84,279.00               |                  | HEALTH INSURANCE                                       |                            | 78,121.00                  |
|  | \$ 198,877.00           |                  | RETIREMENT   |                            | \$ 174,869.00              |
|  |                         |                  | TOTAL FRINGE BENEFITS                                  |                            |                            |
|  | \$ (179,867.00)         |                  | <b>FUNDING SOURCES:</b>                                |                            | \$ (162,035.00)            |
|  | (19,010.00)             |                  | FEDERAL GRANTS   |                            | (12,834.00)                |
|  | \$ (198,877.00)         |                  | PROJECT CREDITS  |                            | (174,869.00)               |
|  |                         |                  | TOTAL FUNDING SOURCES                                  |                            | \$ (174,869.00)            |
|  | \$ -                    | <b>043-96000</b> | <b>TOTAL RECOMMENDED FRINGE BENEFITS</b>               |                            | \$ -                       |
|  | \$ 1,482,693.00         |                  | <b>TOTAL RECOMMENDED TAX LEVY</b>                      |                            | \$ 1,647,795.00            |

**FISCAL YEAR 2016  
DEPARTMENT OF ECONOMIC DEVELOPMENT  
FUNDING SOURCES**

**DIVISION: ADMINISTRATION**

| <b>GRANT NAME</b>      | <b>SALARY AMOUNT</b> | <b>FRINGE AMOUNT</b> | <b>TOTAL</b>         |
|------------------------|----------------------|----------------------|----------------------|
| CDBG                   | \$ 118,628.00        | \$ 26,006.00         | \$ 144,634.00        |
| 2012 LEAD HAZARD GRANT | 2,151.00             | 576.00               | 2,727.00             |
| HOME                   | 4,440.00             | 943.00               | 5,383.00             |
| EMERGENCY SOLUTION     | 1,720.00             | 461.00               | 2,181.00             |
|                        | <u>\$ 126,939.00</u> | <u>\$ 27,986.00</u>  | <u>\$ 154,925.00</u> |

**DIVISION: BUSINESS ASSISTANCE**

| <b>GRANT NAME</b> | <b>SALARY AMOUNT</b> | <b>FRINGE AMOUNT</b> | <b>TOTAL</b>        |
|-------------------|----------------------|----------------------|---------------------|
| CDBG              | \$ 36,908.00         | \$ 3,857.00          | \$ 40,765.00        |
| EPA GRANTS        | 24,605.00            | 2,571.00             | 27,176.00           |
|                   | <u>\$ 61,513.00</u>  | <u>\$ 6,428.00</u>   | <u>\$ 67,941.00</u> |

**DIVISION: NEIGHBORHOOD DEVELOPMENT**

| <b>GRANT NAME</b> | <b>SALARY AMOUNT</b> | <b>FRINGE AMOUNT</b> | <b>TOTAL</b>         |
|-------------------|----------------------|----------------------|----------------------|
| CDBG              | \$ 232,004.00        | \$ 53,508.00         | \$ 285,512.00        |
|                   | <u>\$ 232,004.00</u> | <u>\$ 53,508.00</u>  | <u>\$ 285,512.00</u> |

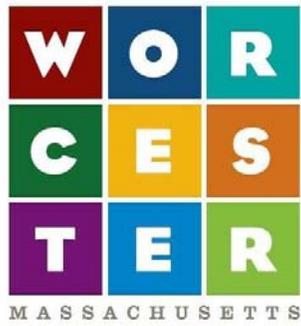
**DIVISION: HOUSING DEVELOPMENT**

| <b>GRANT NAME</b>      | <b>SALARY AMOUNT</b> | <b>FRINGE AMOUNT</b> | <b>TOTAL</b>         |
|------------------------|----------------------|----------------------|----------------------|
| CDBG                   | \$ 102,037.00        | \$ 29,695.00         | \$ 131,732.00        |
| CDBG DIRECT            | 72,280.00            | 14,662.00            | 86,942.00            |
| 2012 LEAD HAZARD GRANT | 61,407.00            | 12,811.00            | 74,218.00            |
| HOME                   | 46,754.00            | 15,156.00            | 61,910.00            |
| EMERGENCY SOLUTION     | 8,319.00             | 1,788.00             | 10,107.00            |
|                        | <u>\$ 290,797.00</u> | <u>\$ 74,112.00</u>  | <u>\$ 364,909.00</u> |

**DIVISION: PLANNING & REGULATORY**

| <b>GRANT NAME</b>       | <b>SALARY AMOUNT</b> | <b>FRINGE AMOUNT</b> | <b>TOTAL</b>       |
|-------------------------|----------------------|----------------------|--------------------|
| CONSERVATION COMMISSION | \$ 6,064.00          | \$ 2,039.00          | \$ 8,103.00        |
|                         | <u>\$ 6,064.00</u>   | <u>\$ 2,039.00</u>   | <u>\$ 8,103.00</u> |

|                         |                             |                             |                             |
|-------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>DEPARTMENT TOTAL</b> | <u><u>\$ 717,317.00</u></u> | <u><u>\$ 164,073.00</u></u> | <u><u>\$ 881,390.00</u></u> |
|-------------------------|-----------------------------|-----------------------------|-----------------------------|



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## Union Station/WRA FY16 Budget Recommendation

**Michael E. Traynor**  
**Chief Development Officer**

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

### FY16 Budget Overview

|                              | <b>Actual</b>        | <b>Approved</b>        |                | <b>Recommended</b>   |
|------------------------------|----------------------|------------------------|----------------|----------------------|
|                              | <b>Fiscal 2014</b>   | <b>Budget for</b>      | <b>Account</b> | <b>Appropriation</b> |
|                              |                      | <b>Fiscal 2015</b>     | <b>Number</b>  | <b>Fiscal 2016</b>   |
| <b>Expenditures</b>          |                      |                        |                |                      |
| Ordinary Maintenance         | \$ 337,458.63        | \$ 909,130.00          | 92000          | \$ 951,088.00        |
| Downtown Urban Renewal       | -                    | 500,000.00             |                | -                    |
| <b>Total Expenditures</b>    | <b>\$ 337,458.63</b> | <b>\$ 1,409,130.00</b> |                | <b>\$ 951,088.00</b> |
| <b>Funding Sources</b>       |                      |                        |                |                      |
| Operating Revenue            | \$ -                 | \$ 502,125.00          |                | \$ 503,604.00        |
| Urban Renewal Bonds          | -                    | 500,000.00             |                | -                    |
| General Revenue Funds        | 337,458.63           | 407,005.00             |                | 447,484.00           |
| <b>Total Funding Sources</b> | <b>\$ 337,458.63</b> | <b>\$ 1,409,130.00</b> |                | <b>\$ 951,088.00</b> |

### Expenditures:

The total Fiscal 2016 tax levy appropriation is \$447,484 which is an increase of \$40,479 from the Fiscal 2015 City Council approved tax levy budget of \$407,005.

### Ordinary Maintenance: Union Station

The recommended Fiscal 2016 Ordinary Maintenance Budget for Union Station totals \$951,088, which is an increase of \$41,958 from the Fiscal 2015 City Council approved budget of \$909,130. The increase is primarily due to additional maintenance, repair, and snow removal expenses associated with the operation of Union Station.

## **Union Station FY16 Budget Recommendation**

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### **Revenues: Union Station**

The projected operating revenue to fund Union Station operations during Fiscal 2016 is \$503,604. This amount is derived from the following existing retail leases and special event revenues:

| Tenant Leases:                                | <u>Annual Revenue</u> |
|---|-----------------------|
| CMRPC   | \$136,272             |
| VHB   | \$149,835             |
| Maxwell Silverman's Banquet Center            | \$ 90,772             |
| Byblos Lounge                                 | \$ 50,302             |
| Amtrak  | \$ 12,360             |
| Healthy Foods                                 | \$ 3,000              |
| Greyhound                                     | \$ 59,703             |
| Misc.   | \$ 1,360              |
| Total Tenant Lease and Special Event Revenue: | \$503,604             |

### **Departmental Overview:**

The Worcester Redevelopment Authority (WRA) oversees operations and management of the Union Station and carries out other administrative functions of the Authority including the oversight of ongoing Urban Renewal planning. The Authority is staffed by key operational personnel from the City's administrative departments.

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

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

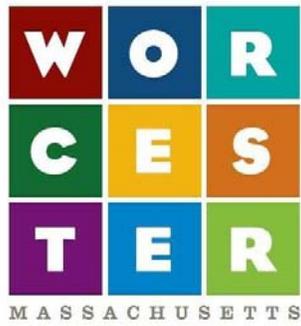
### **Downtown Urban Renewal Initiative: Worcester Redevelopment Authority**

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

The recommended Fiscal Year 2016 Budget for the Downtown Urban Renewal Initiative totals \$0, with \$500,000 being previously authorized in Fiscal Year 2015, and will be fully financed with Urban Renewal Bonds. This funding will be used for consultant services and staffing relative to Downtown Urban Renewal efforts.

**MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**DEPARTMENT OF ECONOMIC DEVELOPMENT #043**  
**DIVISION OF UNION STATION- DIVISION #480**

| APPROVED<br>FY15 AMOUNT  | TITLE   | RECOMMENDED<br>FY16 AMOUNT |
|--------------------------|---|----------------------------|
|                          | <b><u>UNION STATION AND BUSPORT OPERATIONS</u></b>                    |                            |
| \$ 116,750.00            | JANITORIAL SERVICES   | \$ 116,652.00              |
| 122,000.00               | MAINTENANCE & REPAIR  | 127,090.00                 |
| 160,880.00               | SECURITY  | 176,827.00                 |
| 120,000.00               | SNOW REMOVAL & GROUNDS  | 131,000.00                 |
| 50,000.00                | UNION STATION PROPERTY MANAGEMENT                                     | 50,000.00                  |
| 76,800.00                | TENANT PARKING  | 76,800.00                  |
| 1,500.00                 | OTHER ORDINARY MAINTENANCE  | 2,399.00                   |
| 15,200.00                | INSURANCE   | 13,320.00                  |
| 16,000.00                | GENERAL & ADMINISTRATIVE  | 16,000.00                  |
| 230,000.00               | UTILITIES   | 241,000.00                 |
| <u>\$ 909,130.00</u>     | ORDINARY MAINTENANCE UNION STATION                                    | <u>\$ 951,088.00</u>       |
| <u>500,000.00</u>        | DOWNTOWN URBAN RENEWAL INITIATIVE                                     | <u>-</u>                   |
| <u>\$ 1,409,130.00</u>   | TOTAL WORCESTER REDEVELOPMENT AUTHORITY                               | <u>\$ 951,088.00</u>       |
|                          | <b>FUNDING SOURCES:</b>   |                            |
| (502,125.00)             | TENANT REVENUE  | (503,604.00)               |
| (500,000.00)             | URBAN RENEWAL INITIATIVE BONDS  | -                          |
| <u>\$ (1,002,125.00)</u> | TOTAL FUNDING SOURCES   | <u>\$ (503,604.00)</u>     |
| <u>\$ 407,005.00</u>     | TOTAL RECOMMENDED ORDINARY<br>MAINTENANCE- UNION STATION AND BUSPORTS | <u>\$ 447,484.00</u>       |
| <u>\$ 407,005.00</u>     | <b>480-92000</b> TOTAL RECOMMENDED TAX LEVY                           | <u>\$ 447,484.00</u>       |



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## Workforce Investment Board FY16 Budget Recommendation

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### Jeffrey Turgeon Director

44 Front Street, Suite 300  
Worcester, Massachusetts 01608  
(508) 799-1590

#### **Workforce Investment Board Mission Statement:**

The mission of the Central Massachusetts Workforce Investment Board is to:

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

#### **FY16 Budget Overview**

|                        | <b>Actuals</b>       | <b>Approved</b>      |                | <b>Recommended</b>   |
|------------------------|----------------------|----------------------|----------------|----------------------|
|                        | <b>Fiscal 2014</b>   | <b>Budget for</b>    | <b>Account</b> | <b>Appropriation</b> |
|                        |                      | <b>Fiscal 2015</b>   | <b>Number</b>  | <b>Fiscal 2016</b>   |
| <b>Expenditures</b>    |                      |                      |                |                      |
| Salaries               | \$ 377,400.00        | \$ 600,893.00        | 91000          | \$ 572,809.00        |
| Ordinary Maintenance   | 86,625.00            | 169,000.00           | 92000          | 169,000.00           |
| Capital Outlay         | -                    | 3,600.00             | 93000          | 3,600.00             |
| Fringe Benefits        | 41,445.00            | 149,178.00           | 96000          | 145,345.00           |
| <b>Total</b>           | <b>\$ 505,470.00</b> | <b>\$ 922,671.00</b> |                | <b>\$ 890,754.00</b> |
| <b>Total Positions</b> | 9                    | 10                   |                | 9                    |

#### **Expenditures:**

The total Fiscal 2016 Budget is recommended to be \$890,754, which is a decrease of \$31,917 from the Fiscal 2015 amount of \$922,671.

The recommended Personal Services budget for Fiscal 2016 is \$572,809 which is a decrease of \$28,084 from the Fiscal 2015 amount of \$600,893. This is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance. This increase is offset by a change in the table of organization to remove the Business Retention Manager, and add this position to Economic Development, a decrease in EM Incentive pay, and decrease in interdepartmental charges.

The Ordinary Maintenance budget for Fiscal 2016 is recommended to be level funded at \$169,000.

## **Workforce Investment Board FY16 Budget Recommendation**

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The recommended fringe benefits budget for Fiscal 2016 is \$145,345 which is a decrease of \$3,833 from the Fiscal 2015 amount of \$149,178. This decrease is due to the table of organization change to eliminate the Business Retention Manager, and add the position to Economic Development.

The recommended Capital Outlay budget for Fiscal 2016 is level funded at \$3,600.

### **Operational overview:**

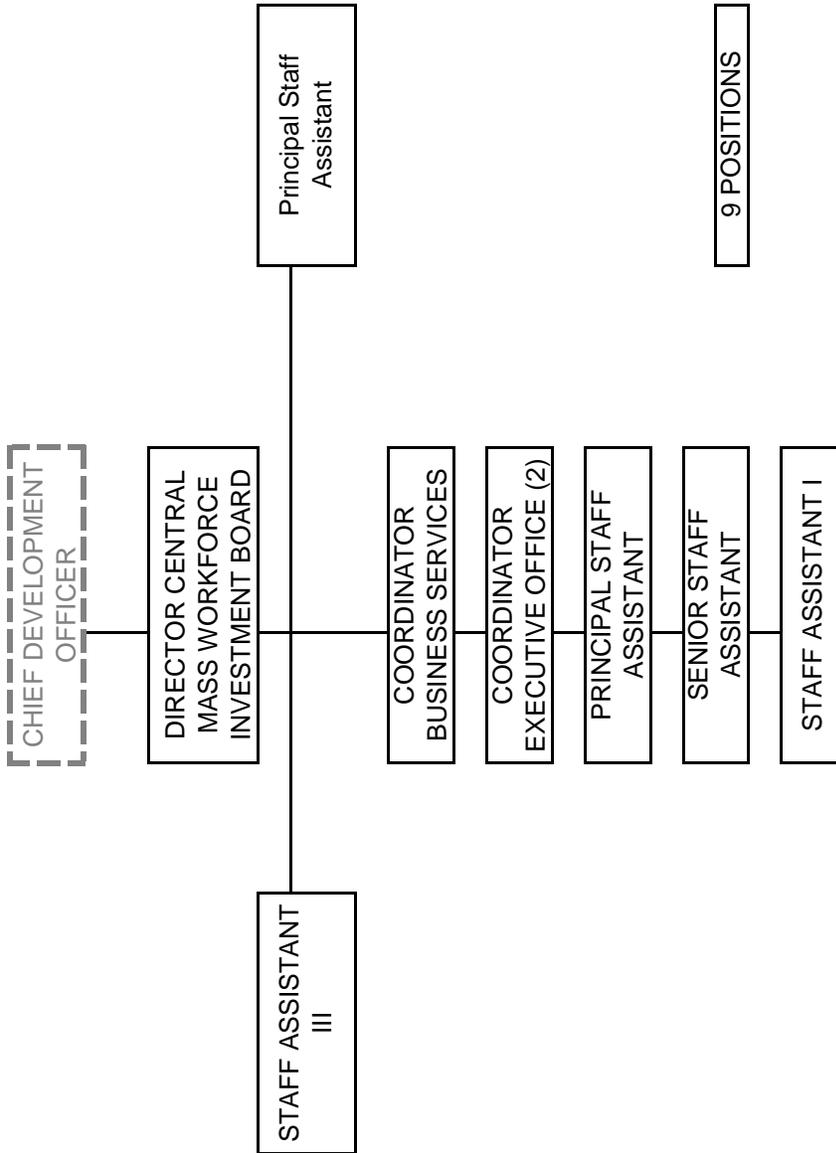
The Central Massachusetts Workforce Investment Board serves the needs of both employers and employees in the Central Massachusetts region.

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

The Board provides an employment, education and training system to address the changing environment of relevant community needs. The Board services the employment needs of private industry by providing the private sector with pertinent workforce information and access to qualified personnel. The Board serves the economically disadvantaged by providing increased access to useful training and improved access to job opportunities.

# CITY OF WORCESTER

## EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT WORKFORCE INVESTMENT BOARD DIVISION



**TURGEON, JEFFREY - DIRECTOR****CITY OF WORCESTER - NET COST FISCAL 2016****EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT****DIVISION OF CENTRAL MASS. WORKFORCE INVESTMENT BOARD- DIVISION #31S**

| FY15<br>TOTAL<br>POSITIONS                                       | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|--|-------------------------|------------------|---|----------------------------|----------------------------|
| <b>CENTRAL MASSACHUSETTS WORKFORCE INVESTMENT BOARD (CMWIB):</b> |                         |                  |   |                            |                            |
| 1  | \$ 89,680.00            | 53EM             | DIRECTOR CENTRAL MASS WORKFORCE INVESTMENT BOARD      | 1                          | \$ 94,590.00               |
| 1  | 58,821.00               | 43EM             | COORDINATOR OF BUSINESS SERVICES                      | 1                          | 62,042.00                  |
| 2  | 149,511.00              | 42EM             | COORDINATOR, EXECUTIVE OFFICE                         | 2                          | 149,718.00                 |
| 1  | 46,135.00               | 46EM             | BUSINESS RETENTION MANAGER                            | 0                          | -                          |
| 2  | 105,738.00              | 40M              | PRINCIPAL STAFF ASSISTANT                             | 2                          | 118,575.00                 |
| 1  | 56,673.00               | 39M              | SENIOR STAFF ASSISTANT                                | 1                          | 62,080.00                  |
| 1  | 46,354.00               | 37               | STAFF ASSISTANT 3                                     | 1                          | 48,876.00                  |
| 1  | 39,171.00               | 32               | STAFF ASSISTANT 1                                     | 1                          | 41,320.00                  |
| <u>10</u>  | <u>\$ 592,083.00</u>    |                  | TOTAL REGULAR SALARIES                                | <u>9</u>                   | <u>\$ 577,201.00</u>       |
|  | 5,464.00                |                  | EM INCENTIVE PAY                                      |                            | 3,608.00                   |
|  | 11,346.00               |                  | INTERDEPARTMENTAL CHARGE                              |                            | -                          |
|  | (8,000.00)              |                  | VACANCY FACTOR  |                            | (8,000.00)                 |
| <u>10</u>  | <u>\$ 600,893.00</u>    | <b>31S-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES                   | <u>9</u>                   | <u>\$ 572,809.00</u>       |
|  | \$ 169,000.00           |                  | ORDINARY MAINTENANCE                                  |                            | \$ 169,000.00              |
|  | <u>\$ 169,000.00</u>    | <b>31S-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE                |                            | <u>\$ 169,000.00</u>       |
|  | \$ 3,600.00             |                  | CAPITAL PURCHASE                                      |                            | \$ 3,600.00                |
|  | <u>\$ 3,600.00</u>      | <b>31S-93000</b> | TOTAL RECOMMENDED CAPITAL                             |                            | <u>\$ 3,600.00</u>         |
|  | \$ 101,819.00           |                  | HEALTH INSURANCE                                      |                            | \$ 84,975.00               |
|  | 47,359.00               |                  | RETIREMENT  |                            | 60,370.00                  |
|  | <u>\$ 149,178.00</u>    | <b>31S-96000</b> | TOTAL RECOMMENDED FRINGE BENEFITS                     |                            | <u>\$ 145,345.00</u>       |
|  | <u>\$ 922,671.00</u>    |                  | TOTAL CENTRAL MASS. WORKFORCE INVESTMENT BOARD BUDGET |                            | <u>\$ 890,754.00</u>       |
|  | \$ (822,671.00)         |                  | FUNDING SOURCES:                                      |                            | \$ (790,754.00)            |
|  | -                       |                  | FEDERAL GRANTS  |                            | -                          |
|  | (100,000.00)            |                  | UMASS MEMORIAL HEALTHCARE                             |                            | (100,000.00)               |
|  | <u>\$ (922,671.00)</u>  |                  | WORCESTER JOBS FUND                                   |                            | <u>\$ (890,754.00)</u>     |
|  | <u>\$ -</u>             | <b>031-91000</b> | TOTAL RECOMMENDED TAX LEVY                            |                            | <u>\$ -</u>                |

## Workforce Central Career Center FY16 Budget Recommendation

### **Janice Ryan Weekes**

#### **Director**

44 Front Street, Suite 600  
Worcester, Massachusetts 01608  
(508) 373-7628

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

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

- To be the recognized regional resource for easily accessible, high quality workforce development support services, and relevant information for employers, jobseekers, and community partners. Services include career counseling, access to training opportunities, community collaborations, and other services designed to empower our customers.
- To provide planning, grant and contract management in support of the Division's activities.
- Provide oversight and coordination of the region's workforce development resources.
- Support state and federal workforce development policies advantageous to the region.
- Coordinate workforce development with regional economic development initiatives.

#### **FY16 Budget Overview**

|                        | <b>Actuals</b>         | <b>Approved</b>        |                | <b>Recommended</b>     |
|------------------------|------------------------|------------------------|----------------|------------------------|
|                        | <b>Fiscal 2014</b>     | <b>Budget for</b>      | <b>Account</b> | <b>Appropriation</b>   |
|                        |                        | <b>Fiscal 2015</b>     | <b>Number</b>  | <b>Fiscal 2016</b>     |
| <b>Expenditures</b>    |                        |                        |                |                        |
| Salaries               | \$ 1,699,378.00        | \$ 2,125,124.00        | 91000          | \$ 2,137,921.00        |
| Ordinary Maintenance   | 828,361.00             | 1,103,320.00           | 92000          | 1,103,320.00           |
| Capital Outlay         | 75,000.00              | 15,000.00              | 93000          | 15,000.00              |
| Fringe Benefits        | 388,686.00             | 568,476.00             | 96000          | 560,370.00             |
| <b>Total</b>           | <b>\$ 2,991,425.00</b> | <b>\$ 3,811,920.00</b> |                | <b>\$ 3,816,611.00</b> |
|                        |                        |                        |                |                        |
| <b>Total Positions</b> | 37                     | 36                     |                | 36                     |

#### **Expenditures:**

The total Fiscal 2016 Budget is recommended to be \$3,816,611, which is an increase of \$4,691 from the Fiscal 2015 amount of \$3,811,920.

The recommended Personal Services budget for Fiscal 2016 is \$2,137,921, which is an increase of \$12,797 from the Fiscal 2015 amount of \$2,125,124. This increase is reflective of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance. This increase is offset by a decrease in EM Incentive Pay and interdepartmental charges.

## **Workforce Central Career Center FY16 Budget Recommendation**

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The Ordinary Maintenance budget for Fiscal 2016 is recommended to be level funded at \$1,103,320.

The recommended fringe benefits budget for Fiscal 2015 is \$568,476 which is an decrease of \$8,106 from the Fiscal 2015 amount of \$568,476.

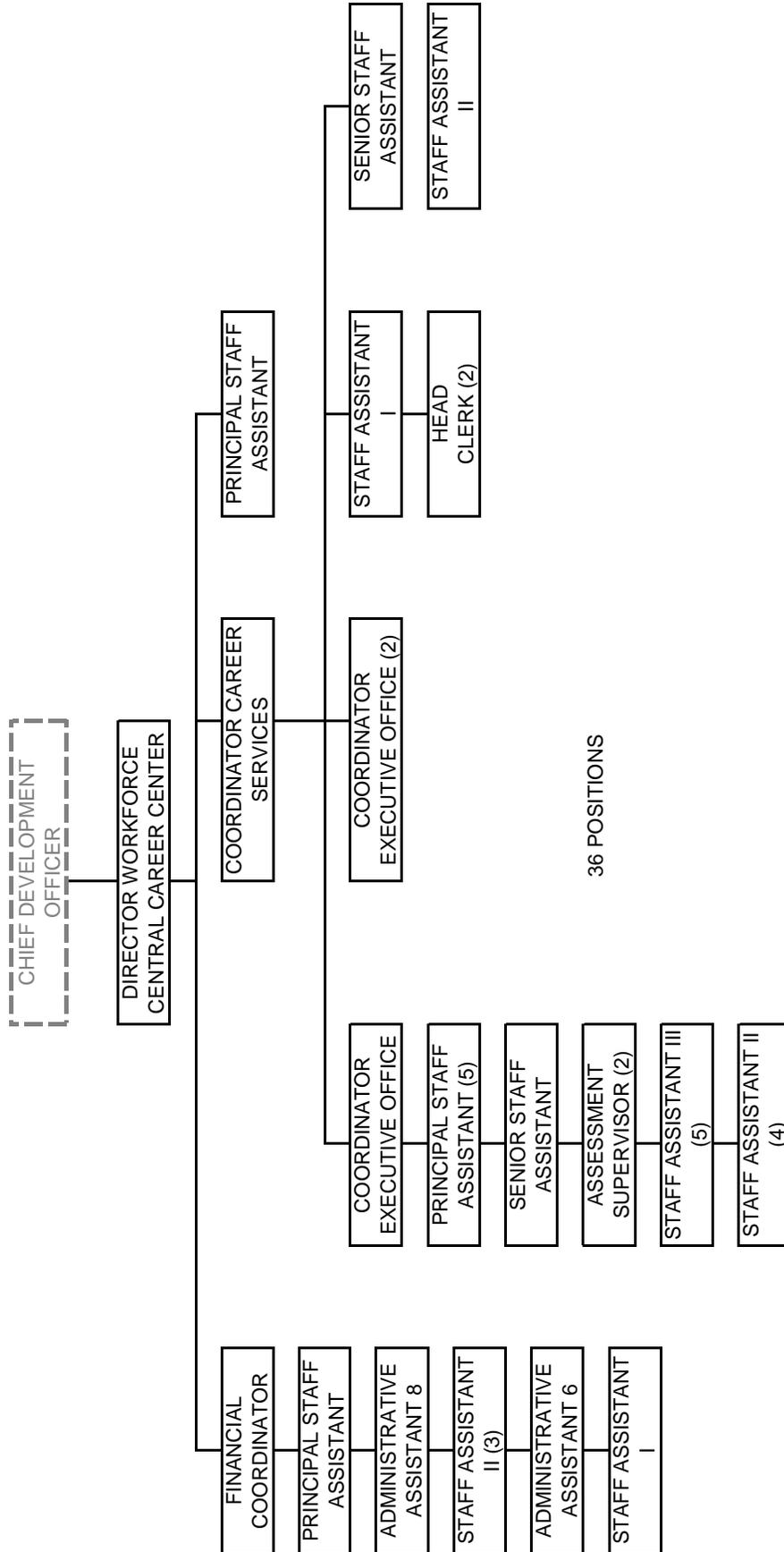
The recommended Capital Outlay budget for Fiscal 2016 is recommended to be level funded at \$15,000.

### **Operational Overview**

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

# CITY OF WORCESTER

## EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT WORKFORCE CENTRAL CAREER CENTER



**JANICE R. WEEKES, DIRECTOR WORKFORCE CENTRAL CAREER CENTER**

**CITY OF WORCESTER - NET COST FISCAL 2016**

**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT**

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

| FY15<br>TOTAL<br>POSITIONS                      | APPROVED<br>FY15         | PAY<br>GRADE     | TITLE                                    | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|---|--------------------------|------------------|--|----------------------------|----------------------------|
| <b>WORKFORCE CENTRAL CAREER CENTER (WFCCC):</b> |                          |                  |  |                            |                            |
| 1   | \$ 87,000.00             | 48EM             | DIRECTOR WORKFORCE CENTRAL CAREER CENTER | 1                          | \$ 92,843.00               |
| 1   | 87,070.00                | 45EM             | COORDINATOR CAREER SERVICES              | 1                          | 91,837.00                  |
| 1   | 88,281.00                | 43EM             | FINANCIAL COORDINATOR                    | 1                          | 93,115.00                  |
| 3   | 220,471.00               | 42EM             | COORDINATOR, EXECUTIVE OFFICE            | 3                          | 205,713.00                 |
| 7   | 443,764.00               | 40M              | PRINCIPAL STAFF ASSISTANT                | 7                          | 469,847.00                 |
| 2   | 131,086.00               | 39M              | SENIOR STAFF ASSISTANT                   | 2                          | 138,264.00                 |
| 1   | 49,382.00                | 38M              | ADMINISTRATIVE ASSISTANT, GRADE 8        | 1                          | 52,072.00                  |
| 2   | 108,176.00               | 37               | ASSESSMENT SUPERVISOR                    | 2                          | 115,954.00                 |
| 5   | 258,656.00               | 37               | STAFF ASSISTANT 3                        | 5                          | 274,643.00                 |
| 8   | 385,008.00               | 35               | STAFF ASSISTANT 2                        | 8                          | 396,966.00                 |
| 1   | 43,784.00                | 33               | ADMINISTRATIVE ASSISTANT, GRADE 6        | 1                          | 47,691.00                  |
| 2   | 87,571.00                | 32               | STAFF ASSISTANT 1                        | 2                          | 94,156.00                  |
| 2   | 73,122.00                | 30               | HEAD CLERK                               | 2                          | 77,128.00                  |
| <u>36</u>                                       | <u>\$ 2,063,371.00</u>   |                  | TOTAL REGULAR SALARIES                   | <u>36</u>                  | <u>\$ 2,150,229.00</u>     |
|   | 5,182.00                 |                  | EM INCENTIVE PAY                         |                            | -                          |
|   | 88,571.00                |                  | INTERDEPARTMENTAL CHARGE                 |                            | 19,692.00                  |
|   | (32,000.00)              |                  | VACANCY FACTOR                           |                            | (32,000.00)                |
| <u>36</u>                                       | <u>\$ 2,125,124.00</u>   | <b>31S-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES      | <u>36</u>                  | <u>\$ 2,137,921.00</u>     |
|   | \$ 1,103,320.00          |                  | ORDINARY MAINTENANCE                     |                            | \$ 1,103,320.00            |
|   | <u>\$ 1,103,320.00</u>   | <b>31S-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE   |                            | <u>\$ 1,103,320.00</u>     |
|   | \$ 15,000.00             |                  | CAPITAL PURCHASE                         |                            | \$ 15,000.00               |
|   | <u>\$ 15,000.00</u>      | <b>31S-93000</b> | TOTAL RECOMMENDED CAPITAL                |                            | <u>\$ 15,000.00</u>        |
|   | \$ 348,370.00            |                  | HEALTH INSURANCE                         |                            | \$ 339,973.00              |
|   | 220,106.00               |                  | RETIREMENT                               |                            | 220,397.00                 |
|   | <u>\$ 568,476.00</u>     | <b>31S-96000</b> | TOTAL RECOMMENDED FRINGE BENEFITS        |                            | <u>\$ 560,370.00</u>       |
|   | <u>\$ 3,811,920.00</u>   |                  | TOTAL CENTRAL CAREER CENTER BUDGET       |                            | <u>\$ 3,816,611.00</u>     |
|   | \$ (3,811,920.00)        |                  | FUNDING SOURCES:                         |                            | \$ (3,816,611.00)          |
|   | <u>\$ (3,811,920.00)</u> |                  | FEDERAL GRANTS                           |                            | <u>\$ (3,816,611.00)</u>   |
|   |                          |                  | TOTAL FUNDING SOURCES                    |                            | <u>\$ (3,816,611.00)</u>   |
|   | <u>\$ -</u>              |                  | TOTAL RECOMMENDED TAX LEVY               |                            | <u>\$ -</u>                |

## Worcester's Marketing Campaign FY16 Budget Recommendation

### FY16 Budget Overview

|                           |                      | <b>Approved</b>    |                | <b>Recommended</b>   |
|---------------------------|----------------------|--------------------|----------------|----------------------|
|                           | <b>Actual</b>        | <b>Budget for</b>  | <b>Account</b> | <b>Appropriation</b> |
|                           | <b>Fiscal 2014</b>   | <b>Fiscal 2015</b> | <b>Number</b>  | <b>Fiscal 2016</b>   |
| <b>Expenditures</b>       |                      |                    |                |                      |
| Ordinary Maintenance      | \$ 500,000.00        | \$ 500,000.00      | 92000          | \$ 500,000.00        |
| Funding Source            | -                    | (500,000.00)       |                | (500,000.00)         |
| <b>Total Expenditures</b> | <b>\$ 500,000.00</b> | <b>\$ -</b>        |                | <b>\$ -</b>          |

### Expenditures:

The Fiscal 2016 budget recommends no tax levy funding for the Marketing Campaign. DCU Special District Financing will fund \$500,000 in anticipated Fiscal 2016 expenditures.

**MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DEPARTMENT OF ECONOMIC DEVELOPMENT**

**WORCESTER'S MARKETING CAMPAIGN- DIVISION #041**

| APPROVED<br>FY15 AMOUNT | TITLE                                  | RECOMMENDED<br>FY16 AMOUNT |
|-------------------------|--|----------------------------|
| \$ 500,000.00           | DESTINATION WORCESTER FY16             | \$ 500,000.00              |
| <u>\$ 500,000.00</u>    | TOTAL RECOMMENDED ORDINARY MAINTENANCE | <u>\$ 500,000.00</u>       |
| <b>FUNDING SOURCES:</b> |  |                            |
| \$ (500,000.00)         | DCU SPECIAL DISTRICT FINANCING ZONE    | \$ (500,000.00)            |
| <u>\$ (500,000.00)</u>  | <b>041-92000</b> TOTAL FUNDING SOURCES | <u>\$ (500,000.00)</u>     |
| <hr/>                   |  |                            |
| <u>\$ -</u>             | TOTAL RECOMMENDED TAX LEVY             | <u>\$ -</u>                |

## **Cable Services FY16 Budget Recommendation**

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**Judith A. Warren**

**Director**

City Hall

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

### **Divisional Mission Statement:**

The mission of the Cable Services Division is to:

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

### **FY16 Budget Overview**

|                        | <b>Actual</b>          | <b>Approved</b>      |                | <b>Recommended</b>   |
|------------------------|------------------------|----------------------|----------------|----------------------|
|                        | <b>Fiscal 2014</b>     | <b>Budget for</b>    | <b>Account</b> | <b>Appropriation</b> |
| <b>Expenditures</b>    |                        | <b>Fiscal 2015</b>   | <b>Number</b>  | <b>Fiscal 2016</b>   |
| Salaries               | \$ 273,490.40          | \$ 167,439.00        | 91,000.00      | \$ 221,969.00        |
| Overtime               | -                      | 2,500.00             | 97,000.00      | 5,000.00             |
| Ordinary Maintenance   | 2,382,287.67           | 110,239.00           | 92,000.00      | 77,543.00            |
| Capital Outlay         | 127,765.40             | -                    | 93,000.00      | -                    |
| Fringe Benefits        | 989.90                 | 62,005.00            | 96,000.00      | 77,023.00            |
| <b>Total</b>           | <b>\$ 2,784,533.37</b> | <b>\$ 342,183.00</b> |                | <b>\$ 381,535.00</b> |
| Cable Revenues         | \$ (2,784,533.37)      | \$ (342,183.00)      |                | \$ (381,535.00)      |
| <b>Net Total</b>       | <b>\$ -</b>            | <b>\$ -</b>          |                | <b>\$ -</b>          |
| <b>Total Positions</b> | 2                      | 3                    |                | 4                    |

### **Expenditures:**

The total Fiscal 2016 budget is \$381,535, a \$39,352 increase over the approved budget for Fiscal 2015 of \$342,183. The recommended budget for Personal Services for Fiscal 2016 is \$221,969, which is an increase of \$54,530 from the Fiscal 2015 amount of \$167,439. The Personal Services increase reflects the addition of one Operations Specialist position and a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks

## **Cable Services FY16 Budget Recommendation**

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whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance

The recommended Overtime budget for Fiscal 2016 is \$5,000, which is an increase of \$2,500 from Fiscal 2015.

The recommended Ordinary Maintenance budget for Fiscal 2016 is \$80,043, which is a decrease of \$30,196 from the Fiscal 2015 amount of \$110,239.

The recommended Fringe Benefits budget for Fiscal 2016 is \$77,023, which is an increase of \$15,018 from the Fiscal 2015 amount of \$62,015.

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

### **Divisional Overview:**

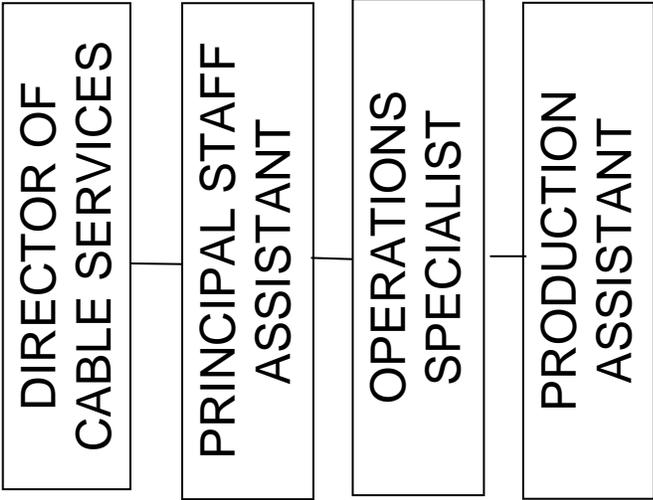
The Cable Services Division is responsible for monitoring the cable operator, administering the cable franchise agreement, overseeing Public, Educational and Government Access agreements, and providing customer service to cable subscribers, including the processing of complaints and discount applications.

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

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

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

**CITY OF WORCESTER**  
**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT**  
**CABLE SERVICES DIVISION**



**4 POSITIONS**

**JUDITH A. WARREN, DIRECTOR OF CABLE SERVICES**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT**  
**DIVISION OF CABLE SERVICES- DIVISION #04S616**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|---|----------------------------|----------------------------|
| 1                          | \$ 81,558.00            | 45M              | DIRECTOR OF CABLE SERVICES                    | 1                          | \$ 86,024.00               |
| 1                          | 54,393.00               | 40M              | PRINCIPAL STAFF ASSISTANT                     | 1                          | 60,036.00                  |
| 0                          | -                       | 29               | OPERATIONS SPECIALIST                         | 1                          | 38,836.00                  |
| 1                          | 31,488.00               | 25               | PRODUCTION ASSISTANT                          | 1                          | 37,073.00                  |
| <u>3</u>                   | <u>\$ 167,439.00</u>    |                  | <b>TOTAL RECOMMENDED SALARIES</b>             | <u>4</u>                   | <u>\$ 221,969.00</u>       |
|                            |                         |                  | FUNDING SOURCES:                              |                            |                            |
|                            | (167,439.00)            |                  | CABLE LICENSE REVENUES                        |                            | (221,969.00)               |
|                            | <u>\$ (167,439.00)</u>  |                  | TOTAL FUNDING SOURCES                         |                            | <u>\$ (221,969.00)</u>     |
| <u>3</u>                   | <u>\$ -</u>             | <b>04S-91000</b> | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>    | <u>4</u>                   | <u>\$ -</u>                |
|                            | \$ 2,500.00             |                  | REGULAR OVERTIME                              |                            | \$ 5,000.00                |
|                            | <u>\$ 2,500.00</u>      |                  | TOTAL RECOMMENDED OVERTIME                    |                            | <u>\$ 5,000.00</u>         |
|                            |                         |                  | FUNDING SOURCES:                              |                            |                            |
|                            | (2,500.00)              |                  | CABLE LICENSES REVENUES                       |                            | (5,000.00)                 |
|                            | <u>\$ (2,500.00)</u>    |                  | TOTAL FUNDING SOURCES                         |                            | <u>\$ (5,000.00)</u>       |
|                            | <u>\$ -</u>             | <b>04S-97000</b> | <b>TOTAL RECOMMENDED OVERTIME</b>             |                            | <u>\$ -</u>                |
|                            | \$ 110,239.00           |                  | ORDINARY MAINTENANCE                          |                            | \$ 77,543.00               |
|                            | <u>\$ 110,239.00</u>    |                  | TOTAL ORDINARY MAINTENANCE                    |                            | <u>\$ 77,543.00</u>        |
|                            |                         |                  | FUNDING SOURCES:                              |                            |                            |
|                            | (110,239.00)            |                  | CABLE LICENSE REVENUES                        |                            | (77,543.00)                |
|                            | <u>\$ (110,239.00)</u>  |                  | TOTAL FUNDING SOURCES                         |                            | <u>\$ (77,543.00)</u>      |
|                            | <u>\$ -</u>             | <b>04S-92000</b> | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> |                            | <u>\$ -</u>                |
|                            | \$ 17,480.00            |                  | FRINGE BENEFITS:                              |                            |                            |
|                            | 17,497.00               |                  | HEALTH INSURANCE                              |                            | \$ 22,722.00               |
|                            | 12,236.00               |                  | RETIREMENT                                    |                            | 23,196.00                  |
|                            | 14,792.00               |                  | CONTRIBUTORY PENSIONS                         |                            | 16,482.00                  |
|                            | <u>\$ 62,005.00</u>     |                  | PENSION OBLIGATION BONDS                      |                            | 14,623.00                  |
|                            |                         |                  | TOTAL FRINGE BENEFITS                         |                            | <u>\$ 77,023.00</u>        |
|                            |                         |                  | FUNDING SOURCES:                              |                            |                            |
|                            | (62,005.00)             |                  | CABLE LICENSE REVENUES                        |                            | (77,023.00)                |
|                            | <u>\$ (62,005.00)</u>   |                  | TOTAL FUNDING SOURCES                         |                            | <u>\$ (77,023.00)</u>      |
|                            | <u>\$ -</u>             | <b>04S-94000</b> | <b>TOTAL RECOMMENDED FRINGE BENEFITS</b>      |                            | <u>\$ -</u>                |
|                            | <u>\$ -</u>             |                  | <b>TOTAL RECOMMENDED TAX LEVY</b>             |                            | <u>\$ -</u>                |

## **License Commission FY16 Budget Recommendation**

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### **Karon Shea Chairperson**

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

#### **Departmental Mission Statement:**

The mission of the License Commission is to:

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

#### **FY16 Budget Overview**

|                        | <b>Actual</b>      | <b>Approved</b>    |                | <b>Recommended</b>   |
|------------------------|--------------------|--------------------|----------------|----------------------|
|                        | <b>Fiscal 2014</b> | <b>Budget for</b>  | <b>Account</b> | <b>Appropriation</b> |
| <b>Expenditures</b>    |                    | <b>Fiscal 2015</b> | <b>Number</b>  | <b>Fiscal 2016</b>   |
| Ordinary Maintenance   | \$ 1,003.31        | \$ 1,200.00        | 92000          | \$ 1,200.00          |
| <b>Total</b>           | <b>\$ 1,003.31</b> | <b>\$ 1,200.00</b> |                | <b>\$ 1,200.00</b>   |
| <b>Total Positions</b> | 3                  | 3                  |                | 3                    |

#### **Expenditures:**

The Fiscal 2016 budget is recommended to be level funded at \$1,200.

#### **Departmental Overview:**

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

During Fiscal 2014 the Commission processed the following liquor applications: 19 new licenses, 21 change of managers, 9 alteration of premises, 12 transfer of licenses, 1 transfer of stock, 7 change of officers/directors, 3 change of DBA, 3 change of beneficial interest, 3 pledges of license, 2 request to open at 10 a.m. on Sunday and 137 special one day liquor permits.

During Fiscal 2014 the License Commission held 24 meetings to review applications and held 24 violation hearings on items ranging from sale to a minor to cessation of business.

**KARON SHEA, CHAIRPERSON**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**LICENSE COMMISSION- DEPARTMENT #190**

| APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE                                  | RECOMMENDED<br>FY16 AMOUNT |
|-------------------------|------------------|--|----------------------------|
| \$ 700.00               |                  | OTHER PERSONAL SERVICES                | \$ 700.00                  |
| 500.00                  |                  | OFFICE SUPPLIES                        | 500.00                     |
| <u>\$ 1,200.00</u>      | <b>190-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE | <u>\$ 1,200.00</u>         |
| <hr/>                   |                  |  |                            |
| <u>\$ 1,200.00</u>      |                  | TOTAL RECOMMENDED TAX LEVY             | <u>\$ 1,200.00</u>         |

## Human Resources FY16 Budget Recommendation

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### **Kathleen G. Johnson**

#### **Director**

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

#### **Departmental Mission Statement:**

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

#### **FY16 Budget Overview**

|                               |                        | <b>Approved</b>        |                | <b>Recommended</b>     |
|-------------------------------|------------------------|------------------------|----------------|------------------------|
|                               | <b>Actual</b>          | <b>Budget for</b>      | <b>Account</b> | <b>Appropriation</b>   |
|                               | <b>Fiscal 2014</b>     | <b>Fiscal 2015</b>     | <b>Number</b>  | <b>Fiscal 2016</b>     |
| <b>Expenditures</b>           |                        |                        |                |                        |
| Salaries                      | \$ 754,728.64          | \$ 872,996.00          | 91000          | \$ 990,085.00          |
| Overtime                      | 4,980.84               | 3,000.00               | 97000          | 3,000.00               |
| Ordinary Maintenance          | 241,283.63             | 251,556.00             | 92000          | 351,556.00             |
| <b>Total</b>                  | <b>\$ 1,000,993.11</b> | <b>\$ 1,127,552.00</b> |                | <b>\$ 1,344,641.00</b> |
| Total Positions               | 16                     | 16                     |                | 16                     |
| Added/Deleted Positions       | 0                      | 0                      |                | 1                      |
| <b>Total Funded Positions</b> | <b>16</b>              | <b>16</b>              |                | <b>17</b>              |

#### **Expenditures:**

The total Fiscal 2016 recommended tax levy budget for the Human Resources Department is \$1,344,641 which is an increase of \$217,089 from the Fiscal 2015 budget of \$1,127,552.

The recommended personal services tax levy budget for Fiscal 2016 is \$990,085 which is an increase of \$117,089 from the Fiscal 2015 amount of \$872,996. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$63,243; EM Incentive increase of \$234; an increase of \$8,000 for the Assistant Director: an increase of \$4,775 for the City Physician; and the addition of a Chief Diversity Officer to the table of organization in the amount of \$64,437. This increase is offset by an increase in Enterprise funding of \$23,600.

The Overtime tax levy budget for Fiscal 2016 is recommended to be level funded at \$3,000.00.

The tax levy Ordinary Maintenance budget for Fiscal 2016 is recommended to be \$351,556 which is an increase of \$100,000 from the Fiscal 2015 amount of \$251,556. The increase is a result of \$100,000 budgeted for Professional Development and Training.

## **Human Resources FY16 Budget Recommendation**

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### **Operational Overview:**

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

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

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

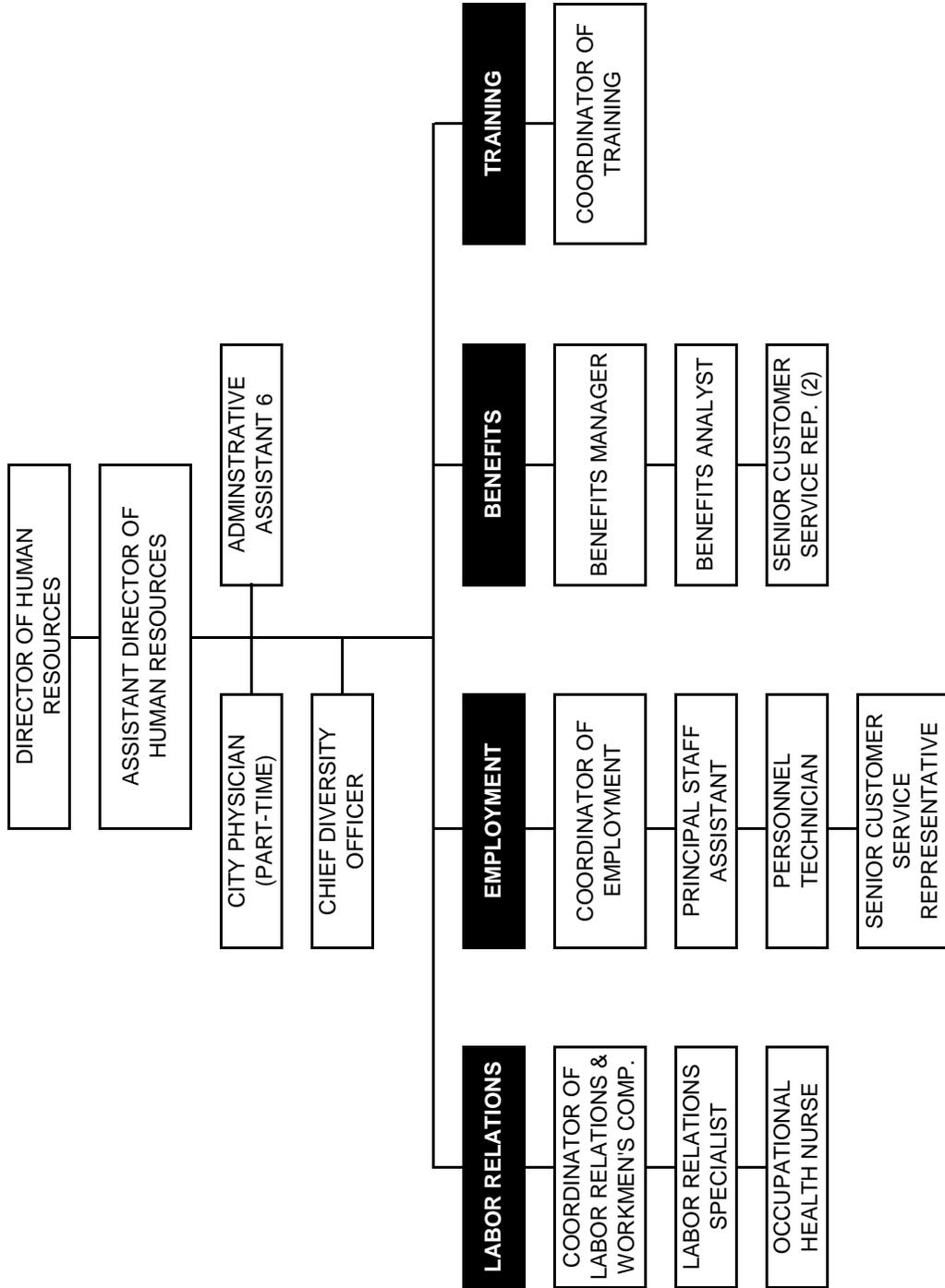
The Labor Relations Division encompasses collective bargaining, employee relations, and at-work injury management to ensure that employees are treated fairly and that managers and supervisors have the tools to oversee the job performance of their staff. The Division performs case management for City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

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

The FY16 budget includes the creation of a Chief Diversity Officer position to oversee the development and implementation of the City's Equal Employment Opportunity and Diversity and Inclusion Plan, ensure compliance with all federal, state, and local Equal Employment Opportunity laws and policies, and meet the City's diversity and inclusion goals. This position will work with department heads and diversity officers to achieve their department-specific goals, while providing technical assistance, employee support and training. The Chief Diversity Officer will help develop and monitor recruiting, hiring, training, promoting, and retaining strategies.

# CITY OF WORCESTER

## Department of Human Resources



**KATHLEEN G. JOHNSON, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

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

| FY15<br>TOTAL<br>POSITIONS         | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE                                   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|------------------------------------|-------------------------|------------------|---|----------------------------|----------------------------|
| <b>ADMINISTRATION:</b>             |                         |                  |   |                            |                            |
| 1                                  | \$ 110,694.00           | 58CM             | DIRECTOR HUMAN RESOURCES                | 1                          | \$ 116,754.00              |
| 1                                  | 91,037.00               | 47EM             | ASSISTANT DIRECTOR HUMAN RESOURCES      | 1                          | 104,022.00                 |
| 0                                  | -                       | 41M              | CHIEF DIVERSITY OFFICER                 | 1                          | 64,437.00                  |
| 1                                  | 37,291.00               | 33               | ADMINISTRATIVE ASSISTANT 6              | 1                          | 40,750.00                  |
| 1                                  | 30,000.00               | FL               | CITY PHYSICIAN                          | 1                          | 35,000.00                  |
| <u>4</u>                           | <u>\$ 269,022.00</u>    |                  |   | <u>5</u>                   | <u>\$ 360,963.00</u>       |
| <b>EMPLOYMENT:</b>                 |                         |                  |   |                            |                            |
| 1                                  | \$ 84,544.00            | 46M              | COORDINATOR OF EMPLOYMENT               | 1                          | \$ 89,179.00               |
| 1                                  | 67,944.00               | 40M              | PRINCIPAL STAFF ASSISTANT               | 1                          | 71,657.00                  |
| 1                                  | 52,645.00               | 38M              | PERSONNEL TECHNICIAN                    | 1                          | 56,756.00                  |
| 1                                  | 34,599.00               | 28               | SENIOR CUSTOMER SERVICE REPRESENTATIVE  | 1                          | 37,852.00                  |
| <u>4</u>                           | <u>\$ 239,732.00</u>    |                  |   | <u>4</u>                   | <u>\$ 255,444.00</u>       |
| <b>LABOR RELATIONS:</b>            |                         |                  |   |                            |                            |
| 1                                  | \$ 91,037.00            | 48M              | COORD. LABOR RELATIONS & WORKER'S COMP. | 1                          | \$ 96,021.00               |
| 1                                  | 81,558.00               | 45M              | LABOR RELATIONS SPECIALIST              | 1                          | 86,024.00                  |
| 1                                  | 61,914.00               | 42M              | OCCUPATIONAL NURSE                      | 1                          | 67,672.00                  |
| <u>3</u>                           | <u>\$ 234,509.00</u>    |                  |   | <u>3</u>                   | <u>\$ 249,717.00</u>       |
| <b>BENEFITS:</b>                   |                         |                  |   |                            |                            |
| 1                                  | \$ 78,614.00            | 44M              | BENEFITS MANAGER                        | 1                          | \$ 82,912.00               |
| 1                                  | 50,889.00               | 35               | BENEFIT ANALYST                         | 1                          | 55,555.00                  |
| 2                                  | 84,858.00               | 28               | SENIOR CUSTOMER SERVICE REPRESENTATIVE  | 2                          | 89,494.00                  |
| <u>4</u>                           | <u>\$ 214,361.00</u>    |                  |   | <u>4</u>                   | <u>\$ 227,961.00</u>       |
| <b>TRAINING &amp; DEVELOPMENT:</b> |                         |                  |   |                            |                            |
| 1                                  | \$ 72,913.00            | 42M              | COORDINATOR OF TRAINING                 | 1                          | \$ 76,907.00               |
| 1                                  | 72,913.00               |                  |   | 1                          | 76,907.00                  |
| <u>16</u>                          | <u>\$ 1,030,537.00</u>  |                  | REGULAR SALARIES                        | <u>17</u>                  | <u>\$ 1,170,992.00</u>     |
|                                    | 50,000.00               |                  | INTERNSHIP PROGRAM                      |                            | 50,000.00                  |
|                                    | 1,831.00                |                  | EM INCENTIVE PAY                        |                            | 2,065.00                   |
|                                    | (36,200.00)             |                  | VACANCY FACTOR                          |                            | (36,200.00)                |
|                                    | <u>\$ 1,046,168.00</u>  |                  | TOTAL RECOMMENDED SALARIES              |                            | <u>\$ 1,186,857.00</u>     |
|                                    | \$ (74,758.00)          |                  | FUNDING SOURCES:                        |                            | \$ (84,946.00)             |
|                                    | (97,586.00)             |                  | CREDIT FROM SEWER                       |                            | (110,885.00)               |
|                                    | (828.00)                |                  | CREDIT FROM WATER                       |                            | (941.00)                   |
|                                    | <u>\$ (173,172.00)</u>  |                  | CREDIT FROM GOLF COURSE                 |                            | <u>\$ (196,772.00)</u>     |
|                                    |                         |                  | TOTAL FUNDING SOURCES                   |                            |                            |
| <u>16</u>                          | <u>\$ 872,996.00</u>    | <b>170-91000</b> | TOTAL RECOMMENDED PERSONNEL SERVICES    | <u>17</u>                  | <u>\$ 990,085.00</u>       |
|                                    | \$ 3,000.00             |                  | OVERTIME                                |                            | \$ 3,000.00                |
|                                    | <u>\$ 3,000.00</u>      | <b>170-97000</b> | TOTAL RECOMMENDED OVERTIME              |                            | <u>\$ 3,000.00</u>         |

**KATHLEEN G. JOHNSON, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

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

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE                                       | FY16<br>TOTAL<br>POSITIONS | PROPOSED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|---|----------------------------|-------------------------|
|                            | \$ 3,600.00             |                  | LEASES & RENTALS                            |                            | \$ 3,600.00             |
|                            | 201,700.00              |                  | LEGAL CONSULTANTS                           |                            | 201,700.00              |
|                            | 2,400.00                |                  | MAINTENANCE & REPAIR                        |                            | 2,400.00                |
|                            | 500.00                  |                  | TELEPHONE                                   |                            | 500.00                  |
|                            | 35,295.00               |                  | OTHER PERSONAL SERVICES                     |                            | 35,295.00               |
|                            | 24,000.00               |                  | NEWSPAPER ADVERTISING                       |                            | 24,000.00               |
|                            | 3,800.00                |                  | BOOKS                                       |                            | 3,800.00                |
|                            | 8,305.00                |                  | OFFICE SUPPLIES                             |                            | 8,305.00                |
|                            | 300.00                  |                  | OTHER SUPPLIES                              |                            | 300.00                  |
|                            | 2,500.00                |                  | OTHER CHARGES & EXPENDITURES                |                            | 2,500.00                |
|                            | -                       |                  | PROFESSIONAL DEVELOPMENT/TRAINING/RETENTION |                            | 100,000.00              |
|                            | <u>\$ 282,400.00</u>    |                  | TOTAL ORDINARY MAINTENANCE                  |                            | <u>\$ 382,400.00</u>    |
|                            |                         |                  | FUNDING SOURCES:                            |                            |                         |
|                            | \$ (3,101.00)           |                  | CREDIT FROM SEWER                           |                            | \$ (3,101.00)           |
|                            | (3,743.00)              |                  | CREDIT FROM WATER                           |                            | (3,743.00)              |
|                            | (24,000.00)             |                  | INTERDEPARTMENTAL CREDIT                    |                            | (24,000.00)             |
|                            | <u>(30,844.00)</u>      |                  | TOTAL FUNDING SOURCES                       |                            | <u>(30,844.00)</u>      |
|                            | <u>\$ 251,556.00</u>    | <b>170-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE      |                            | <u>\$ 351,556.00</u>    |
|                            | <u>\$ 1,127,552.00</u>  |                  | <b>TOTAL RECOMMENDED TAX LEVY</b>           |                            | <u>\$ 1,344,641.00</u>  |



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## Workers' Compensation FY16 Budget Recommendation

### **Kathleen G. Johnson**

#### **Director**

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

### **FY16 Budget Overview**

|                     | <b>Actual</b>          | <b>Approved</b>        |                | <b>Recommended</b>     |
|---------------------|------------------------|------------------------|----------------|------------------------|
|                     | <b>Budget for</b>      | <b>Budget for</b>      | <b>Account</b> | <b>Appropriation</b>   |
|                     | <b>Fiscal 2014</b>     | <b>Fiscal 2015</b>     | <b>Number</b>  | <b>Fiscal 2016</b>     |
| <b>Expenditures</b> |                        |                        |                |                        |
| Fringe Benefits     | \$ 1,200,940.74        | \$ 1,194,560.00        | 96000          | \$ 1,369,526.00        |
| <b>Total</b>        | <b>\$ 1,200,940.74</b> | <b>\$ 1,194,560.00</b> |                | <b>\$ 1,369,526.00</b> |

### **Expenditures:**

The total Worker's Compensation budget for Fiscal 2015 is recommended to be \$1,369,526 which is an increase of \$174,966 from the Fiscal 2015 amount of \$1,194,560. The increase is due to a trend in claims over the past fiscal year.

### **Operational Overview:**

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

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

**KATHLEEN G. JOHNSON, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DEPARTMENT OF HUMAN RESOURCES**

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

| <u>APPROVED<br/>FY15 AMOUNT</u> | <u>TITLE</u>                                       | <u>RECOMMENDED<br/>FY16 AMOUNT</u> |
|---------------------------------|--|------------------------------------|
| \$ 1,240,670.00                 | BASIC WORKERS' COMPENSATION                        | \$ 1,418,005.00                    |
| <u>104,700.00</u>               | ADMINISTRATIVE SERVICES                            | <u>104,700.00</u>                  |
| <u>\$ 1,345,370.00</u>          | <b>TOTAL WORKERS' COMPENSATION</b>                 | <u>\$ 1,522,705.00</u>             |
|                                 | FUNDING SOURCES:                                   |                                    |
| \$ (98,460.00)                  | CREDIT FROM WATER                                  | \$ (100,829.00)                    |
| <u>(52,350.00)</u>              | CREDIT FROM SCHOOLS                                | <u>(52,350.00)</u>                 |
| <u>\$ (150,810.00)</u>          | <b>TOTAL FUNDING SOURCES</b>                       | <u>\$ (153,179.00)</u>             |
| <u>\$ 1,194,560.00</u>          | <b>171-96000 TOTAL RECOMMENDED FRINGE BENEFITS</b> | <u>\$ 1,369,526.00</u>             |

## Injured on Duty Claims FY16 Budget Recommendation

**Kathleen G. Johnson**

**Director**

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1030

### FY16 Budget Overview

|                     | <b>Actual</b>        | <b>Approved</b>      |                | <b>Recommended</b>   |
|---------------------|----------------------|----------------------|----------------|----------------------|
|                     | <b>Budget for</b>    | <b>Budget for</b>    | <b>Account</b> | <b>Appropriation</b> |
|                     | <b>Fiscal 2014</b>   | <b>Fiscal 2015</b>   | <b>Number</b>  | <b>Fiscal 2016</b>   |
| <b>Expenditures</b> |                      |                      |                |                      |
| Fringe Benefits     | \$ 502,990.94        | \$ 432,550.00        | 96000          | \$ 492,422.00        |
| <b>Total</b>        | <b>\$ 502,990.94</b> | <b>\$ 432,550.00</b> |                | <b>\$ 492,422.00</b> |

### Expenditures:

This account pays for all non-salary costs of uniformed police and fire personnel who are injured in the line of duty. The total tax levy appropriation for Fiscal 2016 is recommended to be \$492,422 which is an increase of \$59,872 from the Fiscal 2015 amount of \$432,550.

Please note that the City incurs salary expenses for uniformed police officers and firefighters when they have been injured in the line of duty. The salary accounts for both the Police and Fire Departments pay the applicable salary amounts for the respective uniformed police and fire personnel who are injured while working. The following table depicts the actual obligations for medical costs incurred from Fiscal 2010 through Fiscal 2014, as well as the projected expenses for Fiscal 2015.

### IOD Medical Claims History

|              | <b>Actual</b>  | <b>Actual</b>  | <b>Actual</b>  | <b>Actual</b>  | <b>Actual</b>  | <b>Projected</b> | <b>Budget</b>  |
|--------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|
|              | <b>FY10</b>    | <b>FY11</b>    | <b>FY12</b>    | <b>FY13</b>    | <b>FY14</b>    | <b>FY15</b>      | <b>FY16</b>    |
| Police       | 178,240        | 152,764        | 230,821        | 267,000        | 229,206        | 215,470          | 256,203        |
| Fire         | 138,636        | 149,564        | 158,253        | 220,518        | 273,785        | 161,861          | 236,219        |
| <b>Total</b> | <b>316,875</b> | <b>302,328</b> | <b>389,074</b> | <b>487,518</b> | <b>502,991</b> | <b>377,330</b>   | <b>492,422</b> |

## **Injured on Duty Claims FY16 Budget Recommendation**

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### **Operational Overview:**

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

**KATHLEEN G. JOHNSON, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

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

| APPROVED<br>FY15 AMOUNT |                  | TITLE                        | RECOMMENDED<br>FY16 AMOUNT |
|-------------------------|------------------|------------------------------|----------------------------|
| \$ 228,578.00           | 1741             | POLICE DEPARTMENT IOD CLAIMS | \$ 256,203.00              |
| 203,972.00              | 17412            | FIRE DEPARTMENT IOD CLAIMS   | 236,219.00                 |
| <u>\$ 432,550.00</u>    | <b>174-96000</b> | TOTAL INJURED ON DUTY        | <u>\$ 492,422.00</u>       |



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## Unemployment Compensation FY16 Budget Recommendation

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### **Kathleen G. Johnson**

#### **Director**

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

#### **Departmental Overview:**

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

#### **FY16 Budget Overview**

|                     |                      | <b>Approved</b>     |                | <b>Recommended</b>   |
|---------------------|----------------------|---------------------|----------------|----------------------|
|                     | <b>Actual</b>        | <b>Budget for</b>   | <b>Account</b> | <b>Appropriation</b> |
|                     | <b>Fiscal 2014</b>   | <b>Fiscal 2015</b>  | <b>Number</b>  | <b>Fiscal 2016</b>   |
|                     |                      |                     |                |                      |
| <b>Expenditures</b> |                      |                     |                |                      |
| Fringe Benefits     | \$ 125,348.67        | \$ 50,000.00        | 96000          | \$ 50,000.00         |
| <b>Total</b>        | <b>\$ 125,348.67</b> | <b>\$ 50,000.00</b> |                | <b>\$ 50,000.00</b>  |

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

#### **Expenditures:**

The total tax levy budget for Fiscal 2016 is recommended to be level funded at \$50,000.

**KATHLEEN G. JOHNSON, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DEPARTMENT OF HUMAN RESOURCES**

**DIVISION OF UNEMPLOYMENT COMPENSATION - DIVISION #172**

| APPROVED<br>FY15 AMOUNT | ACCOUNT<br>NUMBER | TITLE                             | RECOMMENDED<br>FY16 AMOUNT |
|-------------------------|-------------------|-----------------------------------|----------------------------|
| \$ 80,000.00            |                   | REGULAR UNEMPLOYMENT COMPENSATION | \$ 80,000.00               |
| <u>\$ 80,000.00</u>     |                   | TOTAL UNEMPLOYMENT COMPENSATION   | <u>\$ 80,000.00</u>        |
|                         |                   | FUNDING SOURCES:                  |                            |
| \$ (10,000.00)          |                   | CREDIT FROM SEWER                 | \$ (10,000.00)             |
| (10,000.00)             |                   | CREDIT FROM WATER                 | (10,000.00)                |
| (10,000.00)             |                   | CREDIT FROM GOLF                  | (10,000.00)                |
| <u>\$ (30,000.00)</u>   |                   | TOTAL FUNDING CREDITS             | <u>\$ (30,000.00)</u>      |
| <u>\$ 50,000.00</u>     | <b>172-96000</b>  | TOTAL RECOMMENDED FRINGE BENEFITS | <u>\$ 50,000.00</u>        |

## **Health Insurance FY16 Budget Recommendation**

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### **Kathleen G. Johnson**

#### **Director**

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

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

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

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

The City of Worcester offers \$5,000 basic term insurance coverage to interested employees and retirees. The City contributes 50% of the premium 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. 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 LifeScope for the provision of an Employee Assistance Program. The program supplies counseling to employees, their spouses and dependents in the areas of substance abuse, family relations, consumer debts, as well as employee work performance issues. They provide federal mandatory counseling to employees who test positive for drug and/or alcohol abuse through the City's DOT testing program.

#### **Health Insurance Consultant:**

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

## Health Insurance FY16 Budget Recommendation

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### FY16 Budget Overview

|                     | <b>Actual</b>           | <b>Approved</b>         |                | <b>Recommended</b>      |
|---------------------|-------------------------|-------------------------|----------------|-------------------------|
|                     | <b>Fiscal 2014</b>      | <b>Budget for</b>       | <b>Account</b> | <b>Appropriation</b>    |
|                     |                         | <b>Fiscal 2015</b>      | <b>Number</b>  | <b>Fiscal 2016</b>      |
| <b>Expenditures</b> |                         |                         |                |                         |
| Fringe Benefits     | \$ 22,644,174.66        | \$ 23,825,925.00        | 96000          | \$ 24,295,313.00        |
| <b>Total</b>        | <b>\$ 22,644,174.66</b> | <b>\$ 23,825,925.00</b> |                | <b>\$ 24,295,313.00</b> |

### Expenditures:

The total recommended tax levy Health Insurance budget and employee's Fringe Benefit costs, excluding Fringe Benefit costs for Worcester Public Schools for Fiscal 2016 is \$24,295,313 which is an increase of \$469,388 from the Fiscal 2015 amount of \$23,825,925 for tax levy funded employees.

This increase is a result of a reserve for settlements of \$750,000. The calculation of Health Insurance assumed all union negotiations were settled at the lower rates due to the new plan design and as a result a reserve is budgeted in case this does not happen. Other factors that affect the increase are Medicare premiums of \$204,429; and a decrease in enterprise funding of \$35,506. This increase is offset by a reduction in Health Insurance premiums due to new plan designs and a decrease in enrollment totaling \$506,309; a reduction in Life Insurance premiums of \$4,623; and an increase in grant & project funding of \$9,615.

The recommended Health Insurance tax levy budget will fund employee and retiree health insurance premiums, and other fringe benefit costs for 3,125 of the 3,513 active and retired City employees that carry the Health Insurance benefit. The other 388 employees are funded by grants, projects and enterprise funds. This enrollment figure excludes active and retired employees of the Worcester Public Schools.

### Operational Overview:

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

**KATHLEEN G. JOHNSON, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****HEALTH INSURANCE - DEPARTMENT #663**

| APPROVED<br>FY15 AMOUNT  | TITLE                                  | RECOMMENDED<br>FY16 AMOUNT |
|--------------------------|--|----------------------------|
| \$ 615,596.00            | BC/ BS PREFERRED                       | \$ 663,988.00              |
| 5,474,482.00             | NETWORK BLUE NEW ENGLAND               | 5,201,778.00               |
| 2,220,579.00             | CITY OF WORCESTER DIRECT               | 2,201,836.00               |
| 13,679,334.00            | CITY OF WORCESTER ADVANTAGE            | 12,988,688.00              |
| 2,906,412.00             | BC/ BS MEDEX                           | 3,085,717.00               |
| 182,682.00               | FALLON SENIOR                          | 201,357.00                 |
| 694,827.00               | TUFTS MEDICARE COMPLEMENT              | 716,540.00                 |
| 485,507.00               | TUFTS MEDICARE PREFERRED               | 493,206.00                 |
| 60,000.00                | HEALTH INSURANCE CONSULTANT            | 60,000.00                  |
| 20,000.00                | ACTUARIAL VALUATION                    | 20,000.00                  |
| 20,000.00                | OPEB ACTUARIAL VALUATION               | 20,000.00                  |
| 20,000.00                | FEDERAL HEALTH LAW IMPACT STUDY        | 20,000.00                  |
| 50,000.00                | PBM ADMINISTRATIVE COSTS               | 50,000.00                  |
| <u>\$ 26,429,419.00</u>  | <b>TOTAL HEALTH INSURANCE</b>          | <u>\$ 25,723,110.00</u>    |
| \$ 156,781.00            | LIFE INSURANCE                         | \$ 152,158.00              |
| 1,417,782.00             | MEDICARE INSURANCE                     | 1,622,211.00               |
| 25,200.00                | EMPLOYEE ASSISTANCE PROGRAM            | 25,200.00                  |
| <u>\$ 1,599,763.00</u>   | <b>TOTAL OTHER COSTS</b>               | <u>\$ 1,799,569.00</u>     |
| (200,000.00)             | MIGRATION SAVINGS                      | -                          |
| -                        | RESERVE FOR SETTLEMENTS                | 750,000.00                 |
| <u>\$ 27,829,182.00</u>  | <b>TOTAL FRINGE BENEFITS</b>           | <u>\$ 28,272,679.00</u>    |
|                          | <b>FUNDING SOURCES:</b>                |                            |
| \$ (1,006,670.00)        | CREDIT FROM INDIRECT                   | \$ (955,436.00)            |
| (46,074.00)              | CREDIT ELDER AFFAIRS                   | (45,109.00)                |
| (327,529.00)             | CREDIT FROM WORKFORCE DEVELOPMENT      | (304,632.00)               |
| (91,311.00)              | CREDIT DPW- PROJECTS                   | (101,835.00)               |
| (188,379.00)             | CREDIT GRANTS                          | (211,332.00)               |
| (694,849.00)             | CREDIT FROM SEWER                      | (711,854.00)               |
| (1,535,061.00)           | CREDIT FROM WATER                      | (1,542,344.00)             |
| (34,699.00)              | CREDIT FROM GOLF                       | (34,305.00)                |
| (78,685.00)              | CREDIT FROM AIRPORT                    | (70,519.00)                |
| <u>\$ (4,003,257.00)</u> | <b>TOTAL FUNDING SOURCES</b>           | <u>\$ (3,977,366.00)</u>   |
| <u>\$ 23,825,925.00</u>  | <b>663-96000 TOTAL FRINGE BENEFITS</b> | <u>\$ 24,295,313.00</u>    |
| <u>\$ 23,825,925.00</u>  | <b>TOTAL RECOMMENDED TAX LEVY</b>      | <u>\$ 24,295,313.00</u>    |

**KATHLEEN G. JOHNSON, ACTING DIRECTOR**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**HEALTH INSURANCE ENROLLMENT**

|                                | IND. BLUE CARE |           | FAM. BLUE CARE |            | IND. NETWORK |            | FAM. NETWORK |             | IND. C. OF W. ADVANTAGE |            | FAM. C. OF W. ADVANTAGE |            | MEDEX (NEW) |       | TUFTS MEDICARE COMPLETION |            | TUFTS MEDICARE FALLO |           | TOTAL |
|--------------------------------|----------------|-----------|----------------|------------|--------------|------------|--------------|-------------|-------------------------|------------|-------------------------|------------|-------------|-------|---------------------------|------------|----------------------|-----------|-------|
|                                | PREferred      | PREferred | PREferred      | PREferred  | BLUE N.E.    | BLUE N.E.  | IND.         | IND.        | C. OF W.                | C. OF W.   | ADVANTAGE               | ADVANTAGE  | MEDEX       | MEDEX | COMPLETION                | COMPLETION | PREferred            | PREferred |       |
| FISCAL 2016                    | 32             | 21        | 182            | 109        | 181          | 112        | 311          | 682         | 1011                    | 240        | 182                     | 62         | 3125        |       |                           |            |                      |           |       |
| CITY OF WORCESTER              | 0              | 0         | 0              | 0          | 0            | 0          | 3            | 0           | 0                       | 0          | 0                       | 0          | 0           | 0     | 0                         | 0          | 0                    | 0         | 3     |
| CABLE SERVICES                 | 0              | 0         | 1              | 2          | 0            | 0          | 3            | 0           | 0                       | 0          | 0                       | 0          | 0           | 0     | 0                         | 0          | 0                    | 0         | 6     |
| REGIONAL LIBRARY               | 0              | 0         | 0              | 0          | 0            | 0          | 1            | 0           | 0                       | 0          | 0                       | 0          | 0           | 0     | 0                         | 0          | 0                    | 0         | 1     |
| FINANCE (GRANTS)               | 0              | 0         | 0              | 0          | 0            | 0          | 1            | 0           | 0                       | 0          | 0                       | 0          | 0           | 0     | 0                         | 0          | 0                    | 0         | 0     |
| ECONOMIC DEVELOPMENT (GRANTS)  | 0              | 0         | 0              | 3          | 0            | 0          | 5            | 2           | 0                       | 0          | 0                       | 0          | 9           | 0     | 0                         | 0          | 0                    | 0         | 9     |
| HEALTH (GRANTS)                | 0              | 0         | 0              | 0          | 0            | 0          | 5            | 2           | 0                       | 0          | 0                       | 0          | 10          | 0     | 0                         | 0          | 0                    | 0         | 10    |
| INSPECTIONAL SERVICES (GRANTS) | 0              | 1         | 0              | 0          | 0            | 0          | 0            | 0           | 0                       | 0          | 0                       | 0          | 1           | 0     | 0                         | 0          | 0                    | 0         | 1     |
| CITY MANAGER (GRANTS)          | 0              | 0         | 0              | 0          | 0            | 0          | 0            | 0           | 0                       | 0          | 0                       | 0          | 0           | 0     | 0                         | 0          | 0                    | 0         | 0     |
| DPW (PROJECTS)                 | 0              | 0         | 0              | 1          | 2            | 1          | 2            | 3           | 0                       | 0          | 0                       | 0          | 8           | 0     | 0                         | 0          | 0                    | 0         | 8     |
| ELDER AFFAIRS                  | 0              | 0         | 0              | 1          | 1            | 0          | 1            | 1           | 0                       | 0          | 0                       | 0          | 4           | 0     | 0                         | 0          | 0                    | 0         | 4     |
| WORKFORCE DEVELOPMENT          | 0              | 0         | 1              | 4          | 2            | 6          | 3            | 7           | 4                       | 5          | 2                       | 2          | 36          | 0     | 0                         | 0          | 0                    | 0         | 36    |
| SEWER                          | 0              | 0         | 4              | 10         | 6            | 3          | 12           | 20          | 17                      | 7          | 9                       | 1          | 89          | 0     | 0                         | 0          | 0                    | 0         | 89    |
| WATER                          | 1              | 0         | 10             | 14         | 10           | 10         | 29           | 45          | 50                      | 10         | 15                      | 7          | 201         | 0     | 0                         | 0          | 0                    | 0         | 201   |
| GOLF                           | 0              | 0         | 0              | 0          | 1            | 0          | 0            | 1           | 0                       | 0          | 0                       | 0          | 2           | 0     | 0                         | 0          | 0                    | 0         | 2     |
| AIRPORT                        | 0              | 0         | 0              | 1          | 0            | 2          | 1            | 0           | 4                       | 4          | 5                       | 1          | 18          | 0     | 0                         | 0          | 0                    | 0         | 18    |
| <b>SUB TOTAL</b>               | <b>33</b>      | <b>22</b> | <b>198</b>     | <b>148</b> | <b>203</b>   | <b>133</b> | <b>372</b>   | <b>766</b>  | <b>1086</b>             | <b>266</b> | <b>213</b>              | <b>73</b>  | <b>3513</b> |       |                           |            |                      |           |       |
| WORC PUBLIC SCHOOL             | 36             | 16        | 466            | 261        | 443          | 248        | 687          | 1161        | 1503                    | 442        | 269                     | 86         | 5618        |       |                           |            |                      |           |       |
| COBRA                          | 0              | 0         | 0              | 0          | 0            | 0          | 0            | 0           | 0                       | 0          | 0                       | 0          | 0           |       |                           |            |                      |           |       |
| <b>SUB TOTAL</b>               | <b>36</b>      | <b>16</b> | <b>466</b>     | <b>261</b> | <b>443</b>   | <b>248</b> | <b>687</b>   | <b>1161</b> | <b>1503</b>             | <b>442</b> | <b>269</b>              | <b>86</b>  | <b>5618</b> |       |                           |            |                      |           |       |
| <b>GRAND TOTAL</b>             | <b>69</b>      | <b>38</b> | <b>664</b>     | <b>409</b> | <b>646</b>   | <b>381</b> | <b>1059</b>  | <b>1927</b> | <b>2589</b>             | <b>708</b> | <b>482</b>              | <b>159</b> | <b>9131</b> |       |                           |            |                      |           |       |

|                               | IND. BLUE CARE |           | FAM. BLUE CARE |            | IND. NETWORK |            | FAM. NETWORK |             | IND. C. OF W. ADVANTAGE |            | FAM. C. OF W. ADVANTAGE |            | MEDEX (NEW) |            | TUFTS MEDICARE COMPLETION |           | TUFTS MEDICARE FALLO |           | TOTAL |
|-------------------------------|----------------|-----------|----------------|------------|--------------|------------|--------------|-------------|-------------------------|------------|-------------------------|------------|-------------|------------|---------------------------|-----------|----------------------|-----------|-------|
|                               | PREferred      | PREferred | BLUE N.E.      | BLUE N.E.  | IND.         | IND.       | C. OF W.     | C. OF W.    | ADVANTAGE               | ADVANTAGE  | MEDEX                   | MEDEX      | COMPLETION  | COMPLETION | PREferred                 | PREferred | PREferred            | PREferred |       |
| FISCAL 2015                   | 29             | 20        | 185            | 109        | 194          | 106        | 331          | 709         | 997                     | 245        | 191                     | 57         | 3173        |            |                           |           |                      |           |       |
| CITY OF WORCESTER             | 0              | 0         | 0              | 0          | 0            | 0          | 2            | 0           | 0                       | 0          | 0                       | 0          | 0           | 0          | 0                         | 0         | 0                    | 0         | 2     |
| CABLE SERVICES                | 0              | 0         | 1              | 1          | 0            | 1          | 4            | 0           | 0                       | 0          | 0                       | 0          | 7           | 0          | 0                         | 0         | 0                    | 0         | 7     |
| REGIONAL LIBRARY              | 0              | 0         | 0              | 1          | 0            | 0          | 1            | 0           | 0                       | 0          | 0                       | 0          | 0           | 0          | 0                         | 0         | 0                    | 0         | 0     |
| FINANCE (GRANTS)              | 0              | 0         | 0              | 1          | 0            | 0          | 1            | 0           | 0                       | 0          | 0                       | 0          | 2           | 0          | 0                         | 0         | 0                    | 0         | 2     |
| ECONOMIC DEVELOPMENT (GRANTS) | 0              | 0         | 0              | 4          | 1            | 0          | 1            | 3           | 0                       | 0          | 0                       | 0          | 9           | 0          | 0                         | 0         | 0                    | 0         | 9     |
| HEALTH (GRANTS)               | 0              | 0         | 0              | 0          | 0            | 0          | 2            | 2           | 0                       | 0          | 0                       | 0          | 4           | 0          | 0                         | 0         | 0                    | 0         | 4     |
| HHS ADMINISTRATION (GRANTS)   | 0              | 1         | 0              | 0          | 0            | 1          | 0            | 0           | 0                       | 0          | 0                       | 0          | 2           | 0          | 0                         | 0         | 0                    | 0         | 2     |
| CODE (GRANTS)                 | 0              | 0         | 0              | 0          | 0            | 0          | 0            | 0           | 0                       | 0          | 0                       | 0          | 0           | 0          | 0                         | 0         | 0                    | 0         | 0     |
| DPW (PROJECTS)                | 0              | 0         | 0              | 1          | 1            | 0          | 3            | 3           | 0                       | 0          | 0                       | 0          | 8           | 0          | 0                         | 0         | 0                    | 0         | 8     |
| ELDER AFFAIRS                 | 0              | 0         | 0              | 1          | 1            | 0          | 1            | 1           | 0                       | 0          | 0                       | 0          | 4           | 0          | 0                         | 0         | 0                    | 0         | 4     |
| WORKFORCE DEVELOPMENT         | 0              | 0         | 3              | 5          | 3            | 5          | 5            | 7           | 1                       | 3          | 1                       | 2          | 35          | 0          | 0                         | 0         | 0                    | 0         | 35    |
| SEWER                         | 0              | 0         | 4              | 11         | 5            | 4          | 12           | 20          | 16                      | 7          | 10                      | 2          | 91          | 0          | 0                         | 0         | 0                    | 0         | 91    |
| WATER                         | 0              | 0         | 11             | 14         | 9            | 10         | 27           | 47          | 51                      | 10         | 16                      | 7          | 202         | 0          | 0                         | 0         | 0                    | 0         | 202   |
| GOLF                          | 0              | 0         | 0              | 1          | 0            | 3          | 1            | 0           | 0                       | 0          | 0                       | 0          | 2           | 0          | 0                         | 0         | 0                    | 0         | 2     |
| AIRPORT                       | 0              | 0         | 0              | 1          | 0            | 3          | 1            | 0           | 3                       | 4          | 5                       | 1          | 18          | 0          | 0                         | 0         | 0                    | 0         | 18    |
| <b>SUB TOTAL</b>              | <b>29</b>      | <b>21</b> | <b>204</b>     | <b>148</b> | <b>215</b>   | <b>130</b> | <b>390</b>   | <b>793</b>  | <b>1068</b>             | <b>269</b> | <b>223</b>              | <b>69</b>  | <b>3559</b> |            |                           |           |                      |           |       |
| WORC PUBLIC SCHOOL            | 37             | 13        | 486            | 246        | 465          | 251        | 705          | 1193        | 1417                    | 430        | 287                     | 84         | 5614        |            |                           |           |                      |           |       |
| COBRA                         | 0              | 0         | 0              | 0          | 0            | 0          | 0            | 0           | 0                       | 0          | 0                       | 0          | 0           |            |                           |           |                      |           |       |
| <b>SUB TOTAL</b>              | <b>37</b>      | <b>13</b> | <b>486</b>     | <b>246</b> | <b>465</b>   | <b>251</b> | <b>705</b>   | <b>1193</b> | <b>1417</b>             | <b>430</b> | <b>287</b>              | <b>84</b>  | <b>5614</b> |            |                           |           |                      |           |       |
| <b>GRAND TOTAL</b>            | <b>66</b>      | <b>34</b> | <b>690</b>     | <b>394</b> | <b>680</b>   | <b>381</b> | <b>1095</b>  | <b>1986</b> | <b>2485</b>             | <b>699</b> | <b>510</b>              | <b>153</b> | <b>9173</b> |            |                           |           |                      |           |       |

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

**KATHLEEN G. JOHNSON, ACTING DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016  
LIFE INSURANCE & FEDERAL MEDICARE PAYMENTS**

| <b>MEDICARE PAYMENTS</b>       |                                |                           |                          |                        |
|--------------------------------|--------------------------------|---------------------------|--------------------------|------------------------|
| <b>DEPARTMENT</b>              | <b>MARCH 15<br/>DEDUCTIONS</b> | <b>AVERAGE<br/>WEEKLY</b> | <b>YEARLY<br/>AMOUNT</b> | <b>BUDGET<br/>FY15</b> |
| <b>CITY OF WORCESTER</b>       | <b>110,066.77</b>              | <b>27,516.69</b>          | <b>1,430,868.01</b>      | <b>1,430,868.01</b>    |
| CABLE SERVICES                 | 177.69                         | 44.42                     | 2,309.97                 | 2,309.97               |
| REGIONAL LIBRARY               | 300.62                         | 75.16                     | 3,908.06                 | 3,908.06               |
| FINANCE (GRANTS)               | 188.93                         | 47.23                     | 2,456.09                 | 2,456.09               |
| ECONOMIC DEVELOPMENT (GRANTS)  | 700.11                         | 175.03                    | 9,101.43                 | 9,101.43               |
| HEALTH (GRANTS)                | 924.97                         | 231.24                    | 12,024.61                | 12,024.61              |
| INSPECTIONAL SERVICES (GRANTS) | 159.33                         | 39.83                     | 2,071.29                 | 2,071.29               |
| HUMAN SERVICES (GRANTS)        | -                              | -                         | -                        | -                      |
| DPW (PROJECTS)                 | 536.30                         | 134.08                    | 6,971.90                 | 6,971.90               |
| ELDER AFFAIRS                  | 200.23                         | 50.06                     | 2,602.99                 | 2,602.99               |
| WORKFORCE DEVELOPMENT          | 1,690.42                       | 422.61                    | 21,975.46                | 21,975.46              |
| AIRPORT                        | -                              | -                         | -                        | -                      |
| GOLF                           | 159.44                         | 39.86                     | 2,072.72                 | 2,072.72               |
| SEWER                          | 3,855.19                       | 963.80                    | 50,117.47                | 50,117.47              |
| WATER                          | 5,825.44                       | 1,456.36                  | 75,730.72                | 75,730.72              |
| <b>SUB TOTAL</b>               | <b>14,718.67</b>               | <b>3,679.67</b>           | <b>191,342.71</b>        | <b>191,342.71</b>      |
| <b>TOTAL COST</b>              | <b>124,785.44</b>              | <b>31,196.36</b>          | <b>1,622,210.72</b>      | <b>1,622,210.72</b>    |
| PUBLIC SCHOOL                  | 223,710.50                     | 55,927.63                 | 1,454,118.25             | 1,454,118.25           |
| <b>TOTAL</b>                   | <b>348,495.94</b>              | <b>87,123.99</b>          | <b>3,076,328.97</b>      | <b>3,076,328.97</b>    |

**Comments:**

Expenditures are extracted from the City's IFMS system displaying the actual Federal Medicare cost totals for the various citywide departments. FY 2016 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.

| <b>LIFE INSURANCE</b>          |  |  |                              |   |
|--------------------------------|--|--|------------------------------|---|
| <b>DEPARTMENT</b>              | <b>ACTIVE<br/>MARCH 15<br/>ENROLLMENTS</b> | <b>RETIREES<br/>MARCH 15<br/>ENROLLMENTS</b> | <b>TOTAL<br/>ENROLLMENTS</b> | <b>ENROLLMENTS<br/>X RATE<br/>82.56</b> |
| <b>CITY OF WORCESTER</b>       | <b>674</b>                                 | <b>940</b>                                   | <b>1614</b>                  | <b>133,251.84</b>                       |
| CABLE SERVICES                 | 2  | 0  | 2                            | 165.12                                  |
| REGIONAL LIBRARY               | 3  | 0  | 3                            | 247.68                                  |
| FINANCE (GRANTS)               | 3  | 0  | 3                            | 247.68                                  |
| ECONOMIC DEVELOPMENT (GRANTS)  | 4  | 0  | 4                            | 330.24                                  |
| HEALTH (GRANTS)                | 8  | 0  | 8                            | 660.48                                  |
| INSPECTIONAL SERVICES (GRANTS) | 2  | 0  | 2                            | 165.12                                  |
| DPW (PROJECTS)                 | 6  | 0  | 6                            | 495.36                                  |
| ELDER AFFAIRS (GRANTS)         | 1  | 0  | 1                            | 82.56                                   |
| WORKFORCE DEVELOPMENT          | 13   | 8  | 21                           | 1,733.76                                |
| SEWER                          | 31   | 29   | 60                           | 4,953.60                                |
| WATER                          | 56   | 53   | 109                          | 8,999.04                                |
| AIRPORT                        | 0  | 10   | 10                           | 825.60                                  |
| GOLF                           | 0  | 0  | 0                            | -                                       |
| <b>SUB TOTAL</b>               | <b>129</b>                                 | <b>100</b>                                   | <b>229</b>                   | <b>18,906.24</b>                        |
| <b>TOTAL COST</b>              | <b>803</b>                                 | <b>1040</b>                                  | <b>1843</b>                  | <b>152,158.08</b>                       |
| PUBLIC SCHOOL                  | 1100                                       | 1434   | 2534                         | 209,207.04                              |
| <b>TOTAL</b>                   | <b>1903</b>                                | <b>2474</b>                                  | <b>4377</b>                  | <b>361,365.12</b>                       |

**Comments:**

Expenditures are extracted from the City's IFMS system displaying the actual Life Insurance cost totals for the various citywide departments. FY 2016 projections are based on the total enrollments for March x the yearly insurance rate.



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## Law Department FY16 Budget Recommendation

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**David M. Moore**

**City Solicitor**

City Hall - Room 301

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1161

### **DEPARTMENTAL MISSION STATEMENT:**

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

### **FY16 Budget Overview**

|                        | <b>Actual</b>        | <b>Approved</b>      |                | <b>Recommended</b>   |
|------------------------|----------------------|----------------------|----------------|----------------------|
|                        | <b>Fiscal 2014</b>   | <b>Budget for</b>    | <b>Account</b> | <b>Appropriation</b> |
|                        |                      | <b>Fiscal 2015</b>   | <b>Number</b>  | <b>Fiscal 2016</b>   |
| <b>Expenditures</b>    |                      |                      |                |                      |
| Salaries               | \$ 708,518.38        | \$ 810,814.00        | 91000          | \$ 829,234.00        |
| Ordinary Maintenance   | 135,918.44           | 137,842.00           | 92000          | 137,842.00           |
| Capital Outlay         | 1,290.00             | -                    | 93000          | -                    |
| <b>Total</b>           | <b>\$ 845,726.82</b> | <b>\$ 948,656.00</b> |                | <b>\$ 967,076.00</b> |
| <b>Total Positions</b> | 15                   | 15                   |                | 15                   |

### **Expenditures:**

The recommended Fiscal 2016 budget is \$967,076 which is an increase of \$18,420 from the Fiscal 2015 amount of \$948,656.

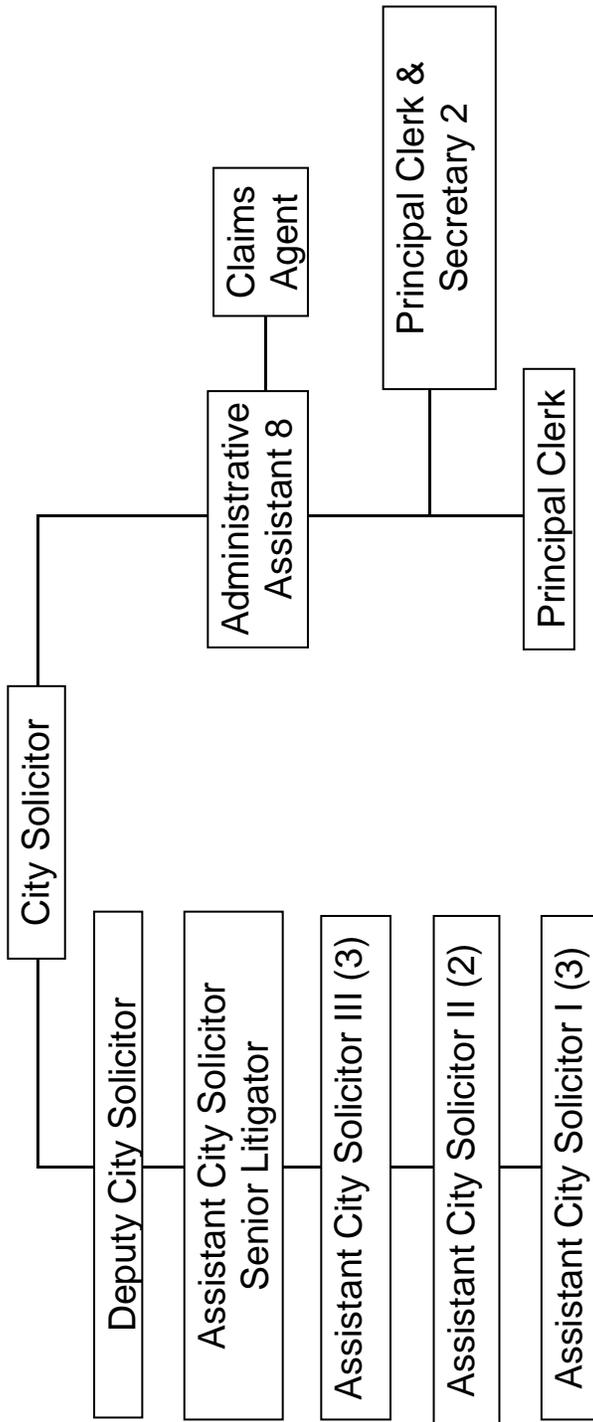
The recommended Personal Services budget for Fiscal 2016 is \$829,234 which is an increase of \$18,420 from the Fiscal 2015 approved budget amount of \$810,814. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$38,603; EM incentive pay increase of \$240; Enterprise credits reduction of \$1,609; and an upgrade for the Administrative Assistant 7 to an Administrative Assistant 8 of \$1,788. This increase is offset by an increase of Cable Services funding of \$102; and an increase in the vacancy factor of \$23,718 which represents the projected vacancy weeks of the Deputy Solicitor.

The Ordinary Maintenance budget for Fiscal 2016 is recommended to be level funded at \$137,842.

### **Operational Overview:**

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

# LAW DEPARTMENT ORGANIZATIONAL CHART



15 POSITIONS

**DAVID M. MOORE, CITY SOLICITOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016  
LAW DEPARTMENT- DEPARTMENT #120**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|---|----------------------------|----------------------------|
| 1                          | \$ 146,351.00           | 57CM             | CITY SOLICITOR  | 1                          | \$ 154,427.00              |
| 1                          | 109,208.00              | 50EM             | DEPUTY CITY SOLICITOR   | 1                          | 99,616.00                  |
| 1                          | 91,037.00               | 50M              | ASSISTANT CITY SOLICITOR HEAD LITIGATOR                         | 1                          | 96,021.00                  |
| 3                          | 170,414.00              | 46M              | ASSISTANT CITY SOLICITOR 3                                      | 3                          | 183,531.00                 |
| 2                          | 144,157.00              | 44M              | ASSISTANT CITY SOLICITOR 2                                      | 2                          | 154,569.00                 |
| 3                          | 179,801.00              | 42M              | ASSISTANT CITY SOLICITOR 1                                      | 3                          | 196,550.00                 |
| 1                          | 63,267.00               | 38M              | CLAIMS AGENT  | 1                          | 66,743.00                  |
| 0                          | -                       | 38M              | ADMINISTRATIVE ASSISTANT, GRADE 8                               | 1                          | 55,781.00                  |
| 1                          | 53,787.00               | 35               | ADMINISTRATIVE ASSISTANT, GRADE 7                               | 0                          | -                          |
| 1                          | 46,855.00               | 31               | PRINCIPAL CLERK & SECRETARY 2                                   | 1                          | 39,915.00                  |
| 1                          | 35,191.00               | 27               | PRINCIPAL CLERK   | 1                          | 33,306.00                  |
| <u>15</u>                  | <u>\$ 1,040,068.00</u>  |                  | REGULAR SALARIES  | <u>15</u>                  | <u>\$ 1,080,459.00</u>     |
|                            | 5,888.00                |                  | EM INCENTIVE PAY  |                            | 6,128.00                   |
|                            | (6,375.00)              |                  | VACANCY FACTOR  |                            | (30,093.00)                |
| <u>15</u>                  | <u>\$ 1,039,581.00</u>  |                  | TOTAL RECOMMENDED SALARIES                                      | <u>15</u>                  | <u>\$ 1,056,494.00</u>     |
|                            | (38,092.00)             |                  | <b>FUNDING SOURCES:</b><br>DISTRICT IMPROVEMENT FINANCING (DIF) |                            | (38,092.00)                |
|                            | (1,726.00)              |                  | GOLF COURSE REVENUES  |                            | (1,702.00)                 |
|                            | (52,423.00)             |                  | SEWER REVENUES  |                            | (51,683.00)                |
|                            | (59,862.00)             |                  | WATER REVENUES  |                            | (59,017.00)                |
|                            | (76,664.00)             |                  | CABLE LICENSE REVENUES  |                            | (76,766.00)                |
|                            | <u>\$ (228,767.00)</u>  |                  | TOTAL FUNDING SOURCES   |                            | <u>\$ (227,260.00)</u>     |
| <u>15</u>                  | <u>\$ 810,814.00</u>    | <b>120-91000</b> | <b>TOTAL PERSONAL SERVICES</b>                                  | <u>15</u>                  | <u>\$ 829,234.00</u>       |
|                            | \$ 2,450.00             |                  | REGULAR ORDINARY MAINTENANCE                                    |                            | \$ 2,450.00                |
|                            | 1,657.00                |                  | MAINTENANCE & REPAIR  |                            | 1,657.00                   |
|                            | 1,250.00                |                  | LEGAL FILING FEES   |                            | 1,250.00                   |
|                            | 5,000.00                |                  | OFFICE SUPPLIES   |                            | 5,000.00                   |
|                            | 3,812.00                |                  | OTHER CHARGES & EXPENDITURES                                    |                            | 3,812.00                   |
|                            | 11,990.00               |                  | CONSTABLES  |                            | 11,990.00                  |
|                            | 42,762.00               |                  | LAW BOOKS/DATA BASES  |                            | 42,762.00                  |
|                            | 68,921.00               |                  | EXPERTS AND FEES  |                            | 68,921.00                  |
|                            | <u>\$ 137,842.00</u>    | <b>120-92000</b> | <b>TOTAL ORDINARY MAINTENANCE</b>                               |                            | <u>\$ 137,842.00</u>       |
|                            | <u>\$ 948,656.00</u>    |                  | <b>TOTAL RECOMMENDED TAX LEVY</b>                               |                            | <u>\$ 967,076.00</u>       |



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**Law Department- Property & Casualty Insurance  
FY16 Budget Recommendation**

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**David M. Moore**  
**City Solicitor**

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

**FY16 Budget Overview**

|                      |                      | <b>Approved</b>      |                | <b>Recommended</b>   |
|----------------------|----------------------|----------------------|----------------|----------------------|
|                      | <b>Actual</b>        | <b>Budget for</b>    | <b>Account</b> | <b>Appropriation</b> |
|                      | <b>Fiscal 2014</b>   | <b>Fiscal 2015</b>   | <b>Number</b>  | <b>Fiscal 2016</b>   |
| <b>Expenditures</b>  |                      |                      |                |                      |
| Ordinary Maintenance | \$ 106,312.55        | \$ 119,948.00        | 92000          | \$ 119,948.00        |
| <b>Total</b>         | <b>\$ 106,312.55</b> | <b>\$ 119,948.00</b> |                | <b>\$ 119,948.00</b> |

**Expenditures:**

The Fiscal 2016 tax levy budget for property and casualty insurance is recommended to be level funded at \$119,948

**Departmental Overview:**

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

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

**DAVID M. MOORE, CITY SOLICITOR**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122**

| APPROVED<br>FY15 AMOUNT | TITLE   | RECOMMENDED<br>FY16 AMOUNT |
|-------------------------|---|----------------------------|
| \$ 119,948.00           | REGULAR INSURANCE EXPENSES                              | \$ 119,948.00              |
| <u>\$ 119,948.00</u>    | TOTAL PROPERTY AND CASUALTY INSURANCE                   | <u>\$ 119,948.00</u>       |
| <u>\$ 119,948.00</u>    | <b>122-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE | <u>\$ 119,948.00</u>       |
| <u>\$ 119,948.00</u>    | <b>TOTAL RECOMMENDED TAX LEVY</b>                       | <u>\$ 119,948.00</u>       |

## Law Department - Court Judgments FY16 Budget Recommendation

**David M. Moore**

**City Solicitor**

City Hall - Room 301

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1161

### FY16 Budget Overview

|                      |                    | <b>Approved</b>    |                | <b>Recommended</b>   |
|----------------------|--------------------|--------------------|----------------|----------------------|
|                      | <b>Actual</b>      | <b>Budget for</b>  | <b>Account</b> | <b>Appropriation</b> |
|                      | <b>Fiscal 2014</b> | <b>Fiscal 2015</b> | <b>Number</b>  | <b>Fiscal 2016</b>   |
| <b>Expenditures</b>  |                    |                    |                |                      |
| Ordinary Maintenance | 333,220.89         | 678,100.00         | 92000          | 878,100.00           |
| <b>Total</b>         | <b>333,220.89</b>  | <b>678,100.00</b>  |                | <b>878,100.00</b>    |

### Expenditures:

The Fiscal 2016 budget is recommended to be \$878,100 which is an increase of \$200,000 from the Fiscal 2015 amount of \$678,100. The increase is in preparation for the possibility of upcoming settlements and court judgments requiring funding in Fiscal 2016. Included in this budget are funding sources from the Sewer Department (\$31,000), and Water Department (\$12,500) enterprise accounts for a tax levy budget amounting to \$878,100

**DAVID M. MOORE, CITY SOLICITOR**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**COURT JUDGMENTS - DEPARTMENT #121**

| APPROVED<br>FY15 AMOUNT | TITLE   | RECOMMENDED<br>FY16 AMOUNT |
|-------------------------|---|----------------------------|
| \$ 721,600.00           | COURT CLAIMS AND JUDGMENTS                        | \$ 921,600.00              |
| <u>\$ 721,600.00</u>    | TOTAL CLAIMS AND JUDGMENTS                        | <u>\$ 921,600.00</u>       |
|                         | FUNDING SOURCES:                                  |                            |
| \$ (31,000.00)          | SEWER DEPARTMENT REVENUES                         | \$ (31,000.00)             |
| <u>(12,500.00)</u>      | WATER DEPARTMENT REVENUES                         | <u>\$ (12,500.00)</u>      |
| <u>\$ (43,500.00)</u>   | TOTAL FUNDING SOURCES                             | <u>\$ (43,500.00)</u>      |
| <u>\$ 678,100.00</u>    | <b>121-92000</b> RECOMMENDED ORDINARY MAINTENANCE | <u>\$ 878,100.00</u>       |
| <u>\$ 678,100.00</u>    | TOTAL RECOMMENDED TAX LEVY                        | <u>\$ 878,100.00</u>       |

## Worcester Police Department FY16 Budget Recommendation

**Gary J. Gemme**

**Chief of Police**

9-11 Lincoln Square

Worcester, Massachusetts 01608

(508) 799-8606

**Departmental Mission Statement:**

The mission of the Worcester Police Department is to:

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

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

**FY16 Budget Overview**

|                               | <b>Actual</b>           | <b>Approved</b>         |                | <b>Recommended</b>      |
|-------------------------------|-------------------------|-------------------------|----------------|-------------------------|
|                               | <b>Budget for</b>       | <b>Budget for</b>       | <b>Account</b> | <b>Appropriation</b>    |
|                               | <b>Fiscal 2014</b>      | <b>Fiscal 2015</b>      | <b>Number</b>  | <b>Fiscal 2016</b>      |
| <b>Expenditures</b>           |                         |                         |                |                         |
| Salaries                      | \$ 37,330,595.18        | \$ 37,701,214.00        | 91000          | \$ 38,167,469.00        |
| Overtime                      | 4,372,741.22            | 3,730,296.00            | 97000          | 3,280,296.00            |
| Ordinary Maintenance          | 2,395,772.12            | 2,432,590.00            | 92000          | 2,570,255.00            |
| Capital Outlay                | 68,493.14               | 30,000.00               | 93000          | 30,000.00               |
| <b>Total</b>                  | <b>\$ 44,167,601.66</b> | <b>\$ 43,894,100.00</b> |                | <b>\$ 44,048,020.00</b> |
| Total Positions               | 491                     | 508                     |                | 497                     |
| Added/ Deleted Positions      | 17                      | -11                     |                | 11                      |
| <b>Total Funded Positions</b> | <b>508</b>              | <b>497</b>              |                | <b>508</b>              |

## **Worcester Police Department FY16 Budget Recommendation**

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### **Expenditures:**

The Fiscal 2016 tax levy budget for the Worcester Police Department is recommended to be \$44,048,020 which is an increase of \$153,920 from Fiscal 2015 tax levy budget of \$43,894,100.

The recommended tax levy Personal Services budget for Fiscal 2016 is \$38,167,469 which is an increase of \$466,255 from the Fiscal 2015 tax levy budget of \$37,701,214. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees and settled union negotiations, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$158,776; the addition of a Motor Equipment Repairman and a Deputy Chief to the table of organization in the amount of \$179,020; upgrade of 2 Principal Staff Assistants for a net cost of \$3,358; EM Incentive pay of \$1,229; Educational stipend of \$10,000; Sick and Vacation Buyback of \$10,161; the vacancy factor decreasing by \$36,988 due to the addition of a new recruit class; and a class of 23 recruits projected to begin in November 2015 totaling \$897,094. This increase is offset by the reducing the table of organization by 3 Police Officials totaling \$282,505; a reduction in Holiday pay of \$94,314; Longevity of \$4,000; and vacant Police Officer positions totaling \$449,552.

The recommended tax levy Overtime budget for Fiscal 2016 is recommended to be \$3,280,296 which is a decrease of \$450,000 from the Fiscal 2015 amount of \$3,730,296. This decrease is a result of an abnormal mid-year increase in overtime for Fiscal 2015 which is not anticipated in Fiscal 2016.

The recommended tax levy Ordinary Maintenance budget for Fiscal 2016 is \$2,570,255 which is an increase of \$137,665 from the Fiscal 2015 budget of \$2,432,590.

The recommended tax levy Capital Outlay budget for Fiscal 2016 is recommended to be level funded at \$30,000.

### **Operational Overview:**

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

The Police Department is comprised of three hundred sixty-six (369) budgeted police officers, eighty-six (86) budgeted officials and fifty-three (53) budgeted civilian personnel. These personnel are assigned to the various units in order to capably provide police services on a twenty-four hour a day basis. The operations of the Worcester Police Department are organized into the following divisions:

Operations division is responsible to address calls for service 24/7, to provide traffic enforcement, staff the Department's community impact operations and provide liaisons to the Worcester Public Schools.

## **Worcester Police Department FY16 Budget Recommendation**

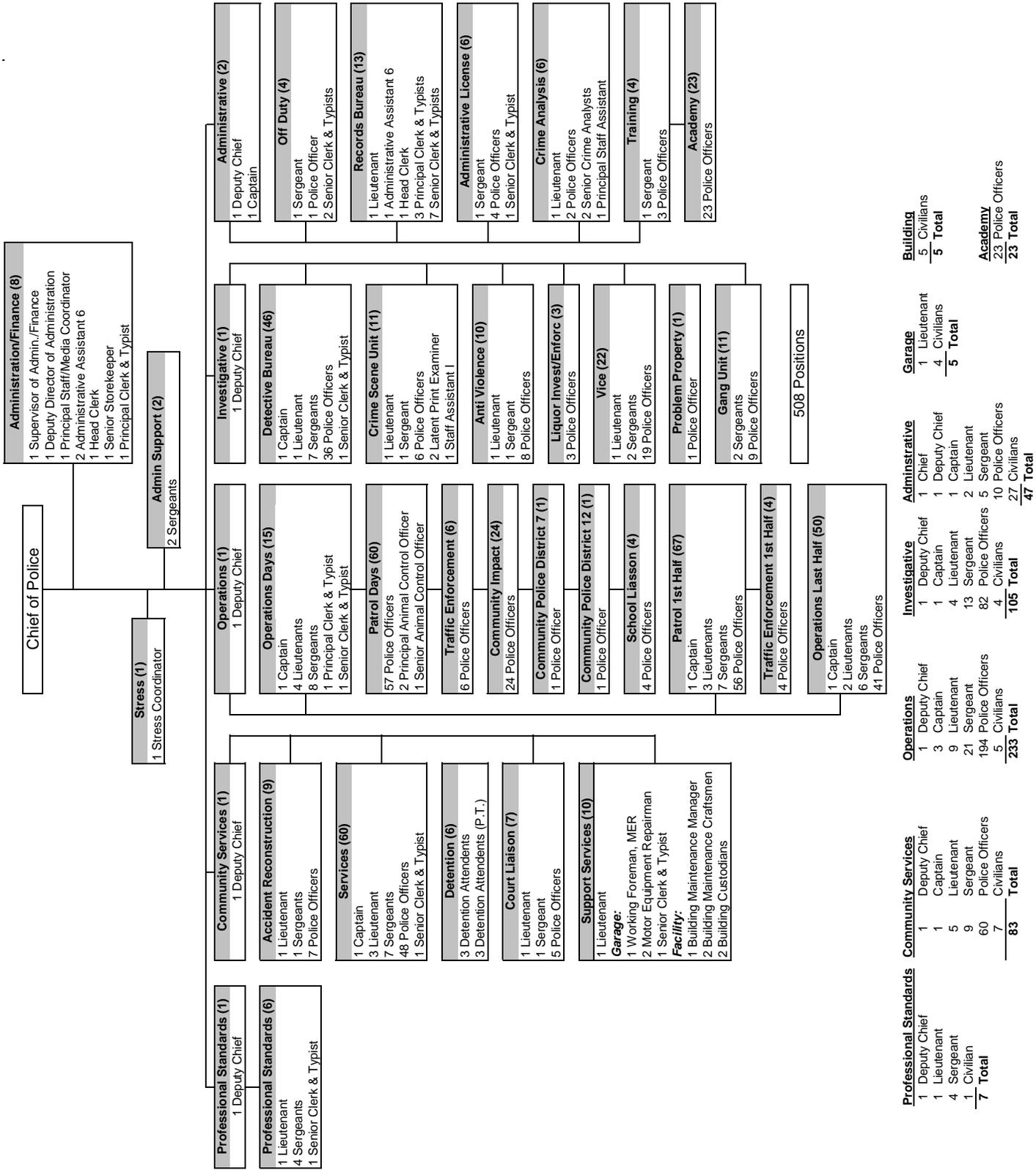
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The Bureau of Investigative Services comprises the Department's Detective Bureau, Forensic Services Section, Anti-Violence Unit, Gang Unit, and Vice Units. The Bureau of Investigative Services is responsible for the daily administration of law enforcement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

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

The Administrative Division oversees Crime analysis, training, the records bureau, licensing and the Department's off duty assignments.

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



|                               |                    |                |              |                    |                     |
|-------------------------------|--------------------|----------------|--------------|--------------------|---------------------|
| <b>Professional Standards</b> | 1 Deputy Chief     | 1 Lieutenant   | 4 Sergeant   | 1 Civilian         | <b>7 Total</b>      |
| <b>Community Services</b>     | 1 Deputy Chief     | 1 Captain      | 5 Lieutenant | 9 Sergeant         | 60 Police Officers  |
| <b>Operations</b>             | 1 Deputy Chief     | 3 Captain      | 9 Lieutenant | 21 Sergeant        | 194 Police Officers |
|                               |                    |                |              | 5 Civilians        | <b>233 Total</b>    |
| <b>Investigative</b>          | 1 Deputy Chief     | 1 Captain      | 4 Lieutenant | 13 Sergeant        | 82 Police Officers  |
|                               |                    |                |              | 4 Civilians        | <b>105 Total</b>    |
| <b>Administrative</b>         | 1 Chief            | 1 Deputy Chief | 1 Captain    | 2 Lieutenant       | 5 Sergeant          |
|                               |                    |                |              | 10 Police Officers | 27 Civilians        |
|                               |                    |                |              |                    | <b>47 Total</b>     |
| <b>Garage</b>                 | 1 Lieutenant       | 4 Civilians    |              |                    | <b>5 Total</b>      |
| <b>Building</b>               | 5 Civilians        |                |              |                    | <b>5 Total</b>      |
| <b>Academy</b>                | 23 Police Officers |                |              |                    | <b>23 Total</b>     |

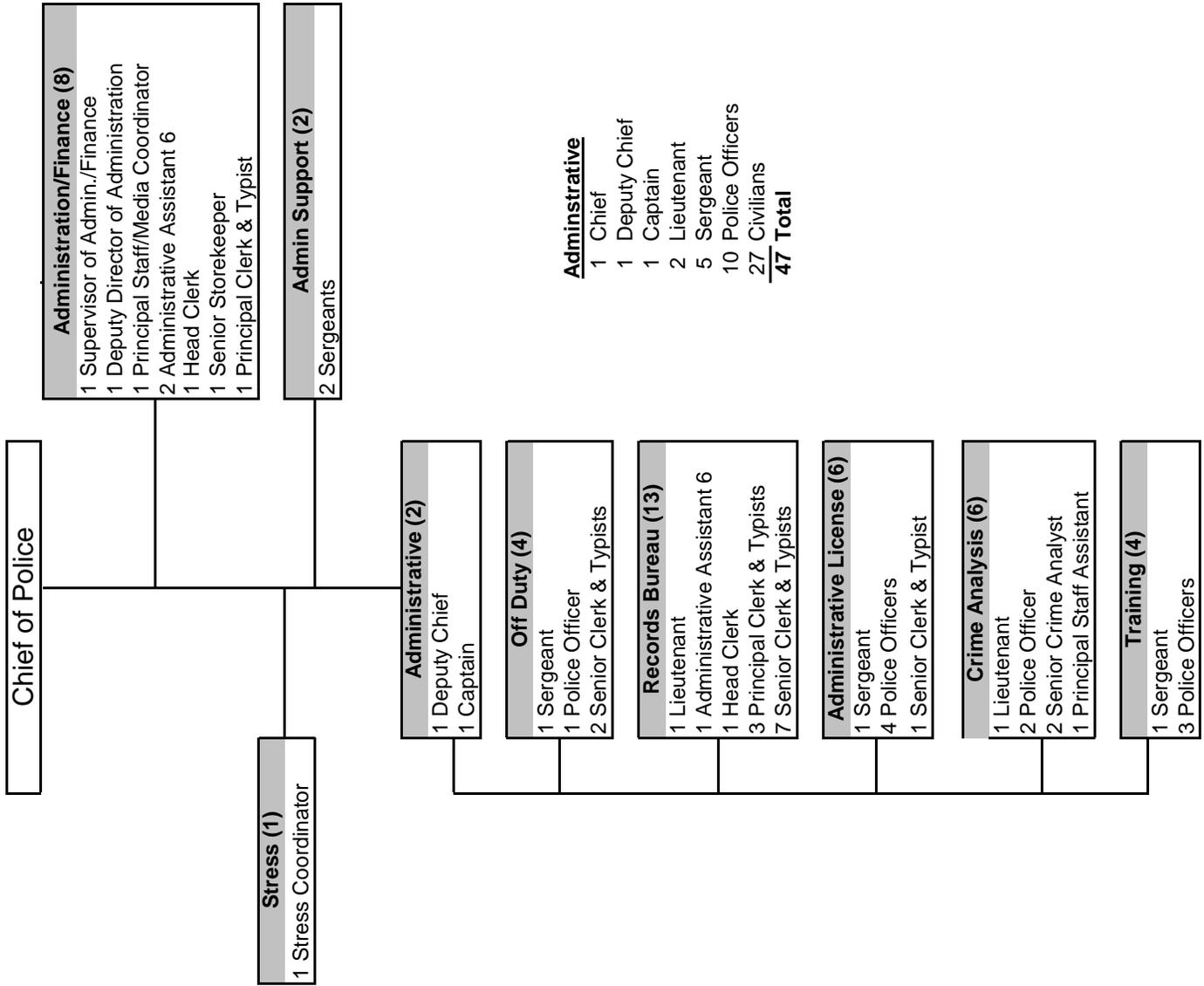
**GARY J. GEMME, CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016  
WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

| FY15<br>TOTAL<br>POSITIONS               | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE                               | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|--|-------------------------|------------------|-------------------------------------|----------------------------|----------------------------|
| 1  | \$ 186,229.00           | 55CM             | CHIEF OF POLICE                     | 1                          | \$ 196,425.00              |
| 4  | 569,608.00              | 50EM             | DEPUTY POLICE CHIEF                 | 5                          | 737,142.00                 |
| 7  | 764,838.00              | 98               | POLICE CAPTAIN                      | 6                          | 657,455.00                 |
| 23                                       | 2,264,502.00            | 97               | POLICE LIEUTENANT                   | 22                         | 2,182,181.00               |
| 53                                       | 4,681,849.00            | 96               | POLICE SERGEANT                     | 52                         | 4,621,670.00               |
| 357                                      | 25,360,630.00           | 95               | POLICE OFFICERS                     | 346                        | 24,911,078.00              |
| 1  | 84,544.00               | 46M              | SUPERVISOR OF ADMINISTRATION        | 1                          | 89,179.00                  |
| 1  | 78,614.00               | 44M              | STRESS COORDINATOR                  | 1                          | 82,912.00                  |
| 0  | -                       | 44M              | DEPUTY DIRECTOR OF ADMINISTRATION   | 1                          | 66,743.00                  |
| 0  | -                       | 42M              | PRINCIPAL STAFF/MEDIA COORDINATOR   | 1                          | 64,437.00                  |
| 1  | 67,944.00               | 43P              | CERTIFIED LATENT PRINT EXAMINER     | 1                          | 74,403.00                  |
| 1  | 58,721.00               | 42P              | LATENT PRINT EXAMINER               | 1                          | 64,089.00                  |
| 3  | 185,009.00              | 40M              | PRINCIPAL STAFF ASSISTANT           | 1                          | 71,657.00                  |
| 1  | 65,543.00               | 39M              | BUILDING MAINTENANCE MANAGER        | 1                          | 69,132.00                  |
| 2  | 111,458.00              | 38P              | SENIOR CRIME ANALYST                | 2                          | 121,941.00                 |
| 2  | 127,328.00              | 36HC             | PRINCIPAL ANIMAL CONTROL OFFICER    | 2                          | 134,282.00                 |
| 1  | 44,708.00               | 33HC             | SENIOR ANIMAL CONTROL OFFICER       | 1                          | 48,793.00                  |
| 1  | 48,045.00               | 33               | WORKING FOREMAN, MER                | 1                          | 54,293.00                  |
| 3  | 142,320.00              | 33               | ADMINISTRATIVE ASSISTANT 6          | 3                          | 146,210.00                 |
| 1  | 48,400.00               | 32               | STAFF ASSISTANT I                   | 1                          | 51,034.00                  |
| 2  | 92,792.00               | 30               | BUILDING MAINTENANCE CRAFTSMAN      | 2                          | 97,834.00                  |
| 2  | 90,454.00               | 30               | HEAD CLERK                          | 2                          | 90,800.00                  |
| 1  | 44,809.00               | 29               | MOTOR EQUIPMENT REPAIRMAN           | 2                          | 80,411.00                  |
| 1  | 43,494.00               | 28               | SENIOR STOREKEEPER                  | 1                          | 45,889.00                  |
| 5  | 195,341.00              | 27               | PRINCIPAL CLERK & TYPIST            | 5                          | 198,532.00                 |
| 2  | 78,176.00               | 25               | BUILDING CUSTODIAN                  | 2                          | 82,430.00                  |
| 3  | 109,560.00              | 23               | DETENTION ATTENDANT                 | 3                          | 110,284.00                 |
| 3  | 39,366.00               | 23               | DETENTION ATTENDANT (PART-TIME)     | 3                          | 43,761.00                  |
| 15                                       | 514,718.00              | 22               | SENIOR CLERK & TYPIST               | 15                         | 513,100.00                 |
| 497                                      | \$ 36,099,000.00        |                  | TOTAL REGULAR SALARIES              | 485                        | \$ 35,708,097.00           |
| AUTHORIZED VACANT POSITIONS WITH FUNDING |                         |                  |                                     |                            |                            |
| 0  | \$ -                    | 95               | POLICE CLASS                        | 23                         | \$ 859,395.00              |
| 0  | \$ -                    |                  | REGULAR SALARIES                    | 23                         | \$ 859,395.00              |
| 497                                      | \$ 36,099,000.00        |                  | REGULAR SALARIES                    | 508                        | \$ 36,567,492.00           |
|  | 1,841,045.00            |                  | HOLIDAY PAY - CONTRACTUAL           |                            | 1,784,430.00               |
|  | 200,000.00              |                  | SICK & VACATION BUYBACK             |                            | 210,161.00                 |
|  | 127,500.00              |                  | EDUCATIONAL STIPEND                 |                            | 137,500.00                 |
|  | 30,407.00               |                  | EM INCENTIVE PAY                    |                            | 31,636.00                  |
|  | 2,198,952.00            |                  | CONTRACTUAL STIPENDS AND EXTRAS     |                            | 2,163,727.00               |
| 497                                      | \$ 38,297,952.00        |                  | TOTAL SALARIES                      | 508                        | \$ 38,731,219.00           |
|  | 32,625.00               |                  | LONGEVITY                           |                            | 28,625.00                  |
|  | (364,000.00)            |                  | VACANCY FACTOR                      |                            | (327,012.00)               |
| 497                                      | \$ 37,966,577.00        |                  | TOTAL RECOMMENDED PERSONAL SERVICES | 508                        | \$ 38,432,832.00           |
| <b>FUNDING SOURCES:</b>                  |                         |                  |                                     |                            |                            |
|  | (145,363.00)            |                  | GBV TASK FORCE                      |                            | (145,363.00)               |
|  | (120,000.00)            |                  | PUBLIC SCHOOL INTERGOVT'L CHARGE    |                            | (120,000.00)               |
|  | 265,363.00              |                  | TOTAL FUNDING SOURCES               |                            | 265,363.00                 |
| 497                                      | \$ 37,701,214.00        | <b>250-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES | 508                        | \$ 38,167,469.00           |

**GARY J. GEMME, CHIEF OF POLICE****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE                                  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|--|----------------------------|----------------------------|
|                            | \$ 957,043.00           |                  | REGULAR OVERTIME                       |                            | \$ 732,043.00              |
|                            | 185,436.00              |                  | PROBLEM BARS OVERTIME                  |                            | 185,436.00                 |
|                            | 123,624.00              |                  | COMMUNITY IMPACT/ CRIME WATCH OVERTIME |                            | 123,624.00                 |
|                            | 30,906.00               |                  | VICE PROSTITUTION OVERTIME             |                            | 30,906.00                  |
|                            | 30,906.00               |                  | GANG PATROL OVERTIME                   |                            | 30,906.00                  |
|                            | 1,263,685.00            |                  | INVESTIGATIVE OVERTIME                 |                            | 1,038,685.00               |
|                            | 45,963.00               |                  | SWAT TRAINING OVERTIME                 |                            | 45,963.00                  |
|                            | 412,080.00              |                  | SUMMER PATROLS OVERTIME                |                            | 412,080.00                 |
|                            | 669,630.00              |                  | COURT ATTENDANCE OVERTIME              |                            | 669,630.00                 |
|                            | 11,023.00               |                  | ANIMAL CONTROL OVERTIME                |                            | 11,023.00                  |
|                            | <u>\$ 3,730,296.00</u>  | <b>250-97000</b> | TOTAL RECOMMENDED OVERTIME             |                            | <u>\$ 3,280,296.00</u>     |
|                            | \$ 289,000.00           |                  | ELECTRICITY                            |                            | \$ 275,000.00              |
|                            | 19,830.00               |                  | LEASES & RENTALS                       |                            | 74,885.00                  |
|                            | 116,250.00              |                  | MAINTENANCE & REPAIR                   |                            | 186,450.00                 |
|                            | 227,410.00              |                  | TELEPHONE                              |                            | 183,720.00                 |
|                            | 223,500.00              |                  | OTHER PERSONAL SERVICES                |                            | 412,500.00                 |
|                            | 157,000.00              |                  | AUTOMOTIVE SUPPLIES                    |                            | 198,100.00                 |
|                            | 17,000.00               |                  | BOOKS                                  |                            | 14,000.00                  |
|                            | 34,000.00               |                  | FOOD SUPPLIES                          |                            | 65,000.00                  |
|                            | 40,000.00               |                  | OFFICE SUPPLIES                        |                            | 60,000.00                  |
|                            | 10,500.00               |                  | NATURAL GAS                            |                            | 10,500.00                  |
|                            | 285,000.00              |                  | OTHER SUPPLIES                         |                            | 424,500.00                 |
|                            | 840,000.00              |                  | AUTO FUEL NO LEAD GAS                  |                            | 650,000.00                 |
|                            | 173,100.00              |                  | OTHER CHARGES & EXPENDITURES           |                            | 15,600.00                  |
|                            | <u>\$ 2,432,590.00</u>  | <b>250-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                            | <u>\$ 2,570,255.00</u>     |
|                            | <u>\$ 30,000.00</u>     | <b>250-93000</b> | CAPITAL OUTLAY                         |                            | <u>\$ 30,000.00</u>        |
|                            | <u>\$ 43,894,100.00</u> | <b>250</b>       | TOTAL RECOMMENDED TAX LEVY             |                            | <u>\$ 44,048,020.00</u>    |



Chief of Police



**Professional Standards (1)**  
1 Deputy Chief

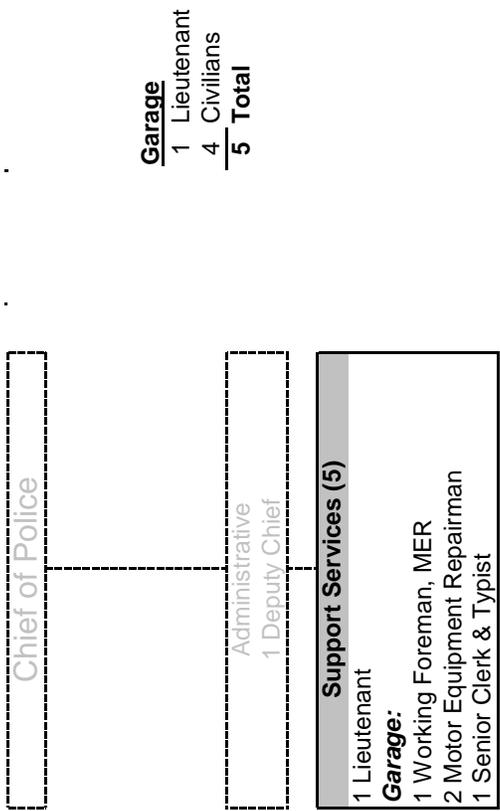
**Professional Standards (6)**  
1 Lieutenant  
4 Sergeants  
1 Senior Clerk & Typist

**Professional Standards**

1 Deputy Chief  
1 Lieutenant  
4 Sergeant  
1 Civilians  
**7 Total**

**GARY J. GEMME, CHIEF OF POLICE****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016  
WORCESTER POLICE DEPARTMENT- ADMINISTRATION**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE | TITLE                                  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|--------------|--|----------------------------|----------------------------|
| 1                          | \$ 186,229.00           | 55CM         | CHIEF OF POLICE                        | 1                          | \$ 196,425.00              |
| 1                          | 143,133.00              | 50EM         | DEPUTY POLICE CHIEF                    | 2                          | 287,318.00                 |
| 2                          | 219,784.00              | 98           | POLICE CAPTAIN                         | 1                          | 110,313.00                 |
| 3                          | 303,744.00              | 97           | POLICE LIEUTENANT                      | 3                          | 304,908.00                 |
| 9                          | 814,662.00              | 96           | POLICE SERGEANT                        | 9                          | 817,784.00                 |
| 10                         | 765,801.00              | 95           | POLICE OFFICERS                        | 10                         | 743,591.00                 |
| 1                          | 84,544.00               | 46M          | SUPERVISOR OF ADMINISTRATION           | 1                          | 89,179.00                  |
| 1                          | 78,614.00               | 44M          | STRESS COORDINATOR                     | 1                          | 82,912.00                  |
| 0                          | -                       | 44M          | DEPUTY DIRECTOR OF ADMINISTRATION      | 1                          | 66,743.00                  |
| 0                          | -                       | 42M          | PRINCIPAL STAFF/MEDIA COORDINATOR      | 1                          | 64,437.00                  |
| 3                          | 185,009.00              | 40M          | PRINCIPAL STAFF ASSISTANT              | 1                          | 71,657.00                  |
| 2                          | 111,458.00              | 38P          | SENIOR CRIME ANALYST                   | 2                          | 121,941.00                 |
| 3                          | 142,320.00              | 33           | ADMINISTRATIVE ASSISTANT 6             | 3                          | 146,210.00                 |
| 2                          | 90,454.00               | 30           | HEAD CLERK                             | 2                          | 90,800.00                  |
| 1                          | 43,494.00               | 28           | SENIOR STOREKEEPER                     | 1                          | 45,889.00                  |
| 4                          | 154,457.00              | 27           | PRINCIPAL CLERK & TYPIST               | 4                          | 157,492.00                 |
| 11                         | 376,322.00              | 22           | SENIOR CLERK & TYPIST                  | 11                         | 378,622.00                 |
| <u>54</u>                  | <u>\$ 3,700,025.00</u>  |              | TOTAL REGULAR SALARIES                 | <u>54</u>                  | <u>\$ 3,776,221.00</u>     |
|                            | 131,127.00              |              | HOLIDAY PAY - CONTRACTUAL              |                            | 126,362.00                 |
|                            | 61,855.00               |              | SICK & VACATION BUYBACK                |                            | 64,998.00                  |
|                            | 24,649.00               |              | EM INCENTIVE PAY                       |                            | 25,645.00                  |
|                            | <u>217,631.00</u>       |              | CONTRACTUAL STIPENDS AND EXTRAS        |                            | <u>217,005.00</u>          |
| <u>54</u>                  | <u>\$ 3,917,656.00</u>  |              | TOTAL SALARIES                         | <u>54</u>                  | <u>\$ 3,993,226.00</u>     |
|                            | 1,625.00                |              | LONGEVITY                              |                            | 1,625.00                   |
|                            | (37,308.00)             |              | VACANCY FACTOR                         |                            | (33,768.00)                |
| <u>54</u>                  | <u>\$ 3,881,973.00</u>  |              | TOTAL RECOMMENDED PERSONAL SERVICES    | <u>54</u>                  | <u>\$ 3,961,083.00</u>     |
|                            | \$ 65,043.00            |              | REGULAR OVERTIME                       |                            | \$ 65,043.00               |
|                            | 70,052.00               |              | SUMMER PATROLS OVERTIME                |                            | 70,052.00                  |
|                            | <u>\$ 135,095.00</u>    |              | TOTAL RECOMMENDED OVERTIME             |                            | <u>\$ 135,095.00</u>       |
|                            | \$ 14,300.00            |              | LEASES & RENTALS                       |                            | \$ 8,450.00                |
|                            | 26,700.00               |              | MAINTENANCE & REPAIR                   |                            | 18,800.00                  |
|                            | 17,250.00               |              | TELEPHONE                              |                            | 27,350.00                  |
|                            | 30,000.00               |              | OTHER PERSONAL SERVICES                |                            | 196,500.00                 |
|                            | 17,000.00               |              | BOOKS                                  |                            | 8,000.00                   |
|                            | 40,000.00               |              | OFFICE SUPPLIES                        |                            | 21,000.00                  |
|                            | 163,000.00              |              | OTHER SUPPLIES                         |                            | 28,500.00                  |
|                            | 3,575.00                |              | OTHER CHARGES & EXPENDITURES           |                            | 8,400.00                   |
|                            | <u>\$ 311,825.00</u>    |              | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                            | <u>\$ 317,000.00</u>       |
|                            | <u>\$ 30,000.00</u>     |              | CAPITAL OUTLAY                         |                            | <u>\$ 30,000.00</u>        |
|                            | <u>\$ 4,358,893.00</u>  |              | TOTAL RECOMMENDED TAX LEVY             |                            | <u>\$ 4,443,178.00</u>     |

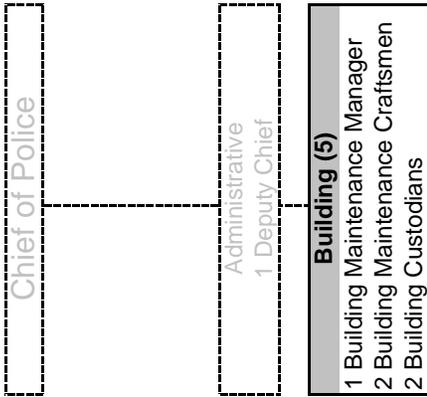


**Garage**  
 1 Lieutenant  
 4 Civilians  
5 Total

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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016  
WORCESTER POLICE DEPARTMENT- GARAGE**

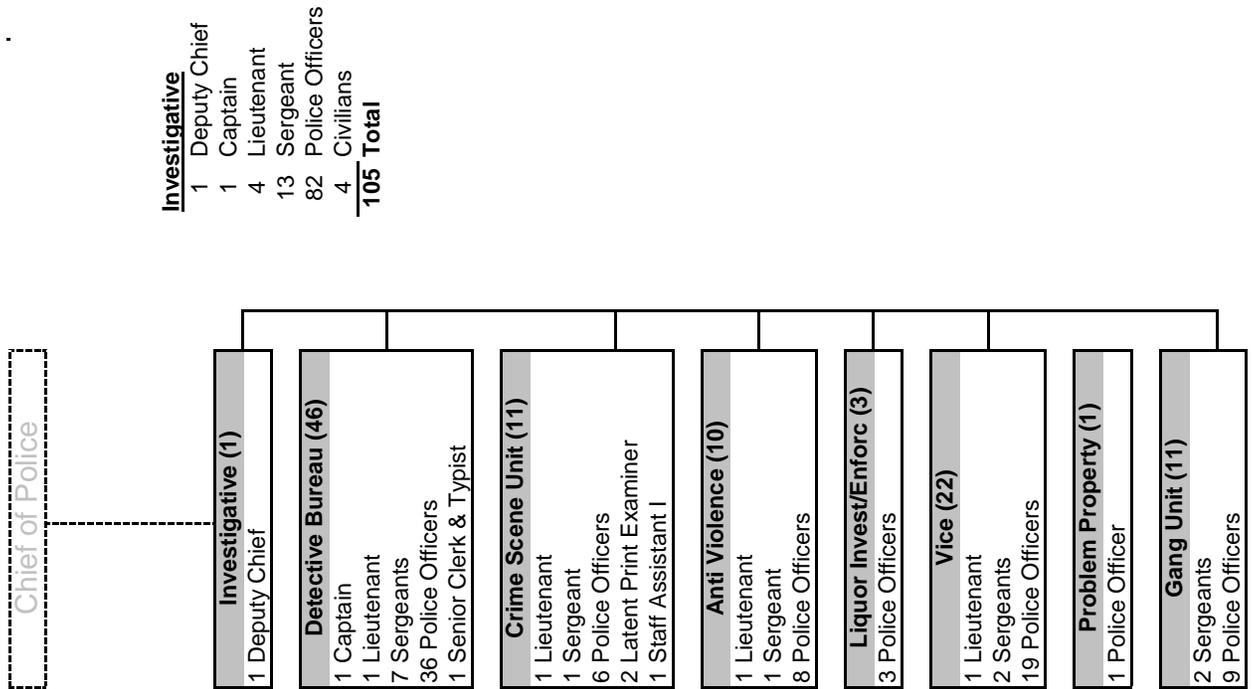
| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE | TITLE                                  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|--------------|--|----------------------------|----------------------------|
| 1                          | \$ 101,248.00           | 97           | POLICE LIEUTENANT                      | 1                          | \$ 101,636.00              |
| 1                          | 48,045.00               | 33           | WORKING FOREMAN, MER                   | 1                          | 54,293.00                  |
| 1                          | 44,809.00               | 29           | MOTOR EQUIPMENT REPAIRMAN              | 2                          | 80,411.00                  |
| 1                          | 34,599.00               | 22           | SENIOR CLERK & TYPIST                  | 1                          | 30,285.00                  |
| <u>4</u>                   | <u>\$ 228,701.00</u>    |              | TOTAL REGULAR SALARIES                 | <u>5</u>                   | <u>\$ 266,625.00</u>       |
|                            | 6,555.00                |              | HOLIDAY PAY - CONTRACTUAL              |                            | 5,334.00                   |
|                            | 4,700.00                |              | SICK & VACATION BUYBACK                |                            | 4,939.00                   |
|                            | <u>11,255.00</u>        |              | CONTRACTUAL STIPENDS AND EXTRAS        |                            | <u>10,273.00</u>           |
| <u>4</u>                   | <u>\$ 239,956.00</u>    |              | TOTAL SALARIES                         | <u>5</u>                   | <u>\$ 276,898.00</u>       |
|                            | (2,306.00)              |              | VACANCY FACTOR                         |                            | (2,384.00)                 |
| <u>4</u>                   | <u>\$ 237,650.00</u>    |              | TOTAL RECOMMENDED PERSONAL SERVICES    | <u>5</u>                   | <u>\$ 274,514.00</u>       |
|                            | \$ 150,000.00           |              | REGULAR OVERTIME                       |                            | \$ 150,000.00              |
|                            | <u>\$ 150,000.00</u>    |              | TOTAL RECOMMENDED OVERTIME             |                            | <u>\$ 150,000.00</u>       |
|                            | \$ 1,300.00             |              | LEASES & RENTALS                       |                            | \$ 1,200.00                |
|                            | 10,000.00               |              | MAINTENANCE & REPAIR                   |                            | 80,000.00                  |
|                            | 2,000.00                |              | OTHER PERSONAL SERVICES                |                            | 2,000.00                   |
|                            | 157,000.00              |              | AUTOMOTIVE SUPPLIES                    |                            | 198,100.00                 |
|                            | 840,000.00              |              | AUTO FUEL NO LEAD GAS                  |                            | 650,000.00                 |
|                            | 1,600.00                |              | OTHER CHARGES & EXPENDITURES           |                            | 1,600.00                   |
|                            | <u>\$ 1,011,900.00</u>  |              | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                            | <u>\$ 932,900.00</u>       |
|                            | <u>\$ 1,399,550.00</u>  |              | TOTAL RECOMMENDED TAX LEVY             |                            | <u>\$ 1,357,414.00</u>     |



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

**GARY J. GEMME, CHIEF OF POLICE****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016  
WORCESTER POLICE DEPARTMENT- BUILDING**

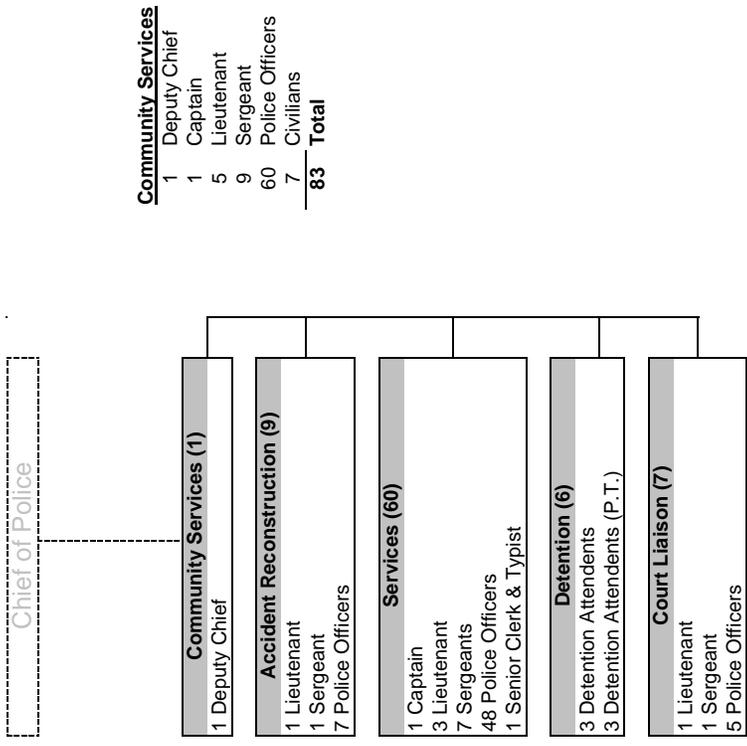
| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE | TITLE                                  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|--------------|--|----------------------------|----------------------------|
| 1                          | \$ 65,543.00            | 39M          | BUILDING MAINTENANCE MANAGER           | 1                          | \$ 69,132.00               |
| 2                          | 92,792.00               | 30           | BUILDING MAINTENANCE CRAFTSMAN         | 2                          | 97,834.00                  |
| 2                          | 78,176.00               | 25           | BUILDING CUSTODIAN                     | 2                          | 82,430.00                  |
| 5                          | \$ 236,511.00           |              | TOTAL SALARIES                         | 5                          | \$ 249,396.00              |
|                            | (2,385.00)              |              | VACANCY FACTOR                         |                            | (2,230.00)                 |
| 5                          | \$ 234,126.00           |              | TOTAL RECOMMENDED PERSONAL SERVICES    | 5                          | \$ 247,166.00              |
|                            | \$ 100,000.00           |              | REGULAR OVERTIME                       |                            | \$ 100,000.00              |
|                            | \$ 100,000.00           |              | TOTAL RECOMMENDED OVERTIME             |                            | \$ 100,000.00              |
|                            | \$ 289,000.00           |              | ELECTRICITY                            |                            | \$ 275,000.00              |
|                            | \$ -                    |              | LEASES & RENTALS                       |                            | 52,525.00                  |
|                            | 60,150.00               |              | MAINTENANCE & REPAIR                   |                            | 63,600.00                  |
|                            | 28,000.00               |              | TELEPHONE                              |                            | -                          |
|                            | 67,250.00               |              | OTHER PERSONAL SERVICES                |                            | 17,000.00                  |
|                            | 10,500.00               |              | NATURAL GAS                            |                            | 10,500.00                  |
|                            | 40,000.00               |              | OTHER SUPPLIES                         |                            | 40,000.00                  |
|                            | \$ 494,900.00           |              | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                            | \$ 458,625.00              |
|                            | \$ 829,026.00           |              | TOTAL RECOMMENDED TAX LEVY             |                            | \$ 805,791.00              |



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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016  
WORCESTER POLICE DEPARTMENT- INVESTIGATIVE**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE | TITLE                                  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|--------------|--|----------------------------|----------------------------|
| 1                          | \$ 145,701.00           | 50EM         | DEPUTY POLICE CHIEF                    | 1                          | \$ 153,678.00              |
| 1                          | 109,892.00              | 98           | POLICE CAPTAIN                         | 1                          | 110,313.00                 |
| 5                          | 502,189.00              | 97           | POLICE LIEUTENANT                      | 4                          | 406,544.00                 |
| 13                         | 1,172,674.00            | 96           | POLICE SERGEANT                        | 13                         | 1,177,168.00               |
| 85                         | 6,358,618.00            | 95           | POLICE OFFICERS                        | 82                         | 6,181,119.00               |
| 1                          | 67,944.00               | 43P          | CERTIFIED LATENT PRINT EXAMINER        | 1                          | 74,403.00                  |
| 1                          | 58,721.00               | 42P          | LATENT PRINT EXAMINER                  | 1                          | 64,089.00                  |
| 1                          | 48,400.00               | 32           | STAFF ASSISTANT I                      | 1                          | 51,034.00                  |
| 1                          | 34,599.00               | 22           | SENIOR CLERK & TYPIST                  | 1                          | 34,731.00                  |
| <u>109</u>                 | <u>\$ 8,498,738.00</u>  |              | TOTAL REGULAR SALARIES                 | <u>105</u>                 | <u>\$ 8,253,079.00</u>     |
|                            | 446,675.00              |              | HOLIDAY PAY - CONTRACTUAL              |                            | 421,351.00                 |
|                            | 57,517.00               |              | SICK & VACATION BUYBACK                |                            | 60,439.00                  |
|                            | <u>504,192.00</u>       |              | CONTRACTUAL STIPENDS AND EXTRAS        |                            | <u>481,790.00</u>          |
| <u>109</u>                 | <u>\$ 9,002,930.00</u>  |              | TOTAL SALARIES                         | <u>105</u>                 | <u>\$ 8,734,869.00</u>     |
|                            | 3,625.00                |              | LONGEVITY                              |                            | 3,625.00                   |
|                            | (85,696.00)             |              | VACANCY FACTOR                         |                            | (73,805.00)                |
| <u>109</u>                 | <u>\$ 8,920,859.00</u>  |              | TOTAL RECOMMENDED PERSONAL SERVICES    | <u>105</u>                 | <u>\$ 8,664,689.00</u>     |
|                            | \$ 127,000.00           |              | REGULAR OVERTIME                       |                            | \$ 127,000.00              |
|                            | 30,906.00               |              | VICE PROSTITUTION OVERTIME             |                            | 30,906.00                  |
|                            | 30,906.00               |              | GANG PATROL OVERTIME                   |                            | 30,906.00                  |
|                            | 1,263,685.00            |              | INVESTIGATIVE OVERTIME                 |                            | 1,038,685.00               |
|                            | 148,350.00              |              | SUMMER PATROLS OVERTIME                |                            | 148,350.00                 |
|                            | 308,030.00              |              | COURT OVERTIME                         |                            | 308,030.00                 |
|                            | <u>\$ 1,908,877.00</u>  |              | TOTAL RECOMMENDED OVERTIME             |                            | <u>\$ 1,683,877.00</u>     |
|                            | \$ 4,230.00             |              | LEASES & RENTALS                       |                            | \$ 6,500.00                |
|                            | 6,700.00                |              | MAINTENANCE & REPAIR                   |                            | 6,900.00                   |
|                            | 116,880.00              |              | TELEPHONE                              |                            | 99,100.00                  |
|                            | -                       |              | OTHER PERSONAL SERVICES                |                            | 22,500.00                  |
|                            | -                       |              | OFFICE SUPPLIES                        |                            | 15,000.00                  |
|                            | 50,000.00               |              | OTHER SUPPLIES                         |                            | 111,500.00                 |
|                            | 167,275.00              |              | OTHER CHARGES & EXPENDITURES           |                            | 5,600.00                   |
|                            | <u>\$ 345,085.00</u>    |              | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                            | <u>\$ 267,100.00</u>       |
|                            | <u>\$ 11,174,821.00</u> |              | TOTAL RECOMMENDED TAX LEVY             |                            | <u>\$ 10,615,666.00</u>    |



**Community Services**

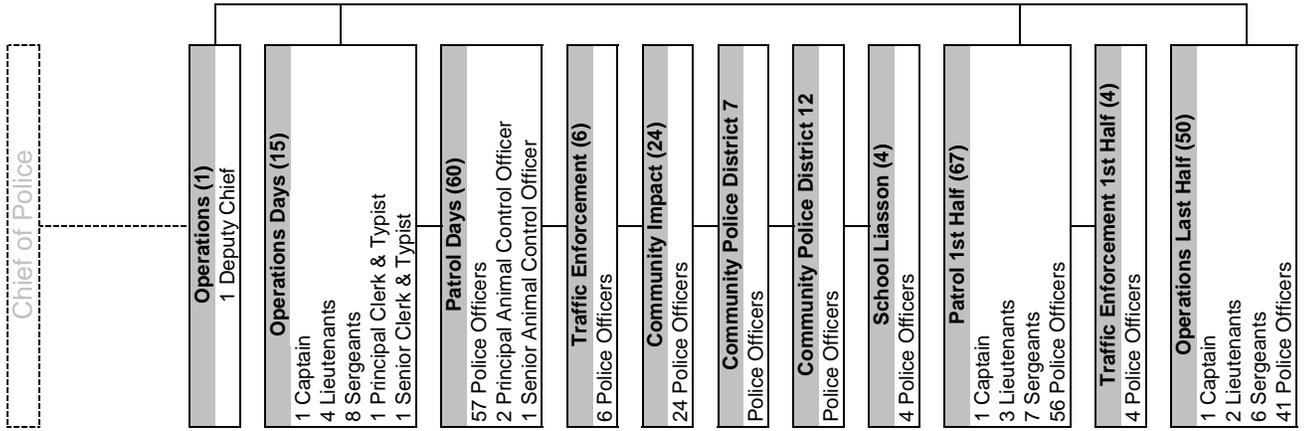
|           |                 |
|-----------|-----------------|
| 1         | Deputy Chief    |
| 1         | Captain         |
| 5         | Lieutenant      |
| 9         | Sergeant        |
| 60        | Police Officers |
| 7         | Civilians       |
| <b>83</b> | <b>Total</b>    |

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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016  
WORCESTER POLICE DEPARTMENT- COMMUNITY SERVICES**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE | TITLE                                  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|--------------|--|----------------------------|----------------------------|
| 1                          | \$ 137,641.00           | 50EM         | DEPUTY POLICE CHIEF                    | 1                          | \$ 145,177.00              |
| 1                          | 105,486.00              | 98           | POLICE CAPTAIN                         | 1                          | 105,890.00                 |
| 5                          | 473,833.00              | 97           | POLICE LIEUTENANT                      | 5                          | 475,649.00                 |
| 9                          | 783,718.00              | 96           | POLICE SERGEANT                        | 9                          | 789,243.00                 |
| 63                         | 4,439,388.00            | 95           | POLICE OFFICERS                        | 60                         | 4,287,111.00               |
| 3                          | 109,560.00              | 23           | DETENTION ATTENDANT                    | 3                          | 110,284.00                 |
| 3                          | 39,366.00               | 23           | DETENTION ATTENDANT (PART-TIME)        | 3                          | 43,761.00                  |
| 1                          | 34,599.00               | 22           | SENIOR CLERK & TYPIST                  | 1                          | 34,731.00                  |
| <u>86</u>                  | <u>\$ 6,123,591.00</u>  |              | TOTAL REGULAR SALARIES                 | <u>83</u>                  | <u>\$ 5,991,846.00</u>     |
|                            | 319,880.00              |              | HOLIDAY PAY - CONTRACTUAL              |                            | 306,601.00                 |
|                            | 24,652.00               |              | SICK & VACATION BUYBACK                |                            | 25,904.00                  |
|                            | 7,500.00                |              | EDUCATIONAL STIPEND                    |                            | 7,500.00                   |
|                            | <u>352,032.00</u>       |              | CONTRACTUAL STIPENDS AND EXTRAS        |                            | <u>340,005.00</u>          |
| <u>86</u>                  | <u>\$ 6,475,623.00</u>  |              | TOTAL SALARIES                         | <u>83</u>                  | <u>\$ 6,331,851.00</u>     |
|                            | 11,250.00               |              | LONGEVITY                              |                            | 8,875.00                   |
|                            | (61,747.00)             |              | VACANCY FACTOR                         |                            | (53,584.00)                |
| <u>86</u>                  | <u>6,425,126.00</u>     |              | TOTAL RECOMMENDED PERSONAL SERVICES    | <u>83</u>                  | <u>6,287,142.00</u>        |
|                            | (120,000.00)            |              | <b>FUNDING SOURCES:</b>                |                            | (120,000.00)               |
|                            | <u>(120,000.00)</u>     |              | PUBLIC SCHOOL INTERGOV'TL CHARGE       |                            | <u>(120,000.00)</u>        |
|                            |                         |              | TOTAL FUNDING SOURCES                  |                            | <u>(120,000.00)</u>        |
| <u>86</u>                  | <u>\$ 6,305,126.00</u>  |              | TOTAL RECOMMENDED PERSONAL SERVICES    | <u>83</u>                  | <u>\$ 6,167,142.00</u>     |
|                            | \$ 110,000.00           |              | REGULAR OVERTIME                       |                            | \$ 110,000.00              |
|                            | 185,436.00              |              | PROBLEM BARS OVERTIME                  |                            | 185,436.00                 |
|                            | 123,624.00              |              | COMMUNITY IMPACT/ CRIME WATCH OVERTIME |                            | 123,624.00                 |
|                            | 168,953.00              |              | SUMMER PATROLS OVERTIME                |                            | 168,953.00                 |
|                            | 66,963.00               |              | COURT ATTENDANCE OVERTIME              |                            | 66,963.00                  |
|                            | <u>\$ 654,976.00</u>    |              | TOTAL RECOMMENDED OVERTIME             |                            | <u>\$ 654,976.00</u>       |
|                            | \$ -                    |              | LEASES & RENTALS                       |                            | \$ 2,210.00                |
|                            | 3,200.00                |              | MAINTENANCE & REPAIR                   |                            | 3,450.00                   |
|                            | 9,540.00                |              | TELEPHONE                              |                            | 15,745.00                  |
|                            | 8,000.00                |              | OTHER PERSONAL SERVICES                |                            | 13,000.00                  |
|                            | 34,000.00               |              | FOOD SUPPLIES                          |                            | 65,000.00                  |
|                            | -                       |              | OFFICE SUPPLIES                        |                            | 15,000.00                  |
|                            | 4,000.00                |              | OTHER SUPPLIES                         |                            | 52,200.00                  |
|                            | <u>\$ 58,740.00</u>     |              | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                            | <u>\$ 166,605.00</u>       |
| <u>86</u>                  | <u>\$ 7,018,842.00</u>  |              | TOTAL RECOMMENDED TAX LEVY             |                            | <u>\$ 6,988,723.00</u>     |

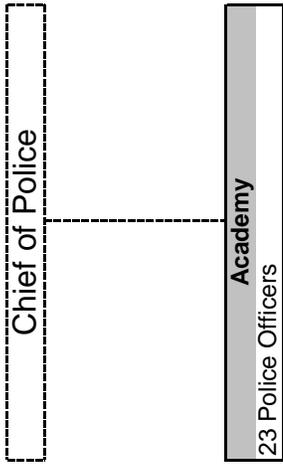
|                   |                 |
|-------------------|-----------------|
| <b>Operations</b> |                 |
| 1                 | Deputy Chief    |
| 3                 | Captain         |
| 9                 | Lieutenant      |
| 21                | Sergeant        |
| 194               | Police Officers |
| 5                 | Civilians       |
| <b>233</b>        | <b>Total</b>    |



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

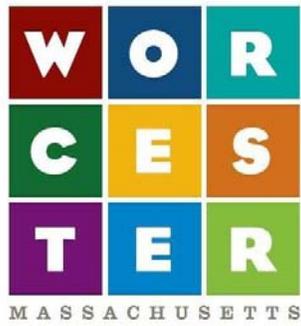
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016  
WORCESTER POLICE DEPARTMENT- OPERATIONS**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE | TITLE                                  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|--------------|--|----------------------------|----------------------------|
| 1                          | \$ 143,133.00           | 50EM         | DEPUTY POLICE CHIEF                    | 1                          | \$ 150,969.00              |
| 3                          | 329,676.00              | 98           | POLICE CAPTAIN                         | 3                          | 330,939.00                 |
| 9                          | 883,488.00              | 97           | POLICE LIEUTENANT                      | 9                          | 893,444.00                 |
| 22                         | 1,910,795.00            | 96           | POLICE SERGEANT                        | 21                         | 1,837,475.00               |
| 199                        | 13,796,823.00           | 95           | POLICE OFFICERS                        | 194                        | 13,699,257.00              |
| 2                          | 127,328.00              | 36HC         | PRINCIPAL ANIMAL CONTROL OFFICER       | 2                          | 134,282.00                 |
| 1                          | 44,708.00               | 33HC         | SENIOR ANIMAL CONTROL OFFICER          | 1                          | 48,793.00                  |
| 1                          | 40,884.00               | 27           | PRINCIPAL CLERK & TYPIST               | 1                          | 41,040.00                  |
| 1                          | 34,599.00               | 22           | SENIOR CLERK & TYPIST                  | 1                          | 34,731.00                  |
| <u>239</u>                 | <u>\$ 17,311,434.00</u> |              | TOTAL REGULAR SALARIES                 | <u>233</u>                 | <u>\$ 17,170,930.00</u>    |
|                            | 936,808.00              |              | HOLIDAY PAY - CONTRACTUAL              |                            | 887,083.00                 |
|                            | 51,276.00               |              | SICK & VACATION BUYBACK                |                            | 53,881.00                  |
|                            | 120,000.00              |              | EDUCATIONAL STIPEND                    |                            | 130,000.00                 |
|                            | 5,758.00                |              | EM INCENTIVE PAY                       |                            | 5,991.00                   |
|                            | <u>1,113,842.00</u>     |              | CONTRACTUAL STIPENDS AND EXTRAS        |                            | <u>1,076,955.00</u>        |
| <u>239</u>                 | <u>\$ 18,425,276.00</u> |              | TOTAL SALARIES                         | <u>233</u>                 | <u>\$ 18,247,885.00</u>    |
|                            | 16,125.00               |              | LONGEVITY                              |                            | 14,500.00                  |
|                            | (174,558.00)            |              | VACANCY FACTOR                         |                            | (153,556.00)               |
| <u>239</u>                 | <u>18,266,843.00</u>    |              | TOTAL RECOMMENDED PERSONAL SERVICES    | <u>233</u>                 | <u>18,108,829.00</u>       |
|                            | (145,363.00)            |              | <b>FUNDING SOURCES:</b>                |                            |                            |
|                            | (145,363.00)            |              | GBV TASK FORCE                         |                            | (145,363.00)               |
|                            |                         |              | TOTAL FUNDING SOURCES                  |                            | <u>(145,363.00)</u>        |
| <u>239</u>                 | <u>\$ 18,121,480.00</u> |              | TOTAL RECOMMENDED PERSONAL SERVICES    | <u>233</u>                 | <u>\$ 17,963,466.00</u>    |
|                            | \$ 405,000.00           |              | REGULAR OVERTIME                       |                            | \$ 180,000.00              |
|                            | 45,963.00               |              | SWAT TRAINING OVERTIME                 |                            | 45,963.00                  |
|                            | 24,725.00               |              | SUMMER PATROLS OVERTIME                |                            | 24,725.00                  |
|                            | 294,637.00              |              | COURT ATTENDANCE OVERTIME              |                            | 294,637.00                 |
|                            | 11,023.00               |              | ANIMAL CONTROL OVERTIME                |                            | 11,023.00                  |
|                            | <u>\$ 781,348.00</u>    |              | TOTAL RECOMMENDED OVERTIME             |                            | <u>\$ 556,348.00</u>       |
|                            | \$ -                    |              | LEASES & RENTALS                       |                            | \$ 4,000.00                |
|                            | 9,500.00                |              | MAINTENANCE & REPAIR                   |                            | 13,700.00                  |
|                            | 55,740.00               |              | TELEPHONE                              |                            | 41,525.00                  |
|                            | 116,250.00              |              | OTHER PERSONAL SERVICES                |                            | 124,000.00                 |
|                            | -                       |              | OFFICE SUPPLIES                        |                            | 9,000.00                   |
|                            | 28,000.00               |              | OTHER SUPPLIES                         |                            | 127,800.00                 |
|                            | 650.00                  |              | OTHER CHARGES & EXPENDITURES           |                            | -                          |
|                            | <u>\$ 210,140.00</u>    |              | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                            | <u>\$ 320,025.00</u>       |
| <u>239</u>                 | <u>\$ 19,112,968.00</u> |              | TOTAL RECOMMENDED TAX LEVY             |                            | <u>\$ 18,839,839.00</u>    |



**GARY J. GEMME, CHIEF OF POLICE****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016  
WORCESTER POLICE DEPARTMENT- DIVISION #250V ACADEMY**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE | TITLE                                  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|--------------|--|----------------------------|----------------------------|
| 0                          | \$ -                    | 95           | POLICE OFFICERS (RECRUITS FY16)        | 23                         | \$ 859,395.00              |
| 0                          | \$ -                    |              | TOTAL REGULAR SALARIES                 | 23                         | \$ 859,395.00              |
|                            | \$ -                    |              | HOLIDAY PAY - CONTRACTUAL              |                            | \$ 37,699.00               |
|                            | -                       |              | EDUCATIONAL STIPEND                    |                            | -                          |
|                            | \$ -                    |              | CONTRACTUAL STIPENDS AND EXTRAS        |                            | \$ 37,699.00               |
| 0                          | \$ -                    |              | TOTAL SALARIES                         | 23                         | \$ 897,094.00              |
|                            | -                       |              | VACANCY FACTOR                         |                            | (7,685.00)                 |
| 0                          | \$ -                    |              | TOTAL RECOMMENDED PERSONAL SERVICES    | 23                         | \$ 889,409.00              |
|                            | \$ -                    |              | REGULAR OVERTIME                       |                            | \$ -                       |
|                            | \$ -                    |              | TOTAL RECOMMENDED OVERTIME             |                            | \$ -                       |
|                            | \$ -                    |              | OTHER PERSONAL SERVICES                |                            | \$ 37,500.00               |
|                            | -                       |              | BOOKS                                  |                            | 6,000.00                   |
|                            | -                       |              | OTHER SUPPLIES                         |                            | 64,500.00                  |
|                            | \$ -                    |              | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                            | \$ 108,000.00              |
|                            | \$ -                    |              | CAPITAL OUTLAY                         |                            | \$ -                       |
|                            | \$ -                    |              | TOTAL RECOMMENDED TAX LEVY             |                            | \$ 997,409.00              |



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## Worcester Fire Department FY16 Budget Recommendation

### **Gerard A. Dio Fire Chief**

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

#### **Departmental Mission Statement:**

The mission of the Worcester Fire Department is to:

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

#### **FY16 Budget Overview**

|                               | <b>Actual</b>           | <b>Approved</b>         |                | <b>Recommended</b>      |
|-------------------------------|-------------------------|-------------------------|----------------|-------------------------|
|                               | <b>Fiscal 2014</b>      | <b>Budget for</b>       | <b>Account</b> | <b>Appropriation</b>    |
|                               |                         | <b>Fiscal 2015</b>      | <b>Number</b>  | <b>Fiscal 2016</b>      |
| <b>Expenditures</b>           |                         |                         |                |                         |
| Salaries                      | \$ 31,035,431.39        | \$ 32,017,888.00        | 91000          | \$ 32,356,736.00        |
| Overtime                      | 714,380.12              | 706,689.00              | 97000          | 976,689.00              |
| Ordinary Maintenance          | 1,202,205.54            | 1,065,698.00            | 92000          | 1,186,828.00            |
| Capital Outlay                | 32,984.16               | 25,000.00               | 93000          | 25,000.00               |
| <b>Total</b>                  | <b>\$ 32,985,001.21</b> | <b>\$ 33,815,275.00</b> |                | <b>\$ 34,545,253.00</b> |
| Total Positions               | 425                     | 433                     |                | 419                     |
| Added/Deleted Positions       | 8                       | -14                     |                | 9                       |
| <b>Total Funded Positions</b> | <b>433</b>              | <b>419</b>              |                | <b>428</b>              |

#### **Expenditures:**

The tax levy budget for the Fire Department for Fiscal 2016 is \$34,545,253 which is an increase of \$729,978 from the Fiscal 2015 tax levy budget of \$33,815,275.

The tax levy Personal Services budget for Fiscal 2016 is recommended to be \$32,356,736 which is an increase of \$338,848 from the Fiscal 2015 tax levy budget of \$32,017,888. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees and settled union negotiations, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$25,050; addition of a Captain to the table of organization in the amount of \$88,561; upgrade of 2 Fire Apparatus Repairmen at \$3,940; EM Incentive pay of \$670; the termination of the Safer Grant funding of \$217,339; the

## **Worcester Fire Department FY16 Budget Recommendation**

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vacancy factor decreasing by \$642,561 due to the addition of a new recruit class; and a class of 30 recruits projected to begin in March 2016 totaling \$520,990. This increase is offset by the elimination of a Firefighter from the table of organization of \$51,749; a Holiday Pay reduction of \$37,154; the Firefighter salaries decreasing as a result of newer Firefighters not reaching the maximum pay step and vacant positions of \$1,071,360.

The tax levy Overtime budget for Fiscal 2016 is recommended to be \$976,689 which is an increase of \$270,000 from the Fiscal 2015 tax levy budget of \$706,689. This increase is the result of cost associated with the recruit class of \$70,000 and manpower summer shortage due to vacations totaling \$200,000.

The tax levy Ordinary Maintenance budget for Fiscal 2016 is recommended to be \$1,186,828 which is an increase of \$121,130 from the Fiscal 2015 amount of \$1,065,698. This increase is the result of costs associated the new recruit class of \$113,130: gear repair of \$5,000; and SCBA repair and parts of \$3,000.

The Capital Outlay budget for Fiscal 2016 is recommended to be level funded at \$25,000.

### **Operational Overview**

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

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

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

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

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

The Training Division provides quality professional development training to all personnel allowing for the safe and efficient discharge of duties by members of the Worcester Fire

## **Worcester Fire Department FY16 Budget Recommendation**

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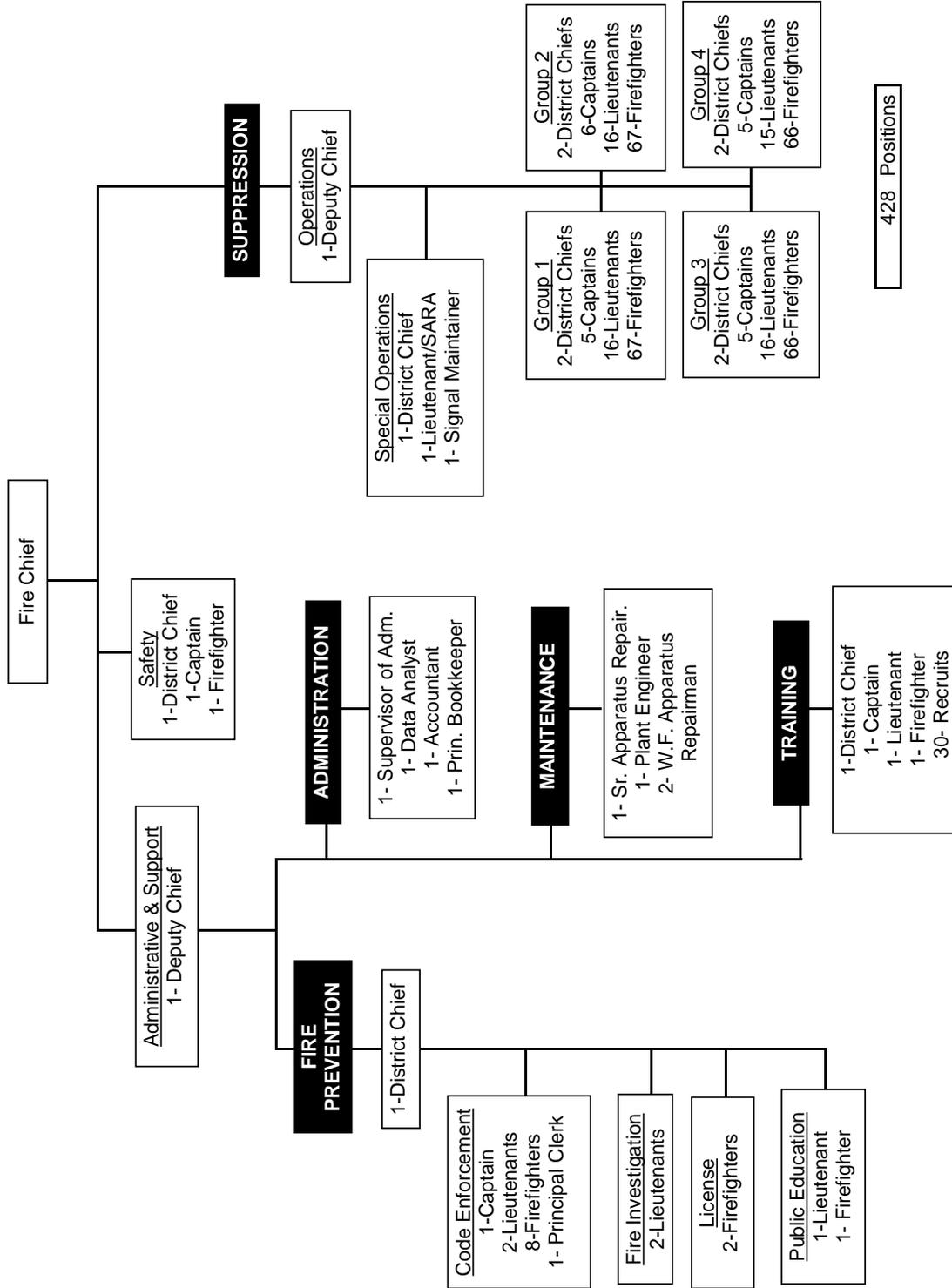
Department. The Division also provides oversight and support to numerous public safety departments at the WFD training facility and burn building.

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

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

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

# WORCESTER FIRE DEPARTMENT ORGANIZATION CHART



**GERARD A. DIO, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

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

| FY15<br>TOTAL<br>POSITIONS               | APPROVED<br>FY14 AMOUNT | PAY<br>GRADE | TITLE                                     | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|--|-------------------------|--------------|---|----------------------------|----------------------------|
| 1  | \$ 155,640.00           | 58CM         | FIRE CHIEF                                | 1                          | \$ 164,161.00              |
| 2  | 256,177.00              | 50EM         | DEPUTY FIRE CHIEF                         | 2                          | 270,203.00                 |
| 12                                       | 1,223,612.00            | 93           | DISTRICT FIRE CHIEF                       | 12                         | 1,224,081.00               |
| 23                                       | 2,117,100.00            | 92           | CAPTAIN                                   | 23                         | 2,127,748.00               |
| 70                                       | 5,813,664.00            | 91           | LIEUTENANT                                | 70                         | 5,870,163.00               |
| 301                                      | 21,237,667.00           | 90           | FIREFIGHTER                               | 279                        | 20,114,558.00              |
| 1  | 75,711.00               | 43M          | SUPERVISOR OF ADMINISTRATION              | 1                          | 79,863.00                  |
| 1  | 71,723.00               | 43           | SENIOR FIRE APPARATUS REPAIRMAN           | 1                          | 75,650.00                  |
| 1  | 55,763.00               | 40P          | DATA ANALYST                              | 1                          | 59,534.00                  |
| 1  | 53,787.00               | 35           | PLANT ENGINEER                            | 1                          | 56,756.00                  |
| 1  | 51,992.00               | 34           | SIGNAL MAINTAINER FIRE                    | 1                          | 54,849.00                  |
| 1  | 48,400.00               | 34           | FIRE APPARATUS REPAIRMAN, WORKING FOREMAN | 2                          | 106,008.00                 |
| 1  | 48,400.00               | 32           | FIRE APPARATUS REPAIRMAN                  | 0                          | -                          |
| 1  | 48,400.00               | 32           | ACCOUNTANT                                | 1                          | 48,586.00                  |
| 1  | 42,429.00               | 28           | PRINCIPAL BOOKKEEPER                      | 1                          | 42,591.00                  |
| 1  | 40,884.00               | 27           | PRINCIPAL CLERK                           | 1                          | 41,040.00                  |
| 419                                      | \$ 31,341,349.00        |              | REGULAR SALARIES                          | 397                        | \$ 30,335,791.00           |
| AUTHORIZED VACANT POSITIONS WITH FUNDING |                         |              |   |                            |                            |
| 0  | \$ -                    | 92           | CAPTAIN                                   | 1                          | \$ 88,561.00               |
| 0  | -                       | 90           | FIREFIGHTER CLASS                         | 30                         | 520,990.00                 |
| 0  | \$ -                    |              | REGULAR SALARIES                          | 31                         | \$ 609,551.00              |
| 419                                      | \$ 31,341,349.00        |              | REGULAR SALARIES                          | 428                        | \$ 30,945,342.00           |
|  | 16,567.00               |              | EM INCENTIVE PAY                          |                            | 17,237.00                  |
|  | 146,957.00              |              | OUT OF GRADE PAY                          |                            | 146,957.00                 |
|  | 1,680,354.00            |              | HOLIDAY PAY                               |                            | 1,643,200.00               |
|  | 1,843,878.00            |              | CONTRACTUAL OBLIGATIONS                   |                            | 1,807,394.00               |
| 419                                      | \$ 33,185,227.00        |              | TOTAL                                     | 428                        | \$ 32,752,736.00           |
|  | (950,000.00)            |              | VACANCY FACTOR                            |                            | (396,000.00)               |
| 419                                      | \$ 32,235,227.00        |              | TOTAL SALARIES                            | 428                        | \$ 32,356,736.00           |
|  | (217,339.00)            |              | FUNDING SOURCES:                          |                            | -                          |
|  | (217,339.00)            |              | SAFER GRANT (17 RECRUITS)                 |                            | -                          |
|  |                         |              | TOTAL FUNDING SOURCES                     |                            | -                          |
| 419                                      | \$ 32,017,888.00        | 260-91000    | TOTAL RECOMMENDED PERSONAL SERVICES       | 428                        | \$ 32,356,736.00           |
|  | \$ 706,689.00           |              | OVERTIME                                  |                            | \$ 976,689.00              |
|  | \$ 706,689.00           | 260-97000    | TOTAL RECOMMENDED OVERTIME                |                            | \$ 976,689.00              |
| \$                                       | 119,850.00              |              | ELECTRICITY                               | \$                         | 119,850.00                 |
|  | 2,385.00                |              | LEASES & RENTALS                          |                            | 2,385.00                   |
|  | 113,676.00              |              | MAINTENANCE & REPAIR                      |                            | 121,676.00                 |
|  | 39,370.00               |              | TELEPHONE                                 |                            | 35,925.00                  |
|  | 140,980.00              |              | OTHER PERSONAL SERVICES                   |                            | 146,117.00                 |
|  | 140,690.00              |              | AUTOMOTIVE SUPPLIES                       |                            | 140,690.00                 |
|  | 1,230.00                |              | BOOKS                                     |                            | 8,201.00                   |
|  | 12,000.00               |              | BUILDING SUPPLIES                         |                            | 10,000.00                  |
|  | 11,100.00               |              | OFFICE SUPPLIES                           |                            | 11,100.00                  |
|  | 117,300.00              |              | NATURAL GAS                               |                            | 117,300.00                 |
|  | 168,155.00              |              | OTHER SUPPLIES                            |                            | 247,947.00                 |
|  | 51,000.00               |              | AUTO FUEL NO LEAD GAS                     |                            | 51,000.00                  |
|  | 148,962.00              |              | DIESEL FUEL                               |                            | 148,962.00                 |
|  | 3,000.00                |              | OTHER CHARGES & EXPENDITURES              |                            | 3,000.00                   |
|  | -                       |              | TRAVELING                                 |                            | 26,675.00                  |
|  | \$ 1,069,698.00         |              | TOTAL ORDINARY MAINTENANCE                | \$                         | 1,190,828.00               |
|  | (4,000.00)              |              | FUNDING SOURCES:                          |                            | (4,000.00)                 |
|  | (4,000.00)              |              | FROM RESERVE FUNDS                        |                            | (4,000.00)                 |
|  |                         |              | TOTAL FUNDING SOURCES                     |                            | (4,000.00)                 |
| \$                                       | 1,065,698.00            | 260-92000    | TOTAL RECOMMENDED ORDINARY MAINTENANCE    | \$                         | 1,186,828.00               |
| \$                                       | 25,000.00               | 260-93000    | SAFETY EQUIPMENT (CONTRACTUAL)            | \$                         | 25,000.00                  |
| \$                                       | 33,815,275.00           | 260          | TOTAL RECOMMENDED TAX LEVY                | \$                         | 34,545,253.00              |

**GERARD A. DIO, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**WORCESTER FIRE DEPARTMENT - DIVISION #2601 ADMINISTRATION**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY14 AMOUNT | PAY<br>GRADE      | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|-------------------|---|----------------------------|----------------------------|
| 1                          | \$ 155,640.00           | 58CM              | FIRE CHIEF                                    | 1                          | \$ 164,161.00              |
| 2                          | 256,177.00              | 50EM              | DEPUTY FIRE CHIEF                             | 1                          | 134,386.00                 |
| 2                          | 201,570.00              | 93                | DISTRICT FIRE CHIEF                           | 1                          | 103,614.00                 |
| 0                          | -                       | 92                | CAPTAIN                                       | 1                          | 91,884.00                  |
| 0                          | -                       | 90                | FIREFIGHTER                                   | 1                          | 74,233.00                  |
| 1                          | 75,711.00               | 43M               | SUPERVISOR OF ADMINISTRATION                  | 1                          | 79,863.00                  |
| 1                          | 55,763.00               | 40P               | DATA ANALYST                                  | 1                          | 59,534.00                  |
| 1                          | 48,400.00               | 32                | ACCOUNTANT                                    | 1                          | 48,586.00                  |
| 1                          | 42,429.00               | 28                | PRINCIPAL BOOKKEEPER                          | 1                          | 42,591.00                  |
| 9                          | \$ 835,690.00           |                   | REGULAR SALARIES                              | 9                          | \$ 798,852.00              |
|                            | 16,567.00               |                   | EM INCENTIVE PAY                              |                            | 11,847.00                  |
|                            | 33,460.00               |                   | HOLIDAY PAY                                   |                            | 20,540.00                  |
|                            | 50,027.00               |                   | CONTRACTUAL OBLIGATIONS                       |                            | 32,387.00                  |
| 9                          | \$ 885,717.00           | <b>2601-91000</b> | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>    | 9                          | \$ 831,239.00              |
|                            | \$ 51,327.00            |                   | OVERTIME                                      |                            | \$ 51,327.00               |
|                            | \$ 51,327.00            | <b>2601-97000</b> | <b>TOTAL RECOMMENDED OVERTIME</b>             |                            | \$ 51,327.00               |
|                            | \$ 119,850.00           |                   | ELECTRICITY                                   |                            | \$ 119,850.00              |
|                            | 2,385.00                |                   | LEASES & RENTALS                              |                            | 2,385.00                   |
|                            | 13,990.00               |                   | MAINTENANCE & REPAIR                          |                            | 21,990.00                  |
|                            | 35,925.00               |                   | TELEPHONE                                     |                            | 35,925.00                  |
|                            | 106,580.00              |                   | OTHER PERSONAL SERVICES                       |                            | 106,580.00                 |
|                            | 130.00                  |                   | BOOKS   |                            | 130.00                     |
|                            | 11,100.00               |                   | OFFICE SUPPLIES                               |                            | 11,100.00                  |
|                            | 117,300.00              |                   | NATURAL GAS                                   |                            | 117,300.00                 |
|                            | 69,663.00               |                   | OTHER SUPPLIES                                |                            | 69,663.00                  |
|                            | -                       |                   | TRAVELING                                     |                            | 24,575.00                  |
|                            | \$ 476,923.00           |                   | TOTAL ORDINARY MAINTENANCE                    |                            | \$ 509,498.00              |
|                            | \$ (4,000.00)           |                   | FUNDING SOURCES:                              |                            | \$ (4,000.00)              |
|                            | \$ (4,000.00)           |                   | FROM RESERVE FUNDS                            |                            | \$ (4,000.00)              |
|                            | \$ (4,000.00)           |                   | TOTAL FUNDING SOURCES                         |                            | \$ (4,000.00)              |
|                            | \$ 472,923.00           | <b>2601-92000</b> | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> |                            | \$ 505,498.00              |
|                            | \$ 25,000.00            | <b>2601-93000</b> | <b>SAFETY EQUIPMENT (CONTRACTUAL)</b>         |                            | \$ 25,000.00               |
|                            | \$ 1,434,967.00         | <b>2601</b>       | <b>TOTAL RECOMMENDED TAX LEVY</b>             |                            | \$ 1,413,064.00            |

**GERARD A. DIO, FIRE CHIEF****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****WORCESTER FIRE DEPARTMENT - DIVISION #2602 MAINTENANCE**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY14 AMOUNT | PAY<br>GRADE      | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|-------------------|---|----------------------------|----------------------------|
| 1                          | \$ 71,723.00            | 43                | SENIOR FIRE APPARATUS REPAIRMAN               | 1                          | \$ 75,650.00               |
| 1                          | 53,787.00               | 35                | PLANT ENGINEER                                | 1                          | 56,756.00                  |
| 1                          | 48,400.00               | 34                | FIRE APPARATUS REPAIRMAN, WORKING FOREMAN     | 2                          | 106,008.00                 |
| 1                          | 48,400.00               | 32                | FIRE APPARATUS REPAIRMAN                      | 0                          | -                          |
| <b>4</b>                   | <b>\$ 222,310.00</b>    | <b>2602-91000</b> | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>    | <b>4</b>                   | <b>\$ 238,414.00</b>       |
| <hr/>                      |                         |                   |   |                            |                            |
|                            | \$ 16,316.00            |                   | OVERTIME                                      |                            | \$ 16,316.00               |
|                            | <b>\$ 16,316.00</b>     | <b>2602-97000</b> | <b>TOTAL RECOMMENDED OVERTIME</b>             |                            | <b>\$ 16,316.00</b>        |
| <hr/>                      |                         |                   |   |                            |                            |
|                            | \$ 68,330.00            |                   | MAINTENANCE & REPAIR                          |                            | \$ 68,330.00               |
|                            | 11,600.00               |                   | OTHER PERSONAL SERVICES                       |                            | 997.00                     |
|                            | 140,690.00              |                   | AUTOMOTIVE SUPPLIES                           |                            | 140,690.00                 |
|                            | 10,000.00               |                   | BUILDING SUPPLIES                             |                            | 10,000.00                  |
|                            | 28,552.00               |                   | OTHER SUPPLIES                                |                            | 28,552.00                  |
|                            | 51,000.00               |                   | AUTO FUEL NO LEAD GAS                         |                            | 51,000.00                  |
|                            | 148,962.00              |                   | DIESEL FUEL                                   |                            | 148,962.00                 |
|                            | <b>\$ 459,134.00</b>    | <b>2602-92000</b> | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> |                            | <b>\$ 448,531.00</b>       |
| <hr/>                      |                         |                   |   |                            |                            |
|                            | <b>\$ 697,760.00</b>    | <b>2602</b>       | <b>TOTAL RECOMMENDED TAX LEVY</b>             |                            | <b>\$ 703,261.00</b>       |

**GERARD A. DIO, FIRE CHIEF****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****WORCESTER FIRE DEPARTMENT - DIVISION #2603 FIRE PREVENTION**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY14 AMOUNT | PAY<br>GRADE      | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|-------------------|---|----------------------------|----------------------------|
| 1                          | \$ 101,141.00           | 93                | DISTRICT FIRE CHIEF                           | 1                          | \$ 101,191.00              |
| 1                          | 90,688.00               | 92                | CAPTAIN                                       | 1                          | 93,700.00                  |
| 6                          | 501,756.00              | 91                | LIEUTENANT                                    | 5                          | 418,684.00                 |
| 12                         | 889,660.00              | 90                | FIREFIGHTER                                   | 11                         | 820,900.00                 |
| 1                          | 40,884.00               | 27                | PRINCIPAL CLERK                               | 1                          | 41,040.00                  |
| <u>21</u>                  | <u>\$ 1,624,129.00</u>  |                   | REGULAR SALARIES                              | <u>19</u>                  | <u>\$ 1,475,515.00</u>     |
|                            | 86,366.00               |                   | HOLIDAY PAY                                   |                            | 73,944.00                  |
|                            | <u>86,366.00</u>        |                   | CONTRACTUAL OBLIGATIONS                       |                            | <u>73,944.00</u>           |
| <u>21</u>                  | <u>\$ 1,710,495.00</u>  | <b>2603-91000</b> | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>    | <u>19</u>                  | <u>\$ 1,549,459.00</u>     |
|                            | \$ 38,071.00            |                   | OVERTIME                                      |                            | \$ 38,071.00               |
|                            | <u>\$ 38,071.00</u>     | <b>2603-97000</b> | <b>TOTAL RECOMMENDED OVERTIME</b>             |                            | <u>\$ 38,071.00</u>        |
|                            | \$ 916.00               |                   | MAINTENANCE & REPAIR                          |                            | \$ 916.00                  |
|                            | 2,756.00                |                   | TELEPHONE                                     |                            | -                          |
|                            | 1,000.00                |                   | BOOKS   |                            | 1,000.00                   |
|                            | 9,813.00                |                   | OTHER SUPPLIES                                |                            | 9,813.00                   |
|                            | 2,500.00                |                   | OTHER CHARGES & EXPENDITURES                  |                            | 2,500.00                   |
|                            | -                       |                   | TRAVELING                                     |                            | 2,100.00                   |
|                            | <u>\$ 16,985.00</u>     | <b>2603-92000</b> | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> |                            | <u>\$ 16,329.00</u>        |
|                            | <u>\$ 1,765,551.00</u>  | <b>2603</b>       | <b>TOTAL RECOMMENDED TAX LEVY</b>             |                            | <u>\$ 1,603,859.00</u>     |

**GERARD A. DIO, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**WORCESTER FIRE DIVISION - DIVISION #2604 TRAINING**

| FY15<br>TOTAL<br>POSITIONS               | APPROVED<br>FY14 AMOUNT | PAY<br>GRADE      | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|--|-------------------------|-------------------|---|----------------------------|----------------------------|
| 1  | \$ 100,873.00           | 93                | DISTRICT FIRE CHIEF                           | 1                          | \$ 99,081.00               |
| 0  | -                       | 91                | LIEUTENANT                                    | 1                          | 79,353.00                  |
| 1  | 73,402.00               | 90                | FIREFIGHTER                                   | 1                          | 76,038.00                  |
| 0  | -                       | 90                | FIREFIGHTER- RECRUITS                         | 30                         | 520,990.00                 |
| 2  | \$ 174,275.00           |                   | REGULAR SALARIES                              | 33                         | \$ 775,462.00              |
| AUTHORIZED VACANT POSITIONS WITH FUNDING |                         |                   |   |                            |                            |
| 0  | -                       | 92                | CAPTAIN                                       | 1                          | 88,561.00                  |
| 0  | \$ -                    |                   | REGULAR SALARIES                              | 1                          | \$ 88,561.00               |
| 2  | \$ 174,275.00           |                   | REGULAR SALARIES                              | 34                         | \$ 864,023.00              |
|  | 9,507.00                |                   | HOLIDAY PAY                                   |                            | 139,672.00                 |
|  | 9,507.00                |                   | CONTRACTUAL OBLIGATIONS                       |                            | 139,672.00                 |
| 2  | \$ 183,782.00           | <b>2604-91000</b> | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>    | 34                         | \$ 1,003,695.00            |
|  | \$ 10,000.00            |                   | OVERTIME                                      |                            | \$ 80,000.00               |
|  | \$ 10,000.00            | <b>2604-97000</b> | <b>TOTAL RECOMMENDED OVERTIME</b>             |                            | \$ 80,000.00               |
|  | \$ 4,000.00             |                   | MAINTENANCE & REPAIR                          |                            | \$ 4,000.00                |
|  | 689.00                  |                   | TELEPHONE                                     |                            | -                          |
|  | 22,400.00               |                   | OTHER PERSONAL SERVICES                       |                            | 38,140.00                  |
|  | -                       |                   | BOOKS   |                            | 6,971.00                   |
|  | 2,000.00                |                   | BUILDING SUPPLIES                             |                            | -                          |
|  | 23,958.00               |                   | OTHER SUPPLIES                                |                            | 87,090.00                  |
|  | \$ 53,047.00            | <b>2604-92000</b> | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> |                            | \$ 136,201.00              |
|  | \$ -                    | <b>2601-93000</b> | <b>SAFETY EQUIPMENT (CONTRACTUAL)</b>         |                            | \$ -                       |
|  | \$ 246,829.00           | <b>2604</b>       | <b>TOTAL RECOMMENDED TAX LEVY</b>             |                            | \$ 1,219,896.00            |

**GERARD A. DIO, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**WORCESTER FIRE DEPARTMENT - DIVISION #2605 FIRE SUPPRESSION**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY14 AMOUNT | PAY<br>GRADE      | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|-------------------|---|----------------------------|----------------------------|
| 0                          | \$ -                    | 50EM              | DEPUTY FIRE CHIEF                             | 1                          | \$ 135,817.00              |
| 8                          | 820,028.00              | 93                | DISTRICT FIRE CHIEF                           | 9                          | 920,195.00                 |
| 22                         | 2,026,412.00            | 92                | CAPTAIN                                       | 21                         | 1,942,164.00               |
| 64                         | 5,311,908.00            | 91                | LIEUTENANT                                    | 64                         | 5,372,126.00               |
| 288                        | 20,274,605.00           | 90                | FIREFIGHTER                                   | 266                        | 19,143,387.00              |
| 1                          | 51,992.00               | 34                | SIGNAL MAINTAINER FIRE                        | 1                          | 54,849.00                  |
| <u>383</u>                 | <u>\$ 28,432,953.00</u> |                   | REGULAR SALARIES                              | <u>362</u>                 | <u>\$ 27,568,538.00</u>    |
|                            | -                       |                   | EM INCENTIVE PAY                              |                            | 5,390.00                   |
|                            | 146,957.00              |                   | OUT OF GRADE PAY                              |                            | 146,957.00                 |
|                            | 1,551,021.00            |                   | HOLIDAY PAY                                   |                            | 1,409,044.00               |
|                            | <u>1,697,978.00</u>     |                   | CONTRACTUAL OBLIGATIONS                       |                            | <u>1,561,391.00</u>        |
| <u>383</u>                 | <u>\$ 30,130,931.00</u> |                   | TOTAL   | <u>362</u>                 | <u>\$ 29,129,929.00</u>    |
|                            | (950,000.00)            |                   | VACANCY FACTOR                                |                            | (396,000.00)               |
| <u>383</u>                 | <u>\$ 29,180,931.00</u> |                   | TOTAL SALARIES                                | <u>362</u>                 | <u>\$ 28,733,929.00</u>    |
|                            | (217,339.00)            |                   | FUNDING SOURCES:                              |                            | -                          |
|                            | <u>(217,339.00)</u>     |                   | SAFER GRANT (17 RECRUITS)                     |                            | -                          |
|                            |                         |                   | TOTAL FUNDING SOURCES                         |                            | -                          |
| <u>383</u>                 | <u>\$ 28,963,592.00</u> | <b>2605-91000</b> | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>    | <u>362</u>                 | <u>\$ 28,733,929.00</u>    |
|                            | \$ 590,975.00           |                   | OVERTIME                                      |                            | \$ 790,975.00              |
|                            | <u>\$ 590,975.00</u>    | <b>2605-97000</b> | <b>TOTAL RECOMMENDED OVERTIME</b>             |                            | <u>\$ 790,975.00</u>       |
|                            | \$ 26,440.00            |                   | MAINTENANCE & REPAIR                          |                            | \$ 26,440.00               |
|                            | 400.00                  |                   | OTHER PERSONAL SERVICES                       |                            | 400.00                     |
|                            | 100.00                  |                   | BOOKS   |                            | 100.00                     |
|                            | 36,169.00               |                   | OTHER SUPPLIES                                |                            | 52,829.00                  |
|                            | 500.00                  |                   | OTHER CHARGES & EXPENDITURES                  |                            | 500.00                     |
|                            | <u>\$ 63,609.00</u>     | <b>2605-92000</b> | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> |                            | <u>\$ 80,269.00</u>        |
|                            | <u>\$ 29,618,176.00</u> | <b>2605</b>       | <b>TOTAL RECOMMENDED TAX LEVY</b>             |                            | <u>\$ 29,605,173.00</u>    |

## Emergency Communications FY16 Budget Recommendation

### **Richard Fiske III, Director**

Emergency Communications  
9-11 Lincoln Square  
Worcester, Massachusetts 01608  
(508) 799-1776

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

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

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

### **Emergency Management Division:**

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

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

### **FY16 Budget Overview**

|                        | <b>Actual</b>       | <b>Approved</b>     |                | <b>Recommended</b>   |
|------------------------|---------------------|---------------------|----------------|----------------------|
|                        | <b>Fiscal 2014</b>  | <b>Budget for</b>   | <b>Account</b> | <b>Appropriation</b> |
| <b>Expenditures</b>    |                     | <b>Fiscal 2015</b>  | <b>Number</b>  | <b>Fiscal 2016</b>   |
| Salaries               | 1,558,773.47        | 1,796,530.00        | 91000          | 1,895,196.00         |
| Overtime               | 212,811.13          | 153,623.00          | 97000          | 152,757.00           |
| Ordinary Maintenance   | 310,155.76          | 354,114.00          | 92000          | 354,114.00           |
| <b>Total</b>           | <b>2,081,740.36</b> | <b>2,304,267.00</b> |                | <b>2,402,067.00</b>  |
| <b>Total Positions</b> | <b>78</b>           | <b>78</b>           |                | <b>78</b>            |

### **Expenditures:**

The total recommended tax levy budget for Fiscal 2016 is \$2,402,067 which is an increase of \$97,800 from the Fiscal 2015 budget amount of \$2,304,267.

The tax levy budget for Personal Services for Fiscal 2016 is recommended to be \$1,895,196 which is an increase of \$98,666 from the Fiscal 2015 budget amount of \$1,796,530. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees and settled union negotiations, appropriation

## **Emergency Communications FY16 Budget Recommendation**

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based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$105,364; and an increase in holiday pay as a result of salary increases of \$3,691; This increase is offset by a decrease in EM Incentive pay of \$196; and a net increase in funding sources of \$10,193.

The Overtime budget for Fiscal 2016 is recommended to be \$152,757 which is a decrease of \$866 from the Fiscal 2015 budget of \$153,623. This decrease is a result of an increase in EMS funding of \$866.

The tax levy Ordinary Maintenance budget for Fiscal 2015 is recommended to be level funded at \$354,114. The credit of \$93,000 from regional funding represents the additional anticipated costs associated with the new Regional Emergency Communications Center.

### **Operational Overview:**

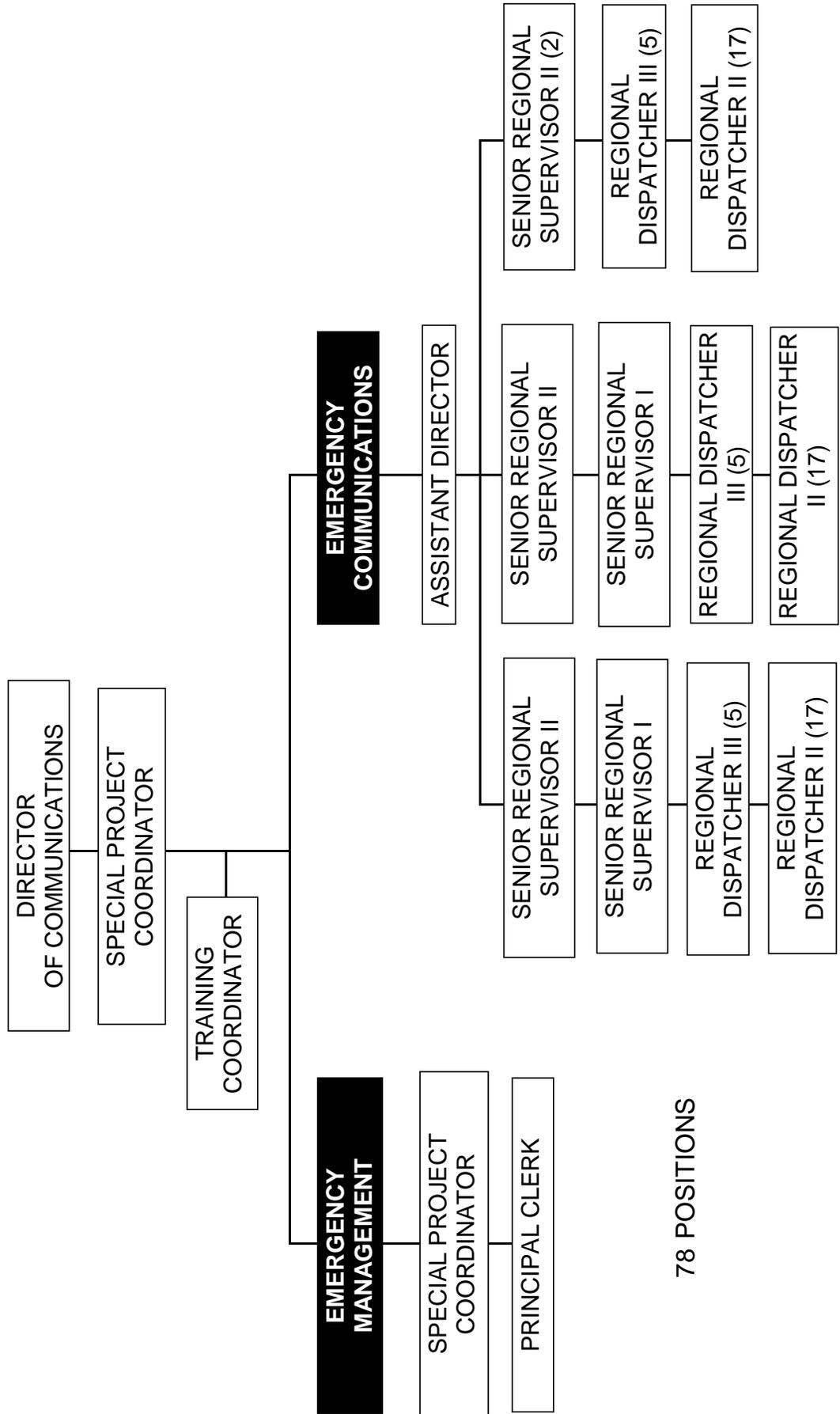
The Department is responsible for operating the Emergency Communications Center which answers all 9-1-1 calls, complaint calls, switchboard calls, and dispatches fire and police emergency responses. All requests for emergency assistance pass through the communications center and result in more than one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

In Fiscal 2011, the Department pursued regionalization of emergency communications services. As the largest community in Central Massachusetts, the department will be able to provide dispatch services, using a subscriber model, to smaller local communities. In conjunction with the Commonwealth, through a Public Safety Answering Point Development Grant, the Department was able to establish a location within the City for a regional dispatch center. This 12,000 sq./ft. facility is currently being constructed to become a leading regional emergency communications center in central Massachusetts. In March, the City executed an Inter-Municipal Agreement (IMA) with the Town of Leicester. With this IMA we are now classified as a Regional Emergency Communications Center.

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

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

# EMERGENCY COMMUNICATIONS DEPARTMENT ORGANIZATION CHART



78 POSITIONS

**RICHARD FISKE III, DIRECTOR**

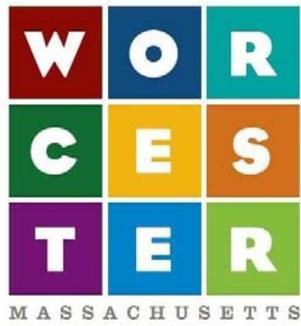
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

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

| FY15<br>TOTAL<br>POSITIONS      | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE                                      | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|---------------------------------|-------------------------|------------------|--|----------------------------|----------------------------|
| <b>COMMUNICATIONS:</b>          |                         |                  |  |                            |                            |
| 1                               | \$ 94,232.00            | 48EM             | DIRECTOR OF COMMUNICATIONS                 | 1                          | \$ 89,745.00               |
| 1                               | 63,267.00               | 38M              | ASSISTANT DIRECTOR                         | 1                          | 66,743.00                  |
| 1                               | 63,267.00               | 38M              | TRAINING COORDINATOR                       | 1                          | 66,743.00                  |
| 4                               | 194,993.00              | 33               | SENIOR REGIONAL DISPATCHER II              | 6                          | 297,030.00                 |
| 2                               | 99,222.00               | 32               | SENIOR REGIONAL DISPATCHER I               | 0                          | -                          |
| 15                              | 665,423.00              | 31               | REGIONAL DISPATCHER III                    | 15                         | 655,337.00                 |
| 36                              | 1,408,686.00            | 29               | REGIONAL DISPATCHER II                     | 36                         | 1,518,053.00               |
| 1                               | 36,360.00               | 27               | PRINCIPAL CLERK                            | 1                          | 37,774.00                  |
| 61                              | \$ 2,625,450.00         |                  | SALARIES                                   | 61                         | \$ 2,731,425.00            |
| <b>REGIONAL COMMUNICATIONS:</b> |                         |                  |  |                            |                            |
| 15                              | \$ 502,380.00           | 29               | REGIONAL DISPATCHER II                     | 15                         | \$ 496,560.00              |
| 15                              | \$ 502,380.00           |                  | SALARIES                                   | 15                         | \$ 496,560.00              |
| <b>EMERGENCY MANAGEMENT:</b>    |                         |                  |  |                            |                            |
| 2                               | \$ 123,612.00           | 45M              | SPECIAL PROJECT COORDINATOR                | 2                          | \$ 128,821.00              |
| 2                               | \$ 123,612.00           |                  |  | 2                          | \$ 128,821.00              |
| 78                              | \$ 3,251,442.00         |                  | <b>TOTAL REGULAR SALARIES</b>              | 78                         | \$ 3,356,806.00            |
|                                 | 119,627.00              |                  | HOLIDAY PAY                                |                            | 123,318.00                 |
|                                 | 3,249.00                |                  | EM INCENTIVE PAY                           |                            | 3,053.00                   |
|                                 | 10,000.00               |                  | EMERGENCY MANAGEMENT STIPEND               |                            | 10,000.00                  |
|                                 | (75,000.00)             |                  | VACANCY FACTOR                             |                            | (75,000.00)                |
| 78                              | \$ 3,309,318.00         |                  | TOTAL SALARIES                             | 78                         | \$ 3,418,177.00            |
|                                 | (252,180.00)            |                  | <b>FUNDING SOURCES:</b>                    |                            | (262,285.00)               |
|                                 | (659,180.00)            |                  | EMERGENCY MANAGEMENT GRANT                 |                            | (659,180.00)               |
|                                 | (523,553.00)            |                  | 9-1-1 SUPPORT GRANT FUNDING                |                            | (517,205.00)               |
|                                 | (55,470.00)             |                  | REGIONAL FUNDING                           |                            | (60,675.00)                |
|                                 | (22,405.00)             |                  | METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT |                            | (23,636.00)                |
|                                 | (1,512,788.00)          |                  | WRTA FUNDING                               |                            | (1,522,981.00)             |
|                                 |                         |                  | TOTAL FUNDING SOURCES                      |                            |                            |
| 78                              | \$ 1,796,530.00         | <b>270-91000</b> | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b> | 78                         | \$ 1,895,196.00            |
|                                 | 196,134.00              |                  | OVERTIME                                   |                            | 196,134.00                 |
|                                 | 8,000.00                |                  | SUMMER IMPACT                              |                            | 8,000.00                   |
|                                 | 204,134.00              |                  | TOTAL OVERTIME                             |                            | 204,134.00                 |
|                                 | (15,796.00)             |                  | <b>FUNDING SOURCES:</b>                    |                            | (16,662.00)                |
|                                 | (34,715.00)             |                  | EMS FUNDING                                |                            | (34,715.00)                |
|                                 | (50,511.00)             |                  | REGIONAL FUNDING                           |                            | (51,377.00)                |
|                                 |                         |                  | TOTAL FUNDING SOURCES                      |                            |                            |
|                                 | \$ 153,623.00           | <b>270-97000</b> | <b>TOTAL RECOMMENDED OVERTIME</b>          |                            | \$ 152,757.00              |

**RICHARD FISKE III, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|---|----------------------------|----------------------------|
|                            | \$ 27,500.00            |                  | ELECTRICITY                                   |                            | \$ 27,500.00               |
|                            | 49,638.00               |                  | TOWER SITE LEASE                              |                            | 49,638.00                  |
|                            | 21,116.00               |                  | MAINTENANCE & REPAIR                          |                            | 21,116.00                  |
|                            | 8,950.00                |                  | TELEPHONE                                     |                            | 8,950.00                   |
|                            | 63,710.00               |                  | OTHER PERSONAL SERVICES                       |                            | 63,710.00                  |
|                            | 47,600.00               |                  | REVERSE 9-1-1 SYSTEM                          |                            | 47,600.00                  |
|                            | 60,000.00               |                  | SYSTEM MAINTENANCE                            |                            | 60,000.00                  |
|                            | 60,000.00               |                  | SYSTEM MAINTENANCE-SOFTWARE                   |                            | 60,000.00                  |
|                            | 72,000.00               |                  | SYSTEM MAINTENANCE-BACKBONE                   |                            | 72,000.00                  |
|                            | 5,000.00                |                  | OFFICE SUPPLIES                               |                            | 5,000.00                   |
|                            | 7,500.00                |                  | NATURAL GAS                                   |                            | 7,500.00                   |
|                            | 13,500.00               |                  | OTHER SUPPLIES                                |                            | 13,500.00                  |
|                            | 4,000.00                |                  | AUTO FUEL                                     |                            | 4,000.00                   |
|                            | 3,600.00                |                  | DIESEL FUEL                                   |                            | 3,600.00                   |
|                            | 3,000.00                |                  | OTHER CHARGES & EXPENDITURES                  |                            | 3,000.00                   |
|                            | <u>\$ 447,114.00</u>    |                  | TOTAL ORDINARY MAINTENANCE                    |                            | <u>\$ 447,114.00</u>       |
|                            |                         |                  | <b>FUNDING SOURCES:</b>                       |                            |                            |
|                            | (93,000.00)             |                  | REGIONAL FUNDING                              |                            | (93,000.00)                |
|                            | <u>(93,000.00)</u>      |                  | TOTAL FUNDING SOURCES                         |                            | <u>(93,000.00)</u>         |
|                            | <u>\$ 354,114.00</u>    | <b>270-92000</b> | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> |                            | <u>\$ 354,114.00</u>       |
|                            |                         |                  | <b>FRINGE BENEFITS:</b>                       |                            |                            |
|                            | \$ 53,925.00            |                  | HEALTH INSURANCE                              |                            | \$ 58,300.00               |
|                            | 25,029.00               |                  | RETIREMENT                                    |                            | 32,761.00                  |
|                            | <u>\$ 78,954.00</u>     |                  | TOTAL FRINGE BENEFITS                         |                            | <u>\$ 91,061.00</u>        |
|                            |                         |                  | <b>FUNDING SOURCES:</b>                       |                            |                            |
|                            | (67,276.00)             |                  | EMS FUNDING                                   |                            | (78,978.00)                |
|                            | (11,678.00)             |                  | METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT    |                            | (12,083.00)                |
|                            | <u>(78,954.00)</u>      |                  | TOTAL FUNDING SOURCES                         |                            | <u>(91,061.00)</u>         |
|                            | <u>\$ -</u>             | <b>330-96000</b> | <b>TOTAL RECOMMENDED FRINGE BENEFITS</b>      |                            | <u>\$ -</u>                |
|                            | <u>\$ 2,304,267.00</u>  |                  | <b>TOTAL RECOMMENDED TAX LEVY</b>             |                            | <u>\$ 2,402,067.00</u>     |



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## Inspectional Services FY16 Budget Recommendation

### **John R. Kelly Commissioner**

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

#### **Department Mission Statement:**

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

#### **FY16 Budget Overview**

|                        | <b>Actual</b>          | <b>Approved</b>        |                | <b>Recommended</b>     |
|------------------------|------------------------|------------------------|----------------|------------------------|
|                        | <b>Fiscal 2014</b>     | <b>Budget for</b>      | <b>Account</b> | <b>Appropriation</b>   |
| <b>Expenditures</b>    |                        | <b>Fiscal 2015</b>     | <b>Number</b>  | <b>Fiscal 2016</b>     |
| Salaries               | \$ 2,971,345.49        | \$ 2,970,570.00        | 91000          | \$ 3,125,731.00        |
| Overtime               | 60,898.07              | 69,579.00              | 97000          | 69,579.00              |
| Ordinary Maintenance   | 279,417.69             | 230,452.00             | 92000          | 275,015.00             |
| <b>Total</b>           | <b>\$ 3,311,661.25</b> | <b>\$ 3,270,601.00</b> |                | <b>\$ 3,470,325.00</b> |
| <b>Total Positions</b> | 62                     | 61                     |                | 60                     |

#### **Expenditures:**

The total Fiscal 2016 tax levy budget is recommended to be \$3,470,325 which represents an increase of \$199,724 from the Fiscal 2015 budget amount of \$3,270,601.

The tax levy budget for Personal Services for Fiscal 2016 is recommended to be \$3,125,731 which is an increase of \$155,161 from the Fiscal 2015 budget amount of \$2,270,601. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees and settled union negotiations, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$166,700; an increase in EM Incentive pay of \$378; an increase in the Commissioner's salary of \$4,377; elimination of an Account Clerk from the table of organization and replaced with a Principal Accountant position for a net cost of \$14,692; and a decrease in funding sources of \$56,843. This increase is offset by an increase in enterprise credits of \$573; and the elimination of the Assistant Commissioner position totaling \$87,256.

The tax levy Overtime budget for Fiscal 2015 is recommended to be level funded at \$69,579.

The tax levy Ordinary Maintenance budget is recommended to be \$275,015 which is an increase of \$44,563 from the Fiscal 2015 amount of \$230,452. The increase includes \$8,059 for maintenance & repair of automobiles; \$30,000 for a consultant for View Permit; and \$16,004 for I-Pads and associated costs. The increase is offset by a decrease in Telephone costs due to the Health Division now paying the costs associated with its department of \$9,500.

## **Inspectional Services FY16 Budget Recommendation**

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### **Operational Overview:**

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

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

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

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

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

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

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

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

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

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

Upon request of the owner or tenant, the Lead Poisoning Prevention Program conducts environmental assessments to identify possible lead paint hazards and violations. Proactively,

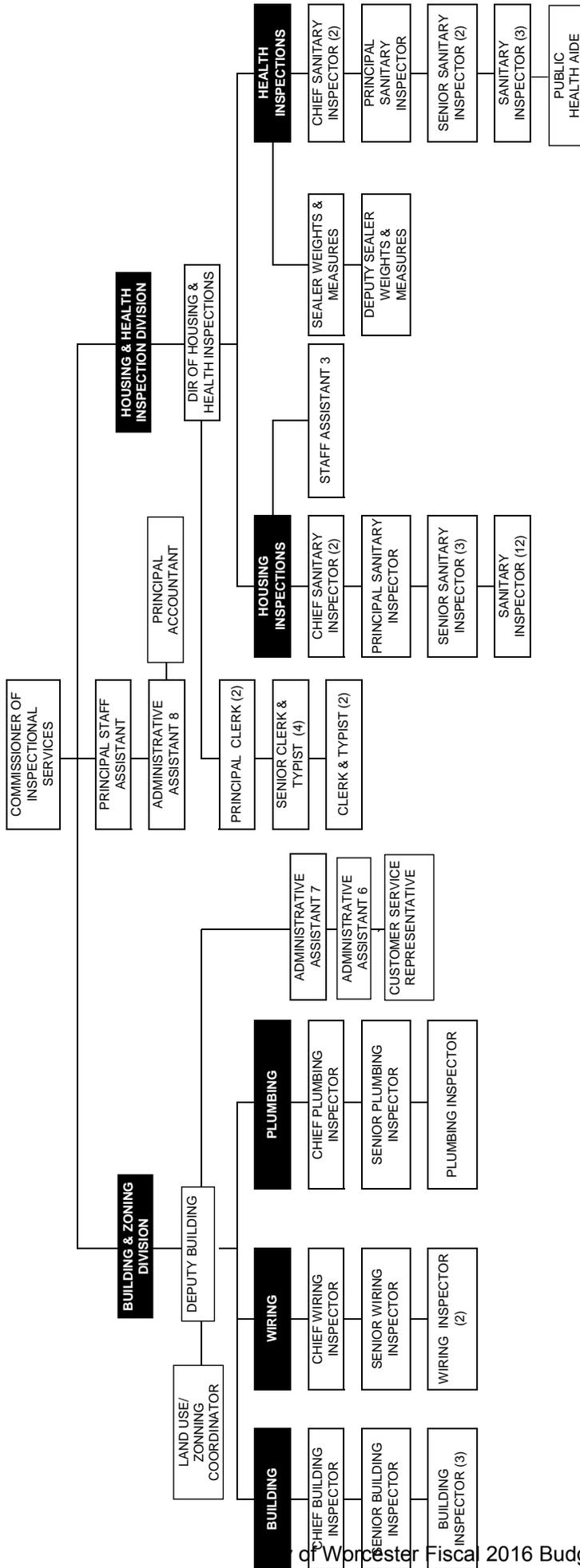
## **Inspectional Services FY16 Budget Recommendation**

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medical case management and family lead counseling is provided to prevent elevated blood lead levels in children under the age of six.

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

# CITY OF WORCESTER Department of Inspectional Services



60 FUNDED POSITIONS

**JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280**

| FY15<br>TOTAL<br>POSITIONS                            | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE | TITLE                                    | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|---|-------------------------|--------------|--|----------------------------|----------------------------|
| <b>INSPECTIONAL SERVICES ADMINISTRATION DIVISION:</b> |                         |              |  |                            |                            |
| 1   | \$ 104,881.00           | 58CM         | COMMISSIONER OF INSPECTIONAL SERVICES    | 1                          | \$ 115,000.00              |
| 1   | 82,727.00               | 51EM         | ASSISTANT COMMISSIONER                   | 0                          | -                          |
| 1   | 60,368.00               | 40M          | PRINCIPAL STAFF ASSISTANT                | 1                          | 65,949.00                  |
| 1   | 56,898.00               | 38M          | ADMINISTRATIVE ASSISTANT, GRADE 8        | 1                          | 63,238.00                  |
| 0   | -                       | 36           | PRINCIPAL ACCOUNTANT                     | 1                          | 45,064.00                  |
| 4   | \$ 304,874.00           |              | REGULAR SALARIES                         | 4                          | \$ 289,251.00              |
| <b>BUILDING &amp; ZONING DIVISION:</b>                |                         |              |  |                            |                            |
| 1   | \$ 81,558.00            | 51EM         | DEPUTY BUILDING COMMISSIONER             | 1                          | \$ 86,024.00               |
| 1   | 78,614.00               | 45M          | LAND USE & ZONING COORDINATOR            | 1                          | 86,024.00                  |
| 1   | 71,016.00               | 43M          | CHIEF WIRE INSPECTOR                     | 1                          | 77,521.00                  |
| 1   | 74,714.00               | 43M          | CHIEF PLUMBING & GAS FITTING INSPECTOR   | 1                          | 79,863.00                  |
| 1   | 75,711.00               | 43M          | CHIEF BUILDING INSPECTOR                 | 1                          | 79,863.00                  |
| 1   | 65,274.00               | 39HC         | SENIOR BUILDING INSPECTOR                | 1                          | 71,334.00                  |
| 1   | 60,941.00               | 39HC         | SENIOR WIRING INSPECTOR                  | 1                          | 66,564.00                  |
| 1   | 64,966.00               | 39HC         | SENIOR PLUMBING & GAS FITTING INSPECTOR  | 1                          | 71,001.00                  |
| 3   | 170,382.00              | 35HC         | BUILDING INSPECTOR                       | 3                          | 170,249.00                 |
| 1   | 48,345.00               | 35HC         | PLUMBING AND GAS FITTING INSPECTOR       | 1                          | 52,711.00                  |
| 2   | 92,361.00               | 35HC         | WIRING INSPECTOR                         | 2                          | 99,384.00                  |
| 1   | 43,351.00               | 35           | ADMINISTRATIVE ASSISTANT, GRADE 7        | 1                          | 52,191.00                  |
| 1   | 50,259.00               | 33           | ADMINISTRATIVE ASSISTANT, GRADE 6        | 1                          | 44,974.00                  |
| 2   | 69,198.00               | 22           | SENIOR CLERK AND TYPIST                  | 2                          | 69,462.00                  |
| 1   | 36,096.00               | 22           | CUSTOMER SERVICE REPRESENTATIVE          | 1                          | 29,801.00                  |
| 19  | \$ 1,082,786.00         |              | REGULAR SALARIES                         | 19                         | \$ 1,136,966.00            |
| <b>HOUSING INSPECTIONS DIVISION:</b>                  |                         |              |  |                            |                            |
| 1   | \$ 84,773.00            | 51EM         | DIRECTOR OF HOUSING & HEALTH INSPECTIONS | 1                          | \$ 89,415.00               |
| 2   | 163,116.00              | 45M          | CHIEF SANITARIAN                         | 2                          | 172,048.00                 |
| 1   | 63,370.00               | 36HC         | PRINCIPAL SANITARY INSPECTOR             | 1                          | 67,141.00                  |
| 1   | 57,838.00               | 37           | STAFF ASSISTANT 3                        | 1                          | 61,010.00                  |
| 3   | 171,759.00              | 33HC         | SENIOR SANITARY INSPECTOR                | 3                          | 162,544.00                 |
| 12  | 604,426.00              | 31HC         | SANITARY INSPECTOR                       | 12                         | 635,121.00                 |
| 2   | 77,295.00               | 27           | PRINCIPAL CLERK                          | 2                          | 78,885.00                  |
| 4   | 136,224.00              | 22           | SENIOR CLERK AND TYPIST                  | 4                          | 137,391.00                 |
| 1   | 30,256.00               | 21           | ACCOUNT CLERK                            | 0                          | -                          |
| 27  | \$ 1,389,057.00         |              | REGULAR SALARIES                         | 26                         | \$ 1,403,555.00            |
| <b>HEALTH INSPECTIONS DIVISION:</b>                   |                         |              |  |                            |                            |
| 2   | \$ 163,116.00           | 45M          | CHIEF SANITARIAN                         | 2                          | \$ 172,048.00              |
| 1   | 71,728.00               | 43M          | SEALER OF WEIGHTS AND MEASURES           | 1                          | 78,407.00                  |
| 1   | 59,258.00               | 36HC         | PRINCIPAL SANITARY INSPECTOR             | 1                          | 67,064.00                  |
| 2   | 114,506.00              | 33HC         | SENIOR SANITARY INSPECTOR                | 2                          | 120,784.00                 |
| 1   | 43,062.00               | 1034310      | DEPUTY SEALER OF WEIGHTS & MEASURES      | 1                          | 46,898.00                  |
| 3   | 153,958.00              | 31HC         | SANITARY INSPECTOR                       | 3                          | 164,073.00                 |
| 1   | 33,241.00               | 20           | PUBLIC HEALTH AIDE                       | 1                          | 35,053.00                  |
| 11  | \$ 638,869.00           |              | REGULAR SALARIES                         | 11                         | \$ 684,327.00              |
| 61  | \$ 3,415,586.00         |              | TOTAL REGULAR SALARIES                   | 60                         | \$ 3,514,099.00            |
|   | (120,000.00)            |              | VACANCY FACTOR                           |                            | (120,000.00)               |
|   | 6,566.00                |              | EM INCENTIVE PAY                         |                            | 6,944.00                   |
|   | 3,550.00                |              | CONTRACTUAL STIPENDS                     |                            | 3,550.00                   |
|   | \$ 3,305,702.00         |              | TOTAL SALARIES                           |                            | \$ 3,404,593.00            |

**JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|---|----------------------------|----------------------------|
|                            |                         |                  | <b>FUNDING SOURCES:</b>                       |                            |                            |
|                            | \$ (200,000.00)         |                  | CDBG GRANT                                    |                            | \$ (135,000.00)            |
|                            | (111,622.00)            |                  | BOND FUNDS                                    |                            | (119,779.00)               |
|                            | (19,175.00)             |                  | SEWER REVENUES                                |                            | (19,554.00)                |
|                            | (4,335.00)              |                  | WATER REVENUES                                |                            | (4,529.00)                 |
|                            | <u>\$ (335,132.00)</u>  |                  | TOTAL FUNDING SOURCES                         |                            | <u>\$ (278,862.00)</u>     |
|                            | <u>\$ 2,970,570.00</u>  | <b>280-91000</b> | <b>TOTAL RECOMMENDED PERSONNEL SERVICES</b>   |                            | <u>\$ 3,125,731.00</u>     |
|                            | \$ 64,454.00            |                  | REGULAR OVERTIME                              |                            | \$ 64,454.00               |
|                            | 5,125.00                |                  | SEWER INSPECTIONS                             |                            | 5,125.00                   |
|                            | <u>\$ 69,579.00</u>     | <b>280-97000</b> | <b>TOTAL RECOMMENDED OVERTIME</b>             |                            | <u>\$ 69,579.00</u>        |
|                            | \$ 2,000.00             |                  | LEASES & RENTALS                              |                            | \$ 2,000.00                |
|                            | 41,941.00               |                  | MAINTENANCE & REPAIR                          |                            | 50,000.00                  |
|                            | 35,000.00               |                  | TELEPHONES                                    |                            | 25,500.00                  |
|                            | 500.00                  |                  | POSTAGE                                       |                            | 500.00                     |
|                            | 50,000.00               |                  | CONSTABLES                                    |                            | 50,000.00                  |
|                            | 35,000.00               |                  | NETWORK, HARDWARE, SOFTWARE                   |                            | 35,000.00                  |
|                            | 60,000.00               |                  | OTHER PERSONAL SERVICES                       |                            | 90,000.00                  |
|                            | 1,000.00                |                  | NEWSPAPER ADVERTISING                         |                            | 1,000.00                   |
|                            | 1,200.00                |                  | BOOKS   |                            | 1,200.00                   |
|                            | 9,000.00                |                  | OFFICE SUPPLIES                               |                            | 9,000.00                   |
|                            | 8,000.00                |                  | OTHER SUPPLIES                                |                            | 24,004.00                  |
|                            | 45,000.00               |                  | AUTO FUEL                                     |                            | 45,000.00                  |
|                            | 5,000.00                |                  | OTHER CHARGES & EXPENDITURES                  |                            | 5,000.00                   |
|                            | <u>\$ 293,641.00</u>    |                  | TOTAL ORDINARY MAINTENANCE                    |                            | <u>\$ 338,204.00</u>       |
|                            | \$ (50,000.00)          |                  | <b>FUNDING SOURCES:</b>                       |                            | \$ (50,000.00)             |
|                            | (11,252.00)             |                  | CDBG GRANT                                    |                            | (11,252.00)                |
|                            | (1,937.00)              |                  | SEWER REVENUES                                |                            | (1,937.00)                 |
|                            | <u>\$ (63,189.00)</u>   |                  | WATER REVENUES                                |                            | <u>(1,937.00)</u>          |
|                            | <u>\$ 230,452.00</u>    | <b>280-92000</b> | TOTAL FUNDING SOURCES                         |                            | <u>\$ (63,189.00)</u>      |
|                            |                         |                  | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> |                            | <u>\$ 275,015.00</u>       |
|                            | \$ 41,126.00            |                  | <b>FRINGE BENEFITS:</b>                       |                            | \$ 31,956.00               |
|                            | 11,577.00               |                  | HEALTH INSURANCE                              |                            | 12,430.00                  |
|                            | <u>\$ 52,703.00</u>     |                  | RETIREMENT                                    |                            | <u>\$ 44,386.00</u>        |
|                            |                         |                  | TOTAL FRINGE BENEFITS                         |                            |                            |
|                            | \$ (52,703.00)          |                  | <b>FUNDING SOURCES:</b>                       |                            | \$ (44,386.00)             |
|                            | <u>\$ (52,703.00)</u>   |                  | BONDS   |                            | <u>\$ (44,386.00)</u>      |
|                            |                         |                  | TOTAL FUNDING SOURCES                         |                            | <u>\$ (44,386.00)</u>      |
|                            | <u>\$ -</u>             | <b>280-96000</b> | <b>TOTAL RECOMMENDED FRINGE BENEFITS</b>      |                            | <u>\$ -</u>                |
|                            | <u>\$ 3,270,601.00</u>  |                  | <b>TOTAL RECOMMENDED TAX LEVY</b>             |                            | <u>\$ 3,470,325.00</u>     |

## Worcester Public Schools FY16 Budget Recommendation

### Dr. Melinda Boone, ED. D. Superintendent

Durkin Administration Building  
20 Irving Street  
Worcester, Massachusetts 01609  
(508) 799-3116

#### Departmental Mission Statement:

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

|  |                       | Approved              |         | Recommended           |
|--|-----------------------|-----------------------|---------|-----------------------|
|  | Actual                | Budget for            | Account | Appropriation         |
|  | Fiscal 2014           | Fiscal 2015           | Number  | Fiscal 2016           |
| <b>Net School Spending</b>                   |                       |                       |         |                       |
| Salaries                                     | \$ 190,638,634        | \$ 193,292,047        | 91000   | \$ 205,029,793        |
| Overtime                                     | 1,610,263             | 1,489,705             | 97000   | 1,266,499             |
| Ordinary Maintenance                         | 35,608,505            | 33,991,947            | 92000   | 34,473,586            |
| Capital Outlay                               | 169,149               | 300,000               | 93000   | 250,000               |
| Fringe Benefits                              | 53,836,477.96         | 57,809,135.00         | 96000   | 59,904,219.00         |
| <b>Total Expenditures</b>                    | <b>\$ 281,863,029</b> | <b>\$ 286,882,834</b> |         | <b>\$ 300,924,097</b> |
| <b>Non Net School Spending</b>               |                       |                       |         |                       |
| Salaries                                     | \$ 3,135,499          | \$ 3,369,547          | 91000   | \$ 3,434,963          |
| Overtime                                     | 548,635               | 524,447               | 97000   | 459,031               |
| Ordinary Maintenance                         | 13,498,690            | 13,975,022            | 92000   | 13,975,022            |
| <b>Total Expenditures</b>                    | <b>\$ 17,182,825</b>  | <b>\$ 17,869,016</b>  |         | <b>\$ 17,869,016</b>  |
| <b>Total Worcester Public Schools Budget</b> | <b>\$ 299,045,853</b> | <b>\$ 304,751,850</b> |         | <b>\$ 318,793,113</b> |

#### Expenditures:

The amount budgeted for expenditures that are recognized by the Commonwealth as Net School Spending is recommended to be \$300,924,097. This funding level represents an increase of \$14,041,263 or 4.9%. This includes salary increases of \$11,737,746, or 6.1%. Also included is a reduction in overtime of \$223,206, 15%. Fringe Benefits costs increase at \$2,095,084, 3.6% and the Ordinary Maintenance budget is increased by \$481,639, or 1.4%.

The amount recommended for non educational expenditure is recommended to be \$17,869,016, level funded from the prior year.

The total Worcester Public School Fiscal 2016 general fund budget is recommended to be \$318,793,113, an increase of \$14,041,263M, or 4.6% from Fiscal 2015.

## **Worcester Public Schools FY16 Budget Recommendation**

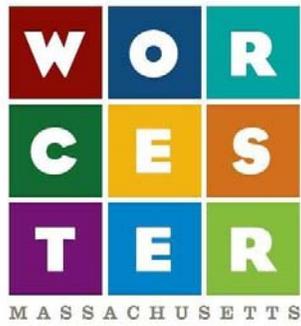
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### **FY16 Budget Overview**

The FY16 budget presents the Worcester Public Schools budget in two separate organizations, separating those appropriations that are considered “educational expenses” by the Department of Elementary and Secondary Education which count toward Net School Spending from those that are non-educational expenditures and therefore not counted toward the state’s net school spending levels. The final allocation of these appropriations to these two organizations is completed by the School Committee which has appropriating authority over the budget of the Worcester Public Schools.

**DR. MELINDA BOONE, ED.D., SUPERINTENDENT**  
**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**WORCESTER PUBLIC SCHOOLS - DEPARTMENT #500 and #540**

| <b>Net School Spending Funding</b>     |                      |   |                                    |
|--|----------------------|---|------------------------------------|
| <b>APPROVED<br/>FY15 AMOUNT</b>        | <b>PAY<br/>GRADE</b> | <b>TITLE</b>                                  | <b>RECOMMENDED<br/>FY16 AMOUNT</b> |
| \$ 193,292,047.00                      |                      | REGULAR SALARIES                              | \$ 205,029,793.00                  |
| <u>\$ 193,292,047.00</u>               | <b>500-91000</b>     | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>    | <u>\$ 205,029,793.00</u>           |
| <hr/>                                  |                      |   |                                    |
| \$ 1,489,705.00                        |                      | OVERTIME                                      | \$ 1,266,499.00                    |
| <u>\$ 1,489,705.00</u>                 | <b>500-97000</b>     | <b>TOTAL RECOMMENDED OVERTIME</b>             | <u>\$ 1,266,499.00</u>             |
| <hr/>                                  |                      |   |                                    |
| \$ 33,991,947.00                       |                      | ORDINARY MAINTENANCE                          | \$ 34,473,586.00                   |
| <u>\$ 33,991,947.00</u>                | <b>500-92000</b>     | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> | <u>\$ 34,473,586.00</u>            |
| <hr/>                                  |                      |   |                                    |
| <u>\$ 300,000.00</u>                   | <b>500-93000</b>     | <b>TOTAL CAPITAL OUTLAY</b>                   | <u>\$ 250,000.00</u>               |
| <hr/>                                  |                      |   |                                    |
| <u>\$ 57,809,135.00</u>                | <b>500-96000</b>     | <b>TOTAL RECOMMENDED FRINGE BENEFITS</b>      | <u>\$ 59,904,219.00</u>            |
| <hr/>                                  |                      |   |                                    |
| <u>\$ 286,882,834.00</u>               |                      | <b>TOTAL RECOMMENDED BUDGET TAX LEVY</b>      | <u>\$ 300,924,097.00</u>           |
| <hr/>                                  |                      |   |                                    |
| <b>Non Net School Spending Funding</b> |                      |   |                                    |
| <b>RECOMMENDED<br/>FY15 AMOUNT</b>     | <b>PAY<br/>GRADE</b> | <b>TITLE</b>                                  | <b>RECOMMENDED<br/>FY16 AMOUNT</b> |
| \$ 3,369,547.00                        |                      | REGULAR SALARIES                              | \$ 3,434,963.00                    |
| <u>\$ 3,369,547.00</u>                 | <b>540-91000</b>     | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>    | <u>\$ 3,434,963.00</u>             |
| <hr/>                                  |                      |   |                                    |
| \$ 524,447.00                          |                      | OVERTIME                                      | \$ 459,031.00                      |
| <u>\$ 524,447.00</u>                   | <b>540-97000</b>     | <b>TOTAL RECOMMENDED OVERTIME</b>             | <u>\$ 459,031.00</u>               |
| <hr/>                                  |                      |   |                                    |
| \$ 13,975,022.00                       |                      | ORDINARY MAINTENANCE                          | \$ 13,975,022.00                   |
| <u>\$ 13,975,022.00</u>                | <b>540-92000</b>     | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> | <u>\$ 13,975,022.00</u>            |
| <hr/>                                  |                      |   |                                    |
| <u>\$ 17,869,016.00</u>                |                      | <b>TOTAL RECOMMENDED BUDGET TAX LEVY</b>      | <u>\$ 17,869,016.00</u>            |
| <hr/>                                  |                      |   |                                    |
| <u>\$ 304,751,850.00</u>               |                      |   | <u>\$ 318,793,113.00</u>           |



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## Worcester Memorial Auditorium FY16 Budget Recommendation

### **Ken Capurso**

#### **Chairman**

Lincoln Square

Worcester, Massachusetts 01605

(508) 799-1190

### **FY16 Budget Overview**

|                      |                      | <b>Approved</b>      |                | <b>Recommended</b>   |
|----------------------|----------------------|----------------------|----------------|----------------------|
|                      | <b>Actual</b>        | <b>Budget for</b>    | <b>Account</b> | <b>Appropriation</b> |
|                      | <b>Fiscal 2014</b>   | <b>Fiscal 2015</b>   | <b>Number</b>  | <b>Fiscal 2016</b>   |
| <b>Expenditures</b>  |                      |                      |                |                      |
| Ordinary Maintenance | \$ 111,989.49        | \$ 121,506.00        | 92000          | \$ 121,506.00        |
| <b>Total</b>         | <b>\$ 111,989.49</b> | <b>\$ 121,506.00</b> |                | <b>\$ 121,506.00</b> |

### **Expenditures:**

The Fiscal 2016 tax levy budget for the Worcester Memorial Auditorium is recommended to be level funded at \$121,506. The budget will be used for utility expenses as well as very minor maintenance functions including mechanical work, cleaning, and supplies.

### **Operational Overview:**

The Worcester Memorial Auditorium, under the authority of Article Six of the Home Rule Charter, was established as a Board of Trustees - Memorial Auditorium, a Department of the City, under the jurisdiction of the City Manager. It functions as a department, through the Board of Trustees, to establish and maintain memorials in accordance with the law for the inhabitants of the City who served in the Armed Forces in time of war. The divisional operations of the Board are carried out by the Department of Public Works and Parks and consist of the maintenance of the Worcester Memorial Auditorium facility.

**KEN CAPURSO, CHAIRMAN**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**WORCESTER MEMORIAL AUDITORIUM- #740**

| <u>APPROVED<br/>FY15 AMOUNT</u> | <u>TITLE</u>  | <u>RECOMMENDED<br/>FY16 AMOUNT</u> |
|---------------------------------|---|------------------------------------|
| \$ 69,000.00                    | NATURAL GAS   | \$ 69,000.00                       |
| 28,430.00                       | ELECTRICITY   | 28,430.00                          |
| 11,500.00                       | MAINTENANCE & REPAIR                                    | 11,500.00                          |
| 12,576.00                       | ORDINARY MAINTENANCE/OTHER SUPPLIES                     | 12,576.00                          |
| <u>\$ 121,506.00</u>            | <b>740-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE | <u>\$ 121,506.00</u>               |
| <hr/>                           |   |                                    |
| <u>\$ 121,506.00</u>            | TOTAL RECOMMENDED TAX LEVY                              | <u>\$ 121,506.00</u>               |

**Department of Public Works & Parks - Public Works  
FY16 Budget Recommendation**

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**Paul J. Moosey  
Commissioner**

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

**Departmental Mission Statement:**

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

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

**FY16 Budget Overview**

|                        | <b>Actual</b>           | <b>Approved</b>         |                | <b>Recommended</b>      |
|------------------------|-------------------------|-------------------------|----------------|-------------------------|
|                        | <b>Fiscal 2014</b>      | <b>Budget for</b>       | <b>Account</b> | <b>Appropriation</b>    |
| <b>Expenditures</b>    |                         | <b>Fiscal 2015</b>      | <b>Number</b>  | <b>Fiscal 2016</b>      |
| Salaries               | \$ 4,629,249.26         | \$ 4,788,623.00         | 91000          | \$ 5,158,971.00         |
| Overtime               | 534,283.91              | 615,038.00              | 97000          | 635,038.00              |
| Ordinary Maintenance   | 6,821,370.78            | 6,868,111.00            | 92000          | 6,659,222.00            |
| <b>Total</b>           | <b>\$ 11,984,903.95</b> | <b>\$ 12,271,772.00</b> |                | <b>\$ 12,453,231.00</b> |
| <b>Total Positions</b> | <b>195</b>              | <b>194</b>              |                | <b>197</b>              |

**Expenditures:**

The total tax levy recommended budget for Fiscal 2016 is \$12,453,231 which is an increase of \$181,459 compared to the Fiscal 2015 budget of \$12,271,772.

The net Personal Services salary budget for Fiscal 2016 is recommended to be \$5,158,971 which represents an increase of \$370,348 compared to Fiscal 2015 budget of \$4,788,623. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees and settled union negotiations, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not

## Department of Public Works & Parks - Public Works FY16 Budget Recommendation

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achieved the maximum step per the salary ordinance totaling \$472,681, MEO stipends of \$105,861, EM Incentive of \$1,186, and 3 Laborer positions added to the table of organization of \$89,724. This increase is offset by an increase of project funding of \$40,392 and an increase in enterprise funding of \$258,712.

The overtime budget for Fiscal 2016 is recommended to be \$635,038 which is an increase of \$20,000 from the Fiscal 2015 amount of \$615,038. This increase will be used for the Millbury Street Drop-Off Center Overtime.

The net Ordinary Maintenance budget for Fiscal 2016, excluding street lighting and snow removal, is recommended to be \$6,659,222 which is a decrease of \$208,889 compared to the Fiscal 2015 budget of \$6,868,111. The decrease is a result of a reduction in refuse disposal costs of \$344,104. This decrease is offset by an increase in trash bag costs of \$100,000; recycling of \$22,215; and landfill-monitoring of \$13,000.

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

### Ordinary Maintenance by Division:

| <b>Fiscal 2015<br/>Budget</b> | <b>Department of Public Works</b> | <b>Fiscal 2016<br/>Budget</b> | <b>Change</b> |
|-------------------------------|-----------------------------------|-------------------------------|---------------|
|                               | <b>Adminsitration Division</b>    |                               |               |
| 3,500                         | Other Personal Services           | 3,500                         | -             |
| 650                           | Books                             | 650                           | -             |
| 1,000                         | Building Supplies                 | 1,000                         | -             |
| 6,611                         | Other Supplies                    | 6,611                         | -             |
| 2,700                         | Other Charges & Expenditures      | 2,700                         | -             |
| 10,000                        | Maintenance & Repair              | 10,000                        | -             |
| 15,100                        | Office Supplies                   | 15,100                        | -             |
| 66,450                        | Electricity                       | 66,450                        | -             |
| 72,280                        | Natural Gas                       | 72,280                        | -             |
| 11,600                        | Telephones                        | 11,600                        | -             |
| 120,000                       | Centrex Telephones                | 120,000                       | -             |
| <b>309,891</b>                | <b>Total Administration</b>       | <b>309,891</b>                | <b>-</b>      |

**Department of Public Works & Parks - Public Works  
FY16 Budget Recommendation**

| <b>Fiscal 2015<br/>Budget</b> | <b>Department of Public Works</b>               | <b>Fiscal 2016<br/>Budget</b> | <b>Change</b> |
|-------------------------------|---|-------------------------------|---------------|
|                               | <b>Engineering/Architectural Division</b>       |                               |               |
| 152,358                       | Electricity- Traffic Signals                    | 152,358                       | -             |
| 1,400                         | Leases & Rentals                                | 1,400                         | -             |
| 15,850                        | Special Police                                  | 15,850                        | -             |
| 10,150                        | Hired Services                                  | 10,150                        | -             |
| 186,394                       | Maintenance & Repair                            | 186,394                       | -             |
| 7,800                         | Telephones                                      | 7,800                         | -             |
| 3,550                         | Other Personal Services                         | 3,550                         | -             |
| 9,750                         | Automotive Supplies                             | 9,750                         | -             |
| 300                           | Books   | 300                           | -             |
| 1,615                         | Building Supplies                               | 1,615                         | -             |
| 7,000                         | Office Supplies                                 | 7,000                         | -             |
| 4,175                         | Other Supplies                                  | 4,175                         | -             |
| 2,000                         | Other Charges & Expenditures                    | 2,000                         | -             |
| <b>402,342</b>                | <b>Total Engineering/Architectural Division</b> | <b>402,342</b>                | <b>-</b>      |
|                               | <b>Street Division</b>                          |                               |               |
| 417,080                       | Street Sweeping                                 | 417,080                       | -             |
| 5,000                         | Telephones                                      | 5,000                         | -             |
| 10,000                        | Sidewalks & Guardrail Repairs                   | 10,000                        | -             |
| 34,540                        | Highway Maintenance & Bridge Repair             | 34,540                        | -             |
| 105,102                       | Pothole Repair                                  | 105,102                       | -             |
| 55,620                        | Yard Maintenance                                | 55,620                        | -             |
| 5,492                         | Yard Maintenance Electricity                    | 5,492                         | -             |
| 10,000                        | Downtown Streetscape                            | 10,000                        | -             |
| 3,000                         | Clothing & Uniform Service                      | 3,000                         | -             |
| 349,385                       | Street Sign & Pavement Marking                  | 349,385                       | -             |
| 25,000                        | Goddard Memorial Median Maintenance             | 25,000                        | -             |
| 4,900                         | Nuisance Ordinance Ordinary Maintenance         | 4,900                         | -             |
| 2,517                         | Grime Watch Ordinary Maintenance                | 2,517                         | -             |
| <b>1,027,636</b>              | <b>Total Streets</b>                            | <b>1,027,636</b>              | <b>-</b>      |

## Department of Public Works & Parks - Public Works FY16 Budget Recommendation

| Fiscal 2015<br>Budget | Department of Public Works                | Fiscal 2016<br>Budget | Change           |
|-----------------------|---|-----------------------|------------------|
|                       | <b>Sanitation Division</b>                |                       |                  |
| 1,697,104             | Refuse Disposal                           | 1,353,000             | (344,104)        |
| 2,147,785             | Recycling                                 | 2,170,000             | 22,215           |
| 400,000               | Trash Bags                                | 500,000               | 100,000          |
| 31,412                | Natural Gas & Fuel                        | 31,412                | -                |
| 11,608                | Electricity                               | 11,608                | -                |
| 20,000                | Education                                 | 20,000                | -                |
| 1,500                 | Maintenance & Repair                      | 1,500                 | -                |
| 500                   | Telephones                                | 500                   | -                |
| 1,000                 | Other- Forms (Stickers) & Licenses        | 1,000                 | -                |
| 60,000                | Landfill- Monitoring                      | 73,000                | 13,000           |
| 3,200                 | Clothing & Uniform Service                | 3,200                 | -                |
| <b>4,374,109</b>      | <b>Total Sanitation</b>                   | <b>4,165,220</b>      | <b>(208,889)</b> |
|                       | <b>Central Garage Division</b>            |                       |                  |
| 401,619               | Automotive Parts                          | 401,619               | -                |
| 11,120                | Telephones                                | 11,120                | -                |
| 280,500               | Maintenance & Repair                      | 280,500               | -                |
| 30,811                | Garage Supplies                           | 30,811                | -                |
| 588,000               | Fuel- No Lead gas                         | 588,000               | -                |
| 573,500               | Fuel - Diesel                             | 573,500               | -                |
| 10,000                | Garage Hired Services                     | 10,000                | -                |
| 48,720                | Electricity                               | 48,720                | -                |
| 136,400               | Natural Gas & Fuel                        | 136,400               | -                |
| 54,043                | Other Charges & Expenditures              | 54,043                | -                |
| <b>2,134,713</b>      | <b>TOTAL CENTRAL GARAGE</b>               | <b>2,134,713</b>      | <b>-</b>         |
| <b>8,248,691</b>      | <b>Total Public Works</b>                 | <b>8,039,802</b>      | <b>(208,889)</b> |
| <b>(1,380,580)</b>    | <b>Total Ordinary Maintenance Credits</b> | <b>(1,380,580)</b>    | <b>-</b>         |
| <b>6,868,111</b>      | <b>Total Ordinary Maintenance Budget</b>  | <b>6,659,222</b>      | <b>(208,889)</b> |

### **Operational Overview:**

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

## **Department of Public Works & Parks - Public Works FY16 Budget Recommendation**

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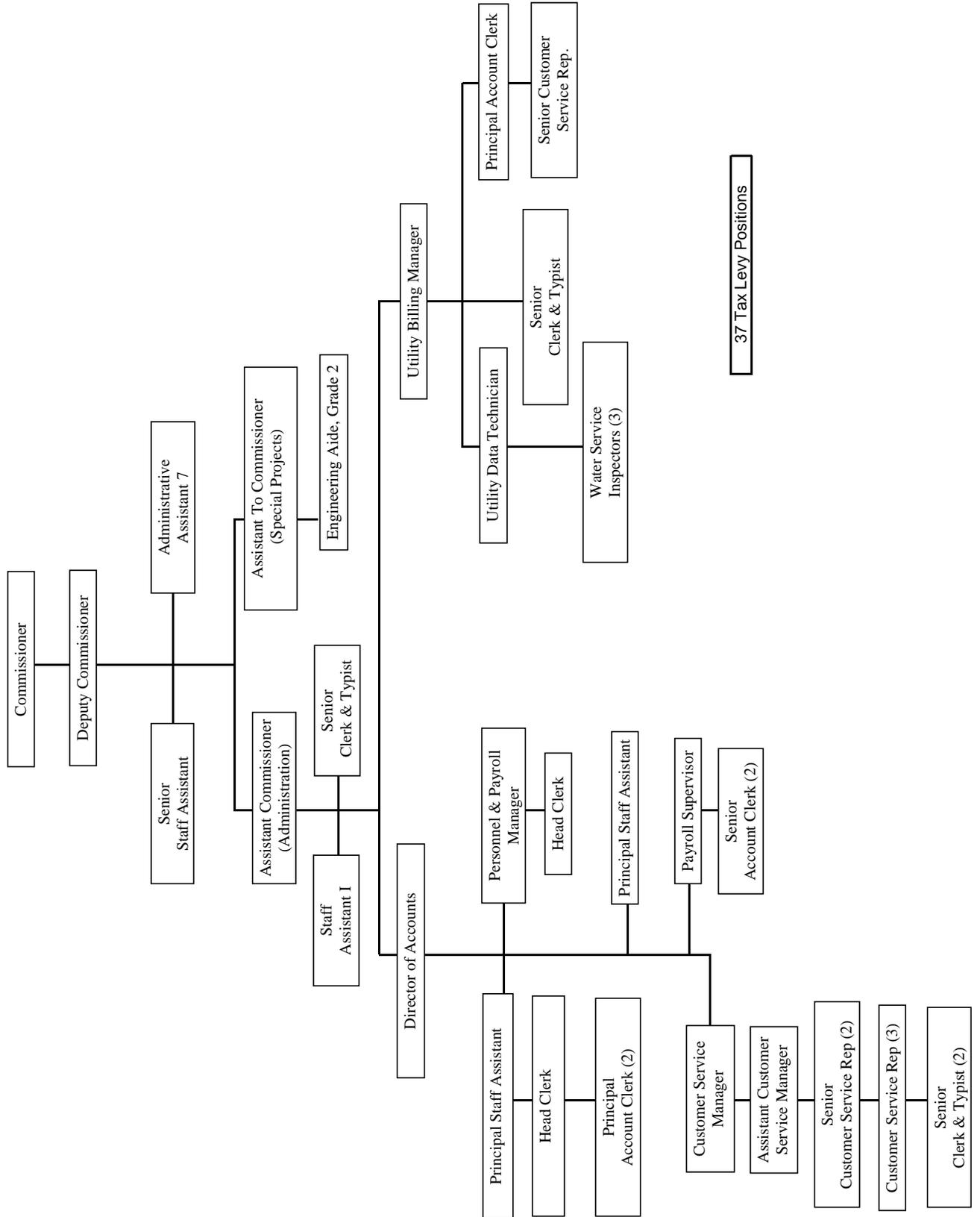
The Administration and Finance Division is responsible for all finances of the Department, including three enterprise funds. The Division monitors grants, tracks and requests reimbursements of Chapter 90 Highway Funds, oversees and monitors departmental programs, administers the Customer Service Center,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

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

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

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

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



37 Tax Levy Positions

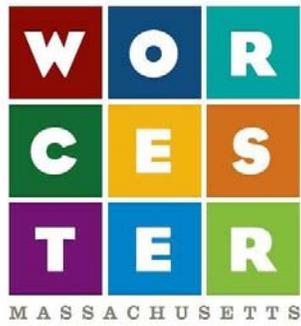
**PAUL J. MOOSEY, COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

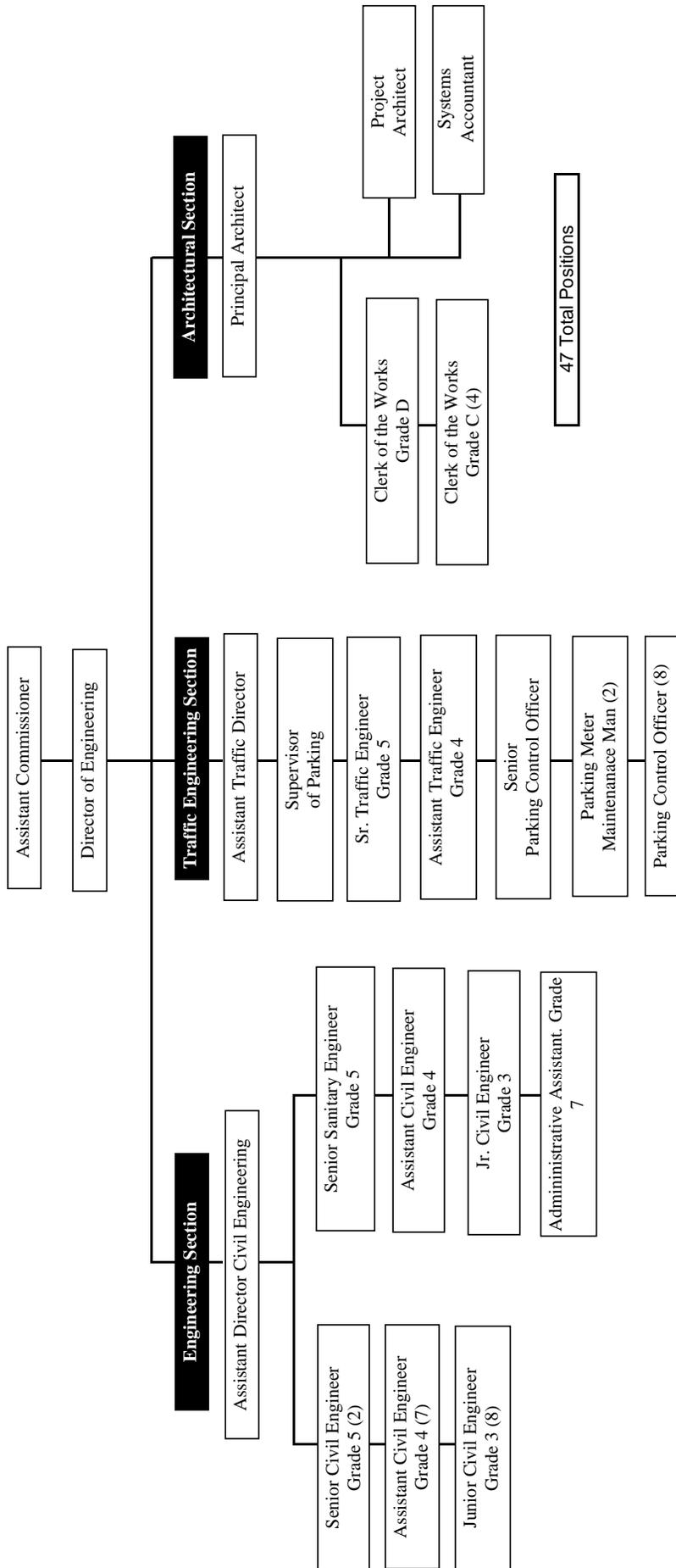
**DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE      | TITLE                                     | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|-------------------|---|----------------------------|----------------------------|
| 1                          | \$ 147,559.00           | 58CM              | COMMISSIONER DPW                          | 1                          | \$ 155,638.00              |
| 1                          | 110,038.00              | 53EM              | DEPUTY COMMISSIONER                       | 1                          | 116,063.00                 |
| 1                          | 107,031.00              | 51EM              | ASSISTANT COMMISSIONER                    | 1                          | 112,891.00                 |
| 1                          | 84,293.00               | 43EM              | ASSISTANT TO COMM. SPECIAL PROJECTS       | 1                          | 88,908.00                  |
| 1                          | 91,037.00               | 48M               | DIRECTOR OF ACCOUNTS                      | 1                          | 96,021.00                  |
| 1                          | 84,544.00               | 46M               | PERSONNEL & PAYROLL MANAGER               | 1                          | 89,179.00                  |
| 1                          | 75,711.00               | 45P               | UTILITY BILLING MANAGER                   | 1                          | 81,391.00                  |
| 2                          | 135,888.00              | 40M               | PRINCIPAL STAFF ASSISTANT                 | 2                          | 143,314.00                 |
| 1                          | 65,543.00               | 39M               | SENIOR STAFF ASSISTANT                    | 1                          | 69,132.00                  |
| 1                          | 55,854.00               | 38                | CUSTOMER SERVICE MANAGER                  | 1                          | 58,936.00                  |
| 1                          | 53,787.00               | 35                | ADMINISTRATIVE ASSISTANT 7                | 1                          | 56,756.00                  |
| 1                          | 46,649.00               | 34                | UTILITY DATA TECHNICIAN                   | 1                          | 50,937.00                  |
| 1                          | 46,368.00               | 34                | ASSISTANT CUSTOMER SERVICE MANAGER        | 1                          | 50,560.00                  |
| 1                          | 48,525.00               | 33                | SENIOR ENGINEERING AIDE GR 2              | 1                          | 52,939.00                  |
| 1                          | 44,744.00               | 32                | PAYROLL SUPERVISOR                        | 1                          | 46,504.00                  |
| 1                          | 39,736.00               | 32                | STAFF ASSISTANT 1                         | 1                          | 41,555.00                  |
| 2                          | 90,454.00               | 30                | HEAD CLERK                                | 2                          | 90,800.00                  |
| 3                          | 118,279.00              | 28                | PRINCIPAL ACCOUNT CLERK                   | 3                          | 121,288.00                 |
| 3                          | 105,497.00              | 28                | SENIOR CUSTOMER SERVICE REP.              | 3                          | 108,258.00                 |
| 3                          | 123,820.00              | 26                | WATER SERVICE INSPECTOR                   | 3                          | 106,094.00                 |
| 2                          | 76,254.00               | 25                | SENIOR ACCOUNT CLERK                      | 2                          | 76,546.00                  |
| 3                          | 94,885.00               | 22                | CUSTOMER SERVICE REP.                     | 3                          | 96,329.00                  |
| 4                          | 114,624.00              | 22                | SENIOR CLERK AND TYPIST                   | 4                          | 116,141.00                 |
| <u>37</u>                  | <u>1,961,120.00</u>     |                   | TOTAL REGULAR SALARIES                    | <u>37</u>                  | <u>2,026,180.00</u>        |
|                            | 13,875.00               |                   | EM INCENTIVE PAY                          |                            | 14,436.00                  |
|                            | 3,322.00                |                   | METER REPAIR/INSTALLATION STIPEND         |                            | 4,919.00                   |
|                            | (50,000.00)             |                   | VACANCY FACTOR                            |                            | (50,000.00)                |
|                            | <u>1,928,317.00</u>     |                   | TOTAL RECOMMENDED SALARIES                |                            | <u>1,995,535.00</u>        |
|                            | (559,006.00)            |                   | <b>FUNDING SOURCES:</b><br>SEWER REVENUES |                            | (578,000.00)               |
|                            | (943,334.00)            |                   | WATER REVENUES                            |                            | (975,386.00)               |
|                            | (6,000.00)              |                   | PROJECT FUNDING                           |                            | (6,000.00)                 |
|                            | <u>(1,508,340.00)</u>   |                   | TOTAL FUNDING SOURCES                     |                            | <u>(1,559,386.00)</u>      |
| <u>37</u>                  | <u>\$ 419,977.00</u>    | <b>4101-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES       | <u>37</u>                  | <u>\$ 436,149.00</u>       |
|                            | <u>\$ 31,110.00</u>     | <b>4101-97000</b> | REGULAR OVERTIME                          |                            | <u>\$ 31,110.00</u>        |
|                            | 3,500.00                |                   | OTHER PERSONAL SERVICES                   |                            | 3,500.00                   |
|                            | 650.00                  |                   | BOOKS                                     |                            | 650.00                     |
|                            | 1,000.00                |                   | BUILDING SUPPLIES                         |                            | 1,000.00                   |
|                            | 6,611.00                |                   | OTHER SUPPLIES                            |                            | 6,611.00                   |
|                            | 2,700.00                |                   | OTHER CHARGES & EXPENDITURES              |                            | 2,700.00                   |
|                            | 10,000.00               |                   | MAINTNANCE & REPAIR                       |                            | 10,000.00                  |
|                            | 15,100.00               |                   | OFFICE SUPPLIES                           |                            | 15,100.00                  |
|                            | 66,450.00               |                   | ELECTRICITY                               |                            | 66,450.00                  |
|                            | 72,280.00               |                   | NATURAL GAS                               |                            | 72,280.00                  |
|                            | 11,600.00               |                   | TELEPHONE                                 |                            | 11,600.00                  |
|                            | <u>120,000.00</u>       |                   | CENTREX TELEPHONES                        |                            | <u>120,000.00</u>          |
|                            | <u>309,891.00</u>       |                   | TOTAL RECOMMENDED ORDINARY MAINTENANCE    |                            | <u>309,891.00</u>          |
|                            | (44,349.00)             |                   | <b>FUNDING SOURCES:</b><br>SEWER REVENUES |                            | (44,349.00)                |
|                            | (39,350.00)             |                   | WATER REVENUES                            |                            | (39,350.00)                |
|                            | <u>(83,699.00)</u>      |                   | TOTAL FUNDING SOURCES                     |                            | <u>(83,699.00)</u>         |
|                            | <u>\$ 226,192.00</u>    | <b>4101-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE    |                            | <u>\$ 226,192.00</u>       |
|                            | <u>\$ 677,279.00</u>    |                   | TOTAL TAX LEVY                            |                            | <u>\$ 693,451.00</u>       |



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



**PAUL J. MOOSEY, COMMISSIONER**

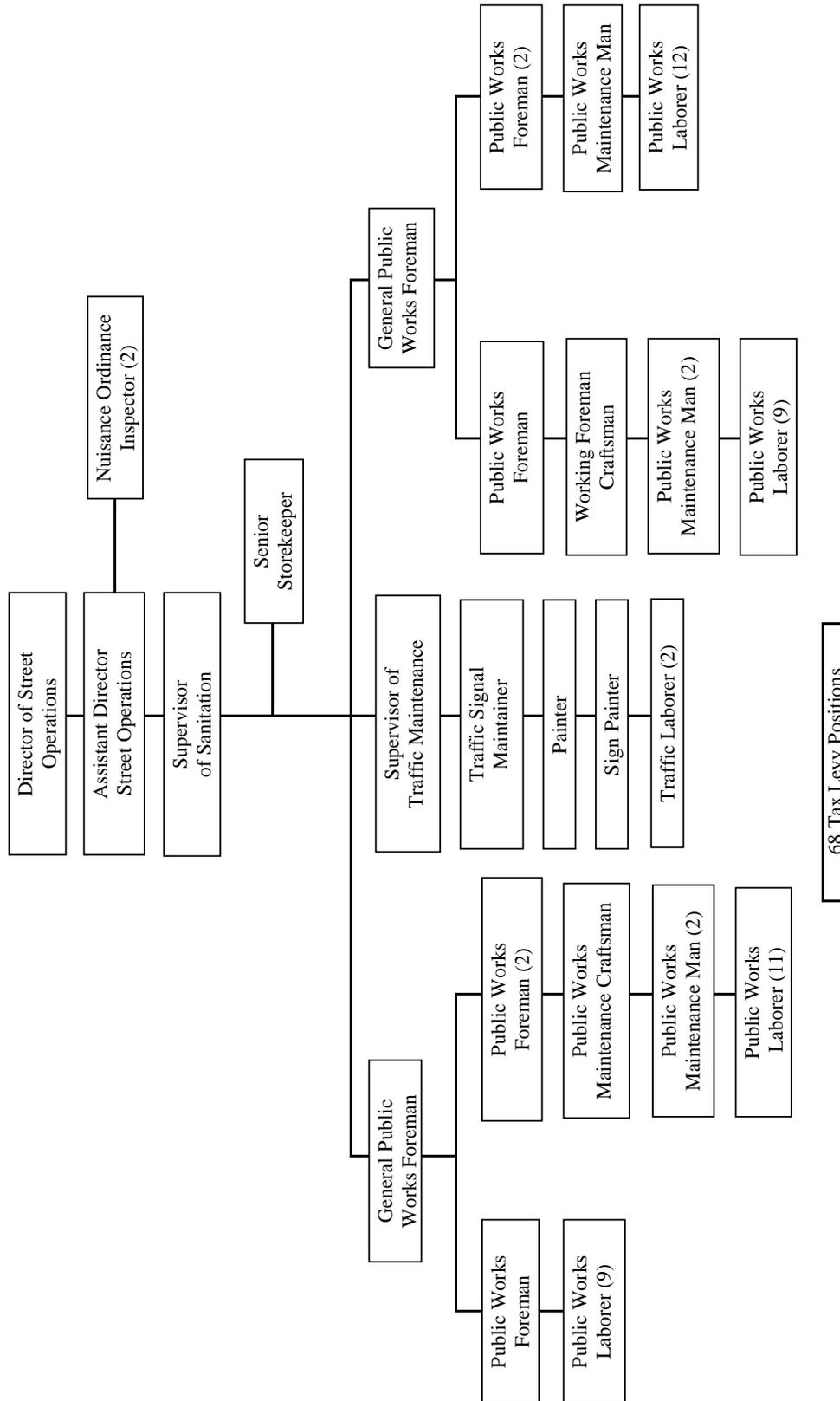
**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

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

| FY15<br>TOTAL<br>POSITIONS                  | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE      | TITLE                                  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|---|-------------------------|-------------------|--|----------------------------|----------------------------|
| <b>ENGINEERING SECTION</b>                  |                         |                   |  |                            |                            |
| 1   | \$ 103,042.00           | 51EM              | ASSISTANT COMMISSIONER                 | 1                          | \$ 108,684.00              |
| 1   | 91,037.00               | 48M               | ASSISTANT DIRECTOR CIVIL ENGINEERING   | 1                          | 83,896.00                  |
| 2   | 153,886.00              | 44M               | SENIOR CIVIL ENGINEER, GRADE 5         | 2                          | 164,796.00                 |
| 1   | 68,341.00               | 44M               | SENIOR SANITARY ENGINEER, GRADE 5      | 1                          | 82,912.00                  |
| 8   | 526,307.00              | 41                | ASSISTANT CIVIL ENGINEER, GRADE 4      | 8                          | 542,760.00                 |
| 9   | 525,860.00              | 37                | JUNIOR CIVIL ENGINEER, GRADE 3         | 9                          | 553,815.00                 |
| 1   | 50,292.00               | 35                | ADMINISTRATIVE ASSISTANT 7             | 1                          | 54,893.00                  |
| <u>23</u>                                   | <u>1,518,765.00</u>     |                   | REGULAR SALARIES                       | <u>23</u>                  | <u>1,591,756.00</u>        |
| <b>ARCHITECTURAL SECTION</b>                |                         |                   |  |                            |                            |
| 1   | \$ 89,701.00            | 48EM              | PRINCIPAL ARCHITECT                    | 1                          | \$ 94,612.00               |
| 1   | 70,533.00               | 46M               | PROJECT ARCHITECT                      | 1                          | 76,907.00                  |
| 1   | 64,353.00               | 40                | CLERK OF WORKS - BLD. MAINT. GRADE D   | 1                          | 67,885.00                  |
| 4   | 248,392.00              | 39                | CLERK OF WORKS - BLD. MAINT. GRADE C   | 4                          | 261,984.00                 |
| 1   | 63,267.00               | 38P               | SYSTEMS ACCOUNTANT                     | 1                          | 66,743.00                  |
| <u>8</u>                                    | <u>536,246.00</u>       |                   | REGULAR SALARIES                       | <u>8</u>                   | <u>568,131.00</u>          |
| <b>TRAFFIC ENGINEERING SECTION</b>          |                         |                   |  |                            |                            |
| 1   | 101,248.00              | 47EM              | DIRECTOR OF DPW ENGINEERING            | 1                          | 106,791.00                 |
| 1   | 91,037.00               | 48M               | ASSISTANT TRAFFIC DIRECTOR             | 1                          | 96,021.00                  |
| 1   | 75,711.00               | 46M               | SUPERVISOR OF PARKING                  | 1                          | 86,462.00                  |
| 1   | 78,614.00               | 44M               | SENIOR TRAFFIC ENGINEER, GRADE 5       | 1                          | 82,912.00                  |
| 1   | 59,258.00               | 41                | ASSISTANT TRAFFIC ENGINEER, GRADE 4    | 1                          | 65,607.00                  |
| 1   | 49,611.00               | 32                | SENIOR PARKING CONTROL OFFICER         | 1                          | 52,323.00                  |
| 2   | 73,264.00               | 26                | PARKING METER MAINTENANCE MAN          | 2                          | 76,695.00                  |
| 8   | 274,874.00              | 22                | PARKING CONTROL OFFICER                | 8                          | 295,291.00                 |
| <u>16</u>                                   | <u>803,617.00</u>       |                   | REGULAR SALARIES                       | <u>16</u>                  | <u>862,102.00</u>          |
| <u>47</u>                                   | <u>2,858,628.00</u>     |                   | TOTAL REGULAR SALARIES                 | <u>47</u>                  | <u>3,021,989.00</u>        |
| <b>AUTHORIZED POSITIONS WITHOUT FUNDING</b> |                         |                   |  |                            |                            |
| 1   | -                       | 41                | ASSISTANT TRAFFIC ENGINEER GRADE 4     | 1                          | -                          |
| 1   | -                       | 37                | JUNIOR CIVIL ENGINEER, GRADE 3         | 1                          | -                          |
| 1   | -                       | 27                | PRINCIPAL CLERK AND TYPIST             | 1                          | -                          |
| <u>3</u>                                    | <u>-</u>                |                   | REGULAR SALARIES                       | <u>3</u>                   | <u>-</u>                   |
|   | 9,791.00                |                   | EM INCENTIVE PAY                       |                            | 10,186.00                  |
|   | 28,113.00               |                   | EDUCATIONAL STIPENDS- MEO              |                            | 30,467.00                  |
|   | (35,500.00)             |                   | VACANCY FACTOR                         |                            | (35,500.00)                |
| <u>50</u>                                   | <u>2,861,032.00</u>     |                   |  | <u>50</u>                  | <u>3,027,142.00</u>        |
| <b>FUNDING SOURCES:</b>                     |                         |                   |  |                            |                            |
|   | (752,031.00)            |                   | SEWER REVENUES                         |                            | (795,158.00)               |
|   | (114,310.00)            |                   | WATER REVENUES                         |                            | (120,865.00)               |
|   | (331,511.00)            |                   | PROJECT FUNDING STREETS                |                            | (340,018.00)               |
|   | (536,246.00)            |                   | PROJECT FUNDING ARCHITECTURAL SERVICES |                            | (568,131.00)               |
|   | <u>(1,734,098.00)</u>   |                   | TOTAL FUNDING SOURCES                  |                            | <u>(1,824,172.00)</u>      |
| <u>50</u>                                   | <u>\$ 1,126,934.00</u>  | <b>4102-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES    | <u>50</u>                  | <u>\$ 1,202,970.00</u>     |
|   | 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                  |
|   | <u>\$ 81,793.00</u>     | <b>4102-97000</b> | TOTAL RECOMMENDED OVERTIME             |                            | <u>\$ 81,793.00</u>        |
|   | \$ 152,358.00           |                   | ELECTRICITY - TRAFFIC SIGNALS          |                            | \$ 152,358.00              |
|   | 1,400.00                |                   | LEASES & RENTALS                       |                            | 1,400.00                   |
|   | 15,850.00               |                   | SPECIAL POLICE                         |                            | 15,850.00                  |
|   | 10,150.00               |                   | HIRED SERVICES                         |                            | 10,150.00                  |
|   | 186,394.00              |                   | MAINTENANCE & REPAIR                   |                            | 186,394.00                 |
|   | 7,800.00                |                   | TELEPHONES                             |                            | 7,800.00                   |
|   | 3,550.00                |                   | OTHER PERSONAL SERVICES                |                            | 3,550.00                   |
|   | 9,750.00                |                   | AUTOMOTIVE SUPPLIES                    |                            | 9,750.00                   |
|   | 300.00                  |                   | BOOKS                                  |                            | 300.00                     |
|   | 1,615.00                |                   | BUILDING SUPPLIES                      |                            | 1,615.00                   |
|   | 7,000.00                |                   | OFFICE SUPPLIES                        |                            | 7,000.00                   |
|   | 4,175.00                |                   | OTHER SUPPLIES                         |                            | 4,175.00                   |
|   | 2,000.00                |                   | OTHER CHARGES & EXPENDITURE            |                            | 2,000.00                   |
|   | <u>\$ 402,342.00</u>    | <b>4102-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                            | <u>\$ 402,342.00</u>       |
|   | <u>\$ 1,611,069.00</u>  |                   | TOTAL RECOMMENDED TAX LEVY             |                            | <u>\$ 1,687,105.00</u>     |

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

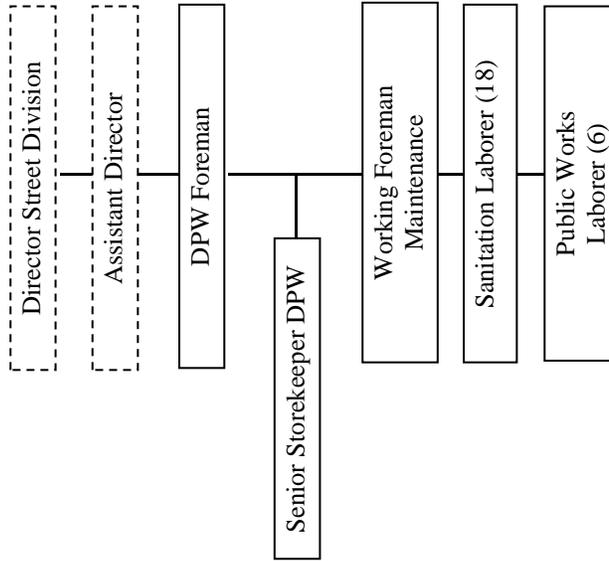


68 Tax Levy Positions

**PAUL J. MOOSEY, COMMISSIONER****CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2016****DEPARTMENT OF PUBLIC WORKS & PARKS****DIVISION OF STREETS- DIVISION #4103**

| FY15<br>TOTAL<br>POSITIONS                  | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE      | TITLE                                   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|---|-------------------------|-------------------|---|----------------------------|----------------------------|
| 1   | \$ 98,429.00            | 51EM              | DIRECTOR, STREET OPERATIONS             | 1                          | \$ 103,818.00              |
| 1   | 84,544.00               | 46M               | ASSISTANT DIRECTOR STREET OPERATIONS    | 1                          | 89,179.00                  |
| 1   | 65,543.00               | 39M               | SUPERVISOR OF SANITATION                | 1                          | 69,132.00                  |
| 1   | 60,246.00               | 39M               | SUPERVISOR OF TRAFFIC MAINTENANCE       | 1                          | 65,792.00                  |
| 2   | 115,404.00              | 38                | GENERAL PUBLIC WORKS FOREMAN            | 2                          | 126,716.00                 |
| 6   | 315,630.00              | 34                | PUBLIC WORKS FOREMAN                    | 6                          | 334,758.00                 |
| 2   | 96,960.00               | 32                | NUISANCE ORDINANCE INSPECTOR            | 2                          | 104,646.00                 |
| 1   | 36,916.00               | 32                | WORKING FOREMAN, CRAFTMAN               | 1                          | 48,917.00                  |
| 1   | 40,252.00               | 32                | TRAFFIC SIGNAL MAINTAINER               | 1                          | 44,703.00                  |
| 1   | 46,396.00               | 30                | PUBLIC WORKS MAINTENANCE CRAFTSMAN      | 1                          | 48,917.00                  |
| 1   | 39,088.00               | 28                | SENIOR STOREKEEPER                      | 1                          | 41,215.00                  |
| 1   | 31,383.00               | 27                | PAINTER                                 | 1                          | 33,104.00                  |
| 1   | 41,928.00               | 27                | SIGN PAINTER                            | 1                          | 44,223.00                  |
| 5   | 185,814.00              | 26                | PUBLIC WORKS MAINTENANCE MAN            | 5                          | 181,727.00                 |
| 38  | 1,297,822.00            | 24                | PUBLIC WORKS LABORER                    | 41                         | 1,475,440.00               |
| 2   | 75,462.00               | 24                | TRAFFIC LABORER                         | 2                          | 79,600.00                  |
| 65  | 2,631,817.00            |                   | REGULAR SALARIES                        | 68                         | 2,891,887.00               |
| <b>AUTHORIZED POSITIONS WITHOUT FUNDING</b> |                         |                   |   |                            |                            |
| 1   | -                       | 24                | PUBLIC WORKS LABORER                    | 1                          | -                          |
| 1   | -                       |                   |   | 1                          | -                          |
|   | 3,960.00                |                   | EM INCENTIVE PAY                        |                            | 4,120.00                   |
|   | 236,061.00              |                   | CONTRACTUAL STIPENDS - MEO              |                            | 327,914.00                 |
|   | 35,000.00               |                   | DOWNTOWN STREETScape - POOL LABOR       |                            | 35,000.00                  |
|   | (75,000.00)             |                   | VACANCY FACTOR                          |                            | (75,000.00)                |
|   | 2,831,838.00            |                   | TOTAL RECOMMENDED SALARIES              |                            | 3,183,921.00               |
| <b>FUNDING SOURCES:</b>                     |                         |                   |   |                            |                            |
|   | (852,406.00)            |                   | SEWER REVENUES                          |                            | (955,651.00)               |
|   | (353,634.00)            |                   | WATER REVENUES                          |                            | (396,467.00)               |
|   | (1,206,040.00)          |                   | TOTAL FUNDING SOURCES                   |                            | (1,352,118.00)             |
| 66  | \$ 1,625,798.00         | <b>4103-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES     | 69                         | \$ 1,831,803.00            |
|   | \$ 40,160.00            |                   | SUNDAY YARD WASTE DROP OFF              |                            | \$ 40,160.00               |
|   | 309,948.00              |                   | REGULAR OVERTIME                        |                            | 309,948.00                 |
|   | \$ 350,108.00           | <b>4103-97000</b> | TOTAL RECOMMENDED OVERTIME              |                            | \$ 350,108.00              |
|   | \$ 417,080.00           |                   | STREET SWEEPING                         |                            | \$ 417,080.00              |
|   | 5,000.00                |                   | TELEPHONES                              |                            | 5,000.00                   |
|   | 10,000.00               |                   | SIDEWALKS & GUARDRAIL REPAIRS           |                            | 10,000.00                  |
|   | 34,540.00               |                   | HIGHWAY MAINTENANCE & BRIDGE REPAIR     |                            | 34,540.00                  |
|   | 105,102.00              |                   | POTHOLE REPAIR                          |                            | 105,102.00                 |
|   | 55,620.00               |                   | YARD MAINTENANCE                        |                            | 55,620.00                  |
|   | 5,492.00                |                   | YARD MAINTENANCE ELECTRICITY            |                            | 5,492.00                   |
|   | 10,000.00               |                   | DOWNTOWN STREETScape                    |                            | 10,000.00                  |
|   | 3,000.00                |                   | CLOTHING & UNIFORM SERVICE              |                            | 3,000.00                   |
|   | 349,385.00              |                   | STREET SIGN & PAVEMENT MARKING          |                            | 349,385.00                 |
|   | 25,000.00               |                   | GODDARD MEMORIAL MEDIAN MAINTENANCE     |                            | 25,000.00                  |
|   | 4,900.00                |                   | NUISANCE ORDINANCE ORDINARY MAINTENANCE |                            | 4,900.00                   |
|   | 2,517.00                |                   | GRIME WATCH ORDINARY MAINTENANCE        |                            | 2,517.00                   |
|   | 1,027,636.00            |                   | ORDINARY MAINTENANCE                    |                            | 1,027,636.00               |
| <b>FUNDING SOURCES:</b>                     |                         |                   |   |                            |                            |
|   | (377,080.00)            |                   | SEWER REVENUES                          |                            | (377,080.00)               |
|   | (377,080.00)            |                   | TOTAL FUNDING SOURCES                   |                            | (377,080.00)               |
|   | \$ 650,556.00           | <b>4103-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE  |                            | \$ 650,556.00              |
|   | \$ 2,626,462.00         |                   | TOTAL RECOMMENDED TAX LEVY              |                            | \$ 2,832,467.00            |

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



27 Tax Levy Positions

**PAUL J. MOOSEY, COMMISSIONER**

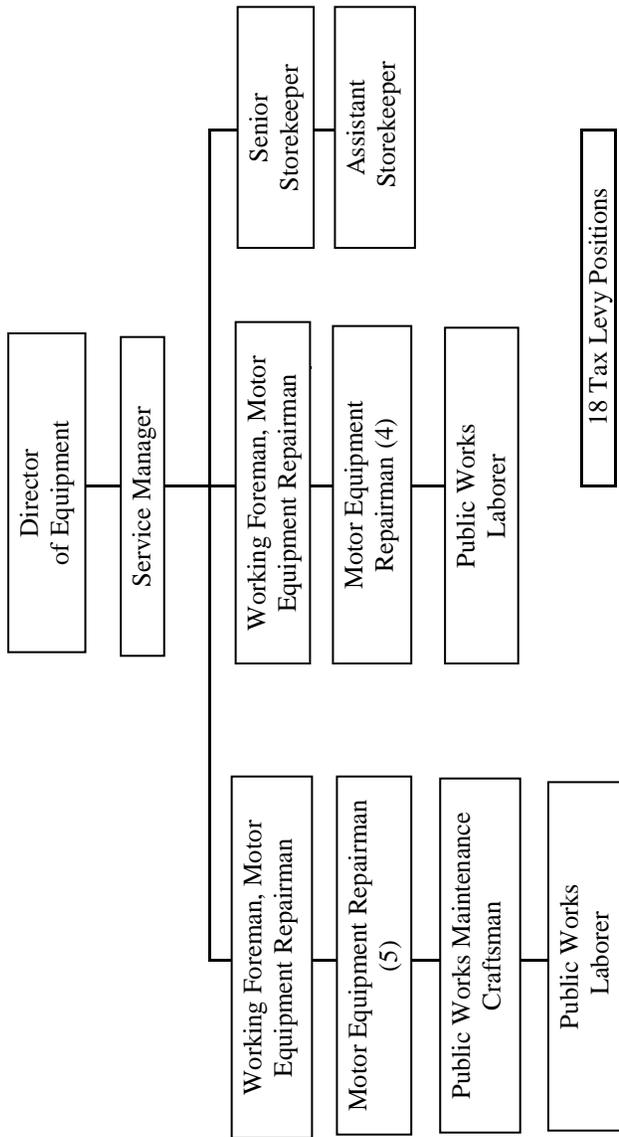
**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF SANITATION- DIVISION #4104**

| <u>FY15<br/>TOTAL<br/>POSITIONS</u>          | <u>APPROVED<br/>FY15 AMOUNT</u> | <u>PAY<br/>GRADE</u> | <u>TITLE</u>                           | <u>FY16<br/>TOTAL<br/>POSITIONS</u> | <u>RECOMMENDED<br/>FY16 AMOUNT</u> |
|--|---------------------------------|----------------------|--|-------------------------------------|------------------------------------|
| 1  | \$ 52,361.00                    | 34                   | DPW FOREMAN                            | 1                                   | \$ 56,221.00                       |
| 1  | 46,396.00                       | 30                   | WORKING FOREMAN, MAINTENANCE           | 1                                   | 48,917.00                          |
| 1  | 41,729.00                       | 28                   | SENIOR STOREKEEPER                     | 1                                   | 45,668.00                          |
| 18   | 629,032.00                      | 26                   | SANITATION LABORER                     | 18                                  | 657,851.00                         |
| 6  | 226,386.00                      | 24                   | PUBLIC WORKS LABORER                   | 6                                   | 213,922.00                         |
| <u>27</u>                                    | <u>995,904.00</u>               |                      | TOTAL REGULAR SALARIES                 | <u>27</u>                           | <u>1,022,579.00</u>                |
| <b>AUTHORIZED POSITIONS WITHOUT FUNDING:</b> |                                 |                      |  |                                     |                                    |
| 1  | -                               | 26                   | SANITATION LABORER                     | 1                                   | -                                  |
| 1  | -                               |                      |  | 1                                   | -                                  |
|  | 108,682.00                      |                      | CONTRACTUAL STIPENDS/MEO               |                                     | 121,336.00                         |
|  | 20,000.00                       |                      | POOL LABOR                             |                                     | 20,000.00                          |
|  | (50,000.00)                     |                      | VACANCY FACTOR                         |                                     | (50,000.00)                        |
| <u>28</u>                                    | <u>\$ 1,074,586.00</u>          | <b>4104-91000</b>    | TOTAL RECOMMENDED PERSONAL SERVICES    | <u>28</u>                           | <u>\$ 1,113,915.00</u>             |
|  | \$ 84,056.00                    |                      | REGULAR OVERTIME                       |                                     | \$ 84,056.00                       |
|  | 37,358.00                       |                      | MILLBURY STREET DROP OFF CENTER        |                                     | 57,358.00                          |
|  | <u>\$ 121,414.00</u>            | <b>4104-97000</b>    | TOTAL RECOMMENDED OVERTIME             |                                     | <u>\$ 141,414.00</u>               |
|  | \$ 1,697,104.00                 |                      | REFUSE DISPOSAL                        |                                     | \$ 1,353,000.00                    |
|  | 2,147,785.00                    |                      | RECYCLING                              |                                     | 2,170,000.00                       |
|  | 400,000.00                      |                      | TRASH BAGS                             |                                     | 500,000.00                         |
|  | 31,412.00                       |                      | NATURAL GAS & FUEL                     |                                     | 31,412.00                          |
|  | 11,608.00                       |                      | ELECTRICITY                            |                                     | 11,608.00                          |
|  | 20,000.00                       |                      | EDUCATION                              |                                     | 20,000.00                          |
|  | 1,500.00                        |                      | MAINTENANCE & REPAIRS                  |                                     | 1,500.00                           |
|  | 500.00                          |                      | TELEPHONES                             |                                     | 500.00                             |
|  | 1,000.00                        |                      | OTHER - FORMS - STICKERS & LICENSES    |                                     | 1,000.00                           |
|  | 60,000.00                       |                      | LANDFILL - MONITORING                  |                                     | 73,000.00                          |
|  | 3,200.00                        |                      | CLOTHING & UNIFORM SERVICE             |                                     | 3,200.00                           |
|  | <u>\$ 4,374,109.00</u>          | <b>4104-92000</b>    | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                                     | <u>\$ 4,165,220.00</u>             |
|  | <u>\$ 5,570,109.00</u>          |                      | TOTAL RECOMMENDED TAX LEVY             |                                     | <u>\$ 5,420,549.00</u>             |

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



**PAUL J. MOOSEY, COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

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

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE      | TITLE                                  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|-------------------|--|----------------------------|----------------------------|
| 1                          | \$ 86,026.00            | 45EM              | DIRECTOR OF EQUIPMENT                  | 1                          | \$ 90,736.00               |
| 1                          | 61,461.00               | 39M               | SERVICE MANAGER                        | 1                          | 67,175.00                  |
| 2                          | 92,896.00               | 34                | WORK FOREMAN, MOTOR EQUIP. REPAIRMAN   | 2                          | 97,981.00                  |
| 9                          | 382,461.00              | 30                | MOTOR EQUIPMENT REPAIRMAN              | 9                          | 401,548.00                 |
| 1                          | 39,088.00               | 30                | PUBLIC WORKS MAINTENANCE CRAFTSMAN     | 1                          | 41,215.00                  |
| 1                          | 40,973.00               | 28                | SENIOR STORE KEEPER                    | 1                          | 44,473.00                  |
| 1                          | 30,345.00               | 25                | ASSISTANT STOREKEEPER                  | 1                          | 31,373.00                  |
| 2                          | 66,612.00               | 24                | PUBLIC WORKS LABORER                   | 2                          | 72,600.00                  |
| <u>18</u>                  | <u>799,862.00</u>       |                   | TOTAL REGULAR SALARIES                 | <u>18</u>                  | <u>847,101.00</u>          |
|                            | 17,975.00               |                   | CONTRACTUAL STIPENDS/MEO               |                            | 15,378.00                  |
|                            | 1,730.00                |                   | EM INCENTIVE PAY                       |                            | 1,800.00                   |
|                            | (60,000.00)             |                   | VACANCY FACTOR                         |                            | (60,000.00)                |
|                            | <u>759,567.00</u>       |                   | TOTAL RECOMMENDED SALARIES             |                            | <u>804,279.00</u>          |
|                            |                         |                   | <b>FUNDING SOURCES:</b>                |                            |                            |
|                            | (157,378.00)            |                   | SEWER REVENUES                         |                            | (165,964.00)               |
|                            | (60,861.00)             |                   | WATER REVENUES                         |                            | (64,181.00)                |
|                            | <u>(218,239.00)</u>     |                   | TOTAL FUNDING SOURCES                  |                            | <u>(230,145.00)</u>        |
| <u>18</u>                  | <u>\$ 541,328.00</u>    | <b>4105-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES    | <u>18</u>                  | <u>\$ 574,134.00</u>       |
|                            | <u>\$ 30,613.00</u>     | <b>4105-97000</b> | REGULAR OVERTIME                       |                            | <u>\$ 30,613.00</u>        |
|                            | \$ 401,619.00           |                   | AUTOMOTIVE PARTS                       |                            | \$ 401,619.00              |
|                            | 11,120.00               |                   | TELEPHONES                             |                            | 11,120.00                  |
|                            | 280,500.00              |                   | MAINTENANCE & REPAIR                   |                            | 280,500.00                 |
|                            | 30,811.00               |                   | GARAGE SUPPLIES                        |                            | 30,811.00                  |
|                            | 588,000.00              |                   | FUEL - NO LEAD GAS                     |                            | 588,000.00                 |
|                            | 573,500.00              |                   | FUEL - DIESEL                          |                            | 573,500.00                 |
|                            | 10,000.00               |                   | GARAGE HIRED SERVICES                  |                            | 10,000.00                  |
|                            | 48,720.00               |                   | ELECTRICITY                            |                            | 48,720.00                  |
|                            | 136,400.00              |                   | NATURAL GAS & FUEL                     |                            | 136,400.00                 |
|                            | 54,043.00               |                   | OTHER CHARGES & EXPENDITURES           |                            | 54,043.00                  |
|                            | <u>2,134,713.00</u>     |                   | ORDINARY MAINTENANCE                   |                            | <u>2,134,713.00</u>        |
|                            |                         |                   | <b>FUNDING SOURCES:</b>                |                            |                            |
|                            | (448,046.00)            |                   | CREDIT SEWER REVENUES                  |                            | (448,046.00)               |
|                            | (271,755.00)            |                   | CREDIT WATER REVENUES                  |                            | (271,755.00)               |
|                            | (200,000.00)            |                   | TRANSFER OF SERVICES                   |                            | (200,000.00)               |
|                            | <u>(919,801.00)</u>     |                   | TOTAL FUNDING SOURCES                  |                            | <u>(919,801.00)</u>        |
|                            | <u>\$ 1,214,912.00</u>  | <b>4105-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                            | <u>\$ 1,214,912.00</u>     |
|                            | <u>\$ 1,786,853.00</u>  |                   | TOTAL RECOMMENDED TAX LEVY             |                            | <u>\$ 1,819,659.00</u>     |

**Department of Public Works & Parks- Parks Division**  
**FY16 Budget Recommendation**

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**Paul J. Moosey**

**Commissioner**

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

**Divisional Mission Statement:**

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

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

**FY16 Budget Overview**

|                        | <b>Actual</b>          | <b>Approved</b>        |                | <b>Recommended</b>     |
|------------------------|------------------------|------------------------|----------------|------------------------|
|                        | <b>Fiscal 2014</b>     | <b>Budget for</b>      | <b>Account</b> | <b>Appropriation</b>   |
|                        |                        | <b>Fiscal 2015</b>     | <b>Number</b>  | <b>Fiscal 2016</b>     |
| <b>Expenditures</b>    |                        |                        |                |                        |
| Salaries               | \$ 2,559,366.59        | \$ 2,748,984.00        | 91000          | \$ 2,908,761.00        |
| Overtime               | 367,234.28             | 307,679.00             | 97000          | 323,062.00             |
| Ordinary Maintenance   | 1,119,955.63           | 1,162,441.00           | 92000          | 1,194,941.00           |
| Capital Outlay         | -                      | -                      |                | -                      |
| <b>Total</b>           | <b>\$ 4,046,556.50</b> | <b>\$ 4,219,104.00</b> |                | <b>\$ 4,426,764.00</b> |
| <b>Total Positions</b> | <b>53</b>              | <b>53</b>              |                | <b>54</b>              |

**Expenditures:**

The total recommended budget for Fiscal 2016 for the Parks, Recreation, Hope Cemetery and Forestry is \$4,426,764 which is an increase of \$207,660 from the Fiscal 2015 budget of \$4,219,104. The following analysis identifies the variances within the Fiscal 2016 budget accounts:

**Department of Public Works & Parks- Parks Division  
FY16 Budget Recommendation**

| <b>Fiscal 2015</b> |  | <b>Fiscal 2016</b> |                |
|--------------------|--|--------------------|----------------|
| <b>Budget</b>      | <b>Regular Salaries</b>                                    | <b>Budget</b>      | <b>Change</b>  |
| 487,197            | Administration   | 518,864            | 31,667         |
| 1,220,992          | Maintenance  | 1,328,824          | 107,832        |
| 406,560            | Forestry   | 418,733            | 12,173         |
| 334,212            | Hope Cemetery  | 348,881            | 14,669         |
| <b>2,448,961</b>   | <b>Total Salaries</b>                                      | <b>2,615,302</b>   | <b>166,341</b> |
| (26,300)           | Vacancy Factor   | (45,766)           | (19,466)       |
| 8,107              | EM Incentive Pay   | 8,435              | 328            |
| 70,000             | Hope Cemetery Temporary Laborers                           | 73,500             | 3,500          |
| 40,000             | Temporary parks Staff                                      | 42,000             | 2,000          |
| 150,000            | Aquatics Program/ Temporary Staff                          | 150,000            | -              |
| 198,861            | Contractual Stipends- MEO Rates                            | 214,710            | 15,849         |
| (140,645)          | Funding Sources  | (149,420)          | (8,775)        |
| <b>300,023</b>     | <b>Total</b>   | <b>293,459</b>     | <b>(6,564)</b> |
| <b>2,748,984</b>   | <b>Total Recommended Regular Salaries</b>                  | <b>2,908,761</b>   | <b>159,777</b> |
|                    |  |                    |                |
|                    |  |                    |                |
| <b>Fiscal 2015</b> |  | <b>Fiscal 2016</b> |                |
| <b>Budget</b>      | <b>Overtime Salaries</b>                                   | <b>Budget</b>      | <b>Change</b>  |
| 40,000             | Recreation Division Overtime                               | 42,000             | 2,000          |
| 93,623             | Maintenance Division Overtime                              | 98,304             | 4,681          |
| 88,726             | Forestry Division Overtime                                 | 93,162             | 4,436          |
| 41,226             | Hope Cemetery Division Overtime                            | 43,287             | 2,061          |
| 44,104             | Snow Removal Overtime                                      | 46,309             | 2,205          |
| <b>307,679</b>     | <b>Total Recommended Overtime Salaries</b>                 | <b>323,062</b>     | <b>15,383</b>  |
|                    |  |                    |                |
|                    |  |                    |                |
| <b>Fiscal 2015</b> |  | <b>Fiscal 2016</b> |                |
| <b>Budget</b>      | <b>Ordinary Maintenance</b>                                | <b>Budget</b>      | <b>Change</b>  |
| 263,230            | Administration- Ordinary Maintenance                       | 263,230            | -              |
| 329,385            | Maintenance- Ordinary Maintenance                          | 329,385            | -              |
| 114,600            | Forestry- Ordinary Maintenance                             | 114,600            | -              |
| 118,476            | Hope Cemetery- Ordinary Maintenance                        | 118,476            | -              |
| 286,750            | Recreational- Ordinary Maintenance                         | 319,250            | 32,500         |
| 50,000             | Stump Removal Program                                      | 50,000             | -              |
| <b>1,162,441</b>   | <b>Total Recommended Ordinary Maintenance</b>              | <b>1,194,941</b>   | <b>32,500</b>  |
| <b>4,219,104</b>   | <b>Total Salaries, Overtime &amp; Ordinary Maintenance</b> | <b>4,426,764</b>   | <b>207,660</b> |

The Personal Service Salaries account for Fiscal 2016 is recommended to be \$2,908,761 which is an increase of \$159,777 from the Fiscal 2015 budget amount of \$2,748,984. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees and settled union negotiations, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$127,410; the addition of a

## **Department of Public Works & Parks- Parks Division**

### **FY16 Budget Recommendation**

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Working Foreman- Playgrounds to the table of organization in the amount of \$38,931; EM Incentive pay of \$328; Contractual stipend of \$15,849; and temporary staff of \$5,500. This increase is offset by an increase in the vacancy factor of \$19,466 due the anticipation of the new position starting date; and an increase in the project credits of \$8,775.

The Overtime budget for Fiscal 2016 is recommended to be \$323,062 which is an increase of \$15,383 from the Fiscal 2015 budget of \$307,679. This increase is due to salary increases due to contract negotiation settlements.

The Ordinary Maintenance budget for Fiscal 2016 is recommended to be \$1,194,941 which is an increase of \$32,500 from the Fiscal 2015 budget of \$1,162,441. This increase is a result of costs associated with contractual pool maintenance and spray park OF \$7,500; and seasonal wreath installation of \$25,000.

The Capital Outlay budget for Fiscal 2016 in the amount of \$100,000 represents the Hope Cemetery Master Plan which is funded entirely by revenue from the sale of the Courthouse.

#### **Operational Overview**

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

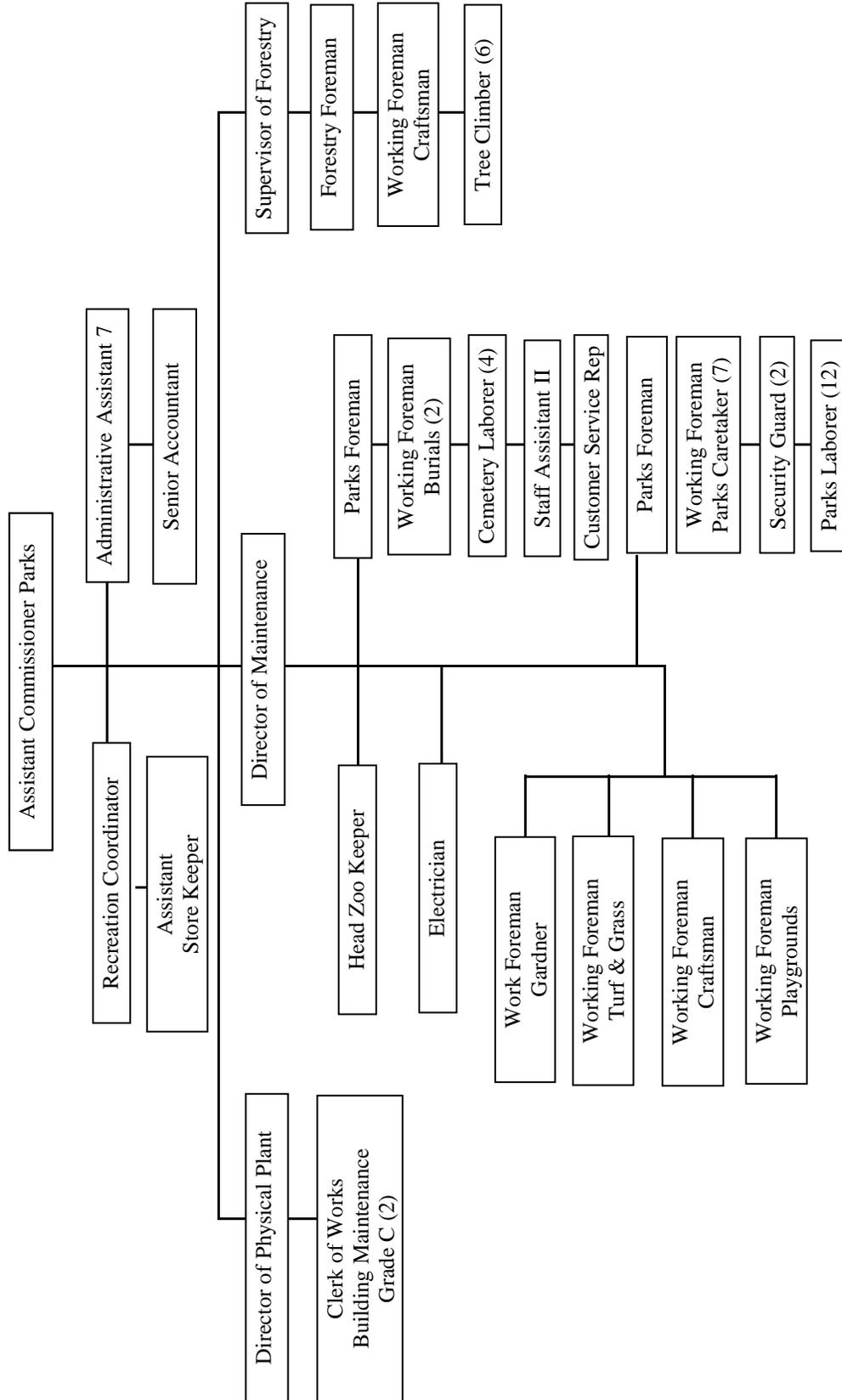
The Recreation Office operates the City's Crompton Park Pool, two spray parks and four City beaches which include Bell Hill, Coes Pond, Indian Lake and Shore Park. This office also oversees the City's availability of recreational field use, and coordinates other recreational and athletic programming

Parks Maintenance and Construction provides year-round maintenance and management of 1250+ acres of the City's 60 parks and playgrounds, of which 525 acres are categorized as active/ passive recreation areas, as well as 19 miles of grass median strips, 44 grass islands and squares, and a variety of park support buildings. The Section shall also provide for a primary and general election set up for various City and statewide elections.

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

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

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



54 Tax Levy Positions

**PAUL J. MOOSEY, COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

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

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|---|----------------------------|----------------------------|
| 1                          | \$ 110,038.00           | 51EM             | ASSISTANT COMMISSIONER PARKS                  | 1                          | \$ 116,063.00              |
| 1                          | 70,283.00               | 46EM             | DIRECTOR OF PHYSICAL PLANT                    | 1                          | 74,131.00                  |
| 1                          | 52,869.00               | 40M              | RECREATION COORDINATOR                        | 1                          | 58,297.00                  |
| 2                          | 118,218.00              | 39               | CLERK OF WORKS, BUILDING MAINTENANCE, GRADE C | 2                          | 126,832.00                 |
| 1                          | 53,787.00               | 35               | ADMINISTRATIVE ASSISTANT 7                    | 1                          | 56,756.00                  |
| 1                          | 51,992.00               | 34               | SENIOR ACCOUNTANT                             | 1                          | 54,849.00                  |
| 1                          | 30,010.00               | 25               | ASSISTANT STORE KEEPER                        | 1                          | 31,936.00                  |
| <u>8</u>                   | <u>\$ 487,197.00</u>    |                  | REGULAR SALARIES #7201                        | <u>8</u>                   | <u>\$ 518,864.00</u>       |
| 1                          | \$ 72,705.00            | 45EM             | DIRECTOR OF MAINTENANCE PARKS/CEMETERY        | 1                          | \$ 76,685.00               |
| 1                          | 61,534.00               | 38               | ELECTRICIAN                                   | 1                          | 64,898.00                  |
| 1                          | 61,534.00               | 38               | HEAD ZOO KEEPER                               | 1                          | 64,898.00                  |
| 1                          | 53,307.00               | 34               | PARKS FOREMAN                                 | 1                          | 56,221.00                  |
| 1                          | 49,611.00               | 32               | WORKING FOREMAN, CRAFTSMAN                    | 1                          | 52,323.00                  |
| 1                          | 49,611.00               | 32               | WORKING FOREMAN, TURF & GRASS                 | 1                          | 52,323.00                  |
| 1                          | 49,611.00               | 32               | WORKING FOREMAN, GARDENER                     | 1                          | 52,323.00                  |
| 7                          | 344,062.00              | 32               | WORKING FOREMAN PARKS                         | 8                          | 403,547.00                 |
| 2                          | 66,400.00               | 2                | SECURITY GUARD                                | 2                          | 71,252.00                  |
| 12                         | 412,617.00              | 24               | PARK LABORER                                  | 12                         | 434,354.00                 |
| <u>28</u>                  | <u>\$ 1,220,992.00</u>  |                  | REGULAR SALARIES #7203                        | <u>29</u>                  | <u>\$ 1,328,824.00</u>     |
| 1                          | \$ 70,533.00            | 42EM             | SUPERVISOR OF FORESTRY                        | 1                          | \$ 74,395.00               |
| 1                          | 53,307.00               | 34               | FORESTRY FOREMAN                              | 1                          | 56,221.00                  |
| 1                          | 40,445.00               | 32               | WORKING FOREMAN, CRAFTSMAN                    | 1                          | 42,672.00                  |
| 6                          | 242,275.00              | 26               | TREE CLIMBER                                  | 6                          | 245,445.00                 |
| <u>9</u>                   | <u>\$ 406,560.00</u>    |                  | REGULAR SALARIES #7204                        | <u>9</u>                   | <u>\$ 418,733.00</u>       |
| 1                          | \$ 47,720.00            | 35               | STAFF ASSISTANT 2                             | 1                          | \$ 52,088.00               |
| 1                          | 53,307.00               | 34               | PARKS FOREMAN                                 | 1                          | 56,221.00                  |
| 1                          | 49,611.00               | 32               | WORKING FOREMAN BURIALS                       | 1                          | 52,323.00                  |
| 4                          | 148,975.00              | 24               | CEMETERY LABORER                              | 4                          | 153,518.00                 |
| 1                          | 34,599.00               | 22               | CUSTOMER SERVICE REP                          | 1                          | 34,731.00                  |
| <u>8</u>                   | <u>\$ 334,212.00</u>    |                  | REGULAR SALARIES #7206                        | <u>8</u>                   | <u>\$ 348,881.00</u>       |
| <u>53</u>                  | <u>\$ 2,448,961.00</u>  |                  | TOTAL SALARIES - ALL DIVISIONS                | <u>54</u>                  | <u>\$ 2,615,302.00</u>     |
|                            | (26,300.00)             |                  | VACANCY FACTOR                                |                            | (45,766.00)                |
|                            | 8,107.00                |                  | EM INCENTIVE PAY                              |                            | 8,435.00                   |
|                            | 70,000.00               |                  | HOPE CEMETERY TEMPORARY LABORERS              |                            | 73,500.00                  |
|                            | 40,000.00               |                  | PARKS TEMPORARY STAFF                         |                            | 42,000.00                  |
|                            | 150,000.00              |                  | AQUATICS PROGRAM/TEMPORARY STAFF              |                            | 150,000.00                 |
|                            | 198,861.00              |                  | CONTRACTUAL STIPENDS-MEO RATES                |                            | 214,710.00                 |
| <u>53</u>                  | <u>\$ 2,889,629.00</u>  |                  | TOTAL RECOMMENDED SALARIES-ALL DIVISIONS      | <u>54</u>                  | <u>\$ 3,058,181.00</u>     |
|                            | \$ (121,145.00)         |                  | FUNDING SOURCES:                              |                            | \$ (129,920.00)            |
|                            | (19,500.00)             |                  | PROJECT FUNDS                                 |                            | (19,500.00)                |
|                            | <u>\$ (140,645.00)</u>  |                  | CREDIT FROM GOLF COURSE                       |                            | <u>\$ (149,420.00)</u>     |
|                            |                         |                  | TOTAL FUNDING SOURCES                         |                            |                            |
| <u>53</u>                  | <u>\$ 2,748,984.00</u>  | <b>720-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES           | <u>54</u>                  | <u>\$ 2,908,761.00</u>     |

**PAUL J. MOOSEY, COMMISSIONER****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****DEPARTMENT OF PUBLIC WORKS & PARKS****DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION # 720**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|---|----------------------------|----------------------------|
|                            | \$ 40,000.00            |                  | RECREATION DIVISION OVERTIME                  |                            | \$ 42,000.00               |
|                            | 93,623.00               |                  | MAINTENANCE DIVISION OVERTIME                 |                            | 98,304.00                  |
|                            | 88,726.00               |                  | FORESTRY DIVISION OVERTIME                    |                            | 93,162.00                  |
|                            | 41,226.00               |                  | HOPE CEMETERY DIVISION OVERTIME               |                            | 43,287.00                  |
|                            | 44,104.00               |                  | SNOW REMOVAL OVERTIME                         |                            | 46,309.00                  |
|                            | <u>\$ 307,679.00</u>    | <b>720-97000</b> | TOTAL RECOMMENDED OVERTIME                    |                            | <u>\$ 323,062.00</u>       |
|                            | \$ 26,300.00            |                  | ADMINISTRATION - REGULAR ORDINARY MAINTENANCE |                            | \$ 26,300.00               |
|                            | 109,935.00              |                  | ADMINISTRATION - ELECTRICITY                  |                            | 109,935.00                 |
|                            | 50,000.00               |                  | ADMINISTRATION - PARKS STEWARDS PROGRAM       |                            | 50,000.00                  |
|                            | 9,000.00                |                  | ADMINISTRATION - NATURAL GAS                  |                            | 9,000.00                   |
|                            | 12,495.00               |                  | ADMINISTRATION - FUEL OIL                     |                            | 12,495.00                  |
|                            | 35,000.00               |                  | ADMINISTRATION - LANDFILL MONITORING          |                            | 35,000.00                  |
|                            | 20,500.00               |                  | ADMINISTRATION - LEASES & RENTALS             |                            | 20,500.00                  |
|                            | 10,500.00               |                  | MAINTENANCE - REGULAR ORDINARY MAINTENANCE    |                            | 10,500.00                  |
|                            | 50,000.00               |                  | MAINTENANCE - REPAIR                          |                            | 50,000.00                  |
|                            | 12,000.00               |                  | MAINTENANCE - POND TREATMENT                  |                            | 12,000.00                  |
|                            | 23,385.00               |                  | MAINTENANCE - FENCE/LOCKS/SIGNS/OTHER MISC.   |                            | 23,385.00                  |
|                            | 15,000.00               |                  | MAINTENANCE - CLEANING                        |                            | 15,000.00                  |
|                            | 82,500.00               |                  | MAINTENANCE - AUTOMOTIVE SUPPLIES             |                            | 82,500.00                  |
|                            | 13,000.00               |                  | MAINTENANCE - UNLEADED/DIESEL FUEL            |                            | 13,000.00                  |
|                            | 28,000.00               |                  | MAINTENANCE - LUMBER/HARDWARE/PAINT           |                            | 28,000.00                  |
|                            | 20,000.00               |                  | MAINTENANCE - ELECTRICAL/PLUMBING SUPPLIES    |                            | 20,000.00                  |
|                            | 50,000.00               |                  | MAINTENANCE - LANDSCAPE/BALLFIELDS            |                            | 50,000.00                  |
|                            | 11,000.00               |                  | MAINTENANCE - BARNYARD SUPPLIES               |                            | 11,000.00                  |
|                            | 14,000.00               |                  | MAINTENANCE - CUSTODIAL SUPPLIES              |                            | 14,000.00                  |
|                            | 12,800.00               |                  | FORESTRY REGULAR ORDINARY MAINTENANCE         |                            | 12,800.00                  |
|                            | 50,000.00               |                  | FORESTRY HIRED SERVICES - STUMP REMOVAL       |                            | 50,000.00                  |
|                            | 37,000.00               |                  | FORESTRY MAINTENANCE & REPAIR                 |                            | 37,000.00                  |
|                            | 19,800.00               |                  | FORESTRY AUTOMOTIVE SUPPLIES                  |                            | 19,800.00                  |
|                            | 45,000.00               |                  | FORESTRY TREE MAINTENANCE                     |                            | 45,000.00                  |
|                            | 1,930.00                |                  | HOPE CEMETERY - ORDINARY MAINTENANCE          |                            | 1,930.00                   |
|                            | 10,350.00               |                  | HOPE CEMETERY - ELECTRICITY                   |                            | 10,350.00                  |
|                            | 20,500.00               |                  | HOPE CEMETERY - MAINTENANCE & REPAIR          |                            | 20,500.00                  |
|                            | 11,396.00               |                  | HOPE CEMETERY FUEL OIL/NATURAL GAS            |                            | 11,396.00                  |
|                            | 21,800.00               |                  | HOPE CEMETERY - NO LEAD                       |                            | 21,800.00                  |
|                            | 10,000.00               |                  | HOPE CEMETERY - DIESEL FUEL                   |                            | 10,000.00                  |
|                            | 30,000.00               |                  | HOPE CEMETERY - AUTOMOTIVE                    |                            | 30,000.00                  |
|                            | 12,500.00               |                  | HOPE CEMETERY - OTHER SUPPLIES                |                            | 12,500.00                  |
|                            | 1,400.00                |                  | RECREATION AQUATICS - ORDINARY MAINTENANCE    |                            | 1,400.00                   |
|                            | 80,000.00               |                  | RECREATION OTHER                              |                            | 80,000.00                  |
|                            | 133,750.00              |                  | RECREATION AQUATICS - HIRED SERVICES          |                            | 141,250.00                 |
|                            | 31,600.00               |                  | RECREATION AQUATICS PROGRAM                   |                            | 31,600.00                  |
|                            | -                       |                  | RECREATION SEASONAL WREATHS                   |                            | 25,000.00                  |
|                            | 40,000.00               |                  | RECREATION YOUTH ATHLETICS                    |                            | 40,000.00                  |
|                            | <u>\$ 1,162,441.00</u>  | <b>720-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE        |                            | <u>\$ 1,194,941.00</u>     |
|                            | \$ -                    |                  | HOPE CEMETERY MASTER PLAN                     |                            | \$ 100,000.00              |
|                            | <u>\$ -</u>             |                  | TOTAL CAPITAL OUTLAY                          |                            | <u>\$ 100,000.00</u>       |
|                            | \$ -                    |                  | <b>FUNDING SOURCES:</b>                       |                            | \$ -                       |
|                            | \$ -                    |                  | SALE OF COUTHOUSE                             |                            | \$ (100,000.00)            |
|                            | <u>\$ -</u>             |                  | TOTAL FUNDING SOURCES                         |                            | <u>\$ (100,000.00)</u>     |
|                            | <u>\$ -</u>             | <b>720-93000</b> | TOTAL RECOMMENDED CAPITAL OUTLAY              |                            | <u>\$ -</u>                |
|                            | <u>\$ 4,219,104.00</u>  |                  | TOTAL RECOMMENDED TAX LEVY                    |                            | <u>\$ 4,426,764.00</u>     |

## Worcester Municipal Golf Course FY16 Budget Recommendation

**Paul J. Moosey**

**Commissioner**

1929 Skyline Drive

Worcester, Massachusetts 01605

(508) 799-1359

### **Departmental Mission Statement:**

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

### **FY16 Budget Overview**

|                           | <b>Actual</b>          | <b>Approved</b>        |                | <b>Recommended</b>     |
|---------------------------|------------------------|------------------------|----------------|------------------------|
|                           | <b>Fiscal 2014</b>     | <b>Budget for</b>      | <b>Account</b> | <b>Appropriation</b>   |
| <b>Expenditures</b>       |                        | <b>Fiscal 2015</b>     | <b>Number</b>  | <b>Fiscal 2016</b>     |
| Salaries                  | \$ 221,176.47          | \$ 222,382.00          | 91000          | \$ 231,083.00          |
| Ordinary Maintenance      | 750,133.51             | 778,513.00             | 92000          | 778,513.00             |
| Debt Service              | 221,843.52             | 225,671.00             | 94000          | 225,196.00             |
| Transfer of Services      | 30,607.00              | 30,499.00              | 95000          | 30,600.00              |
| Fringe Benefits           | 87,413.53              | 115,918.00             | 96000          | 115,473.00             |
| <b>Total Expenditures</b> | <b>\$ 1,311,174.03</b> | <b>\$ 1,372,983.00</b> |                | <b>\$ 1,380,865.00</b> |
| <b>Total Positions</b>    | <b>2</b>               | <b>2</b>               |                | <b>2</b>               |

### **Expenditures:**

The total Fiscal 2016 budget is recommended to be \$1,380,865 which is an increase of \$7,882 from the Fiscal 2015 budget of \$1,372,983. The Fiscal 2016 budget for the Golf Course operations is funded through golf course revenues in the amount of \$1,230,865 and a projected level funded tax levy subsidy of \$150,000.

The Fiscal 2016 Personal Services budget is recommended to be \$231,083 which is an increase of \$8,701 from the Fiscal 2015 budget of \$222,382. There are only 2 full time employees at the Golf Course. All others are temporary employees. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees and appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks totaling \$8,574; and an increase of the EM incentive pay of \$127.

The Fiscal 2016 Ordinary Maintenance budget is recommended to be level funded at \$778,513. The budget includes \$478,937 for the maintenance contract of the golf course; \$64,000 for the cost of watering tees and fairways with the state-of-the-art turf irrigation system; \$68,576 for pro-shop supplies; \$40,000 for electricity; \$6,000 for food and beverage service, along with the \$37,000 for the cart lease program and the remaining \$84,000 for other necessary ordinary maintenance supplies and services for the operation of the Golf Course.

## **Worcester Municipal Golf Course FY16 Budget Recommendation**

The Fiscal 2016 Debt Service budget is recommended to be \$225,196 which is a decrease of \$475 from the Fiscal 2015 amount of \$225,671 (a decrease of \$4,963 in interest and an increase of \$4,488 in principal respectively). This allocation will be used to fund the repayment of principal and interest costs for bonded debt authorized for improvements to the Golf Course, Green Hill Park and the debt service cost for the Golf Access Road. In order to address debt service costs at the Golf Course, a tax levy subsidy \$150,000 is included in Fiscal 2015 Golf budget.

Total Fiscal 2016 Transfer of Services budget is recommended to be \$30,600 which is an increase of \$101 from the Fiscal 2015 amount of \$30,499. This amount is used to fund Public Works and Parks, and other City departments providing administrative services for the Golf Course.

The Fiscal 2016 Fringe Benefits budget is recommended to be \$115,473 which is a net decrease of \$445 from the Fiscal 2015 budget of \$115,918. The decrease is a result of the new plan design for Health Insurance and enrollment in the amount of \$516; and a reduction in Pension Obligation Bonds of \$394. This is offset by an increase in Contributory Pensions of \$465.

### **Operational Overview:**

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

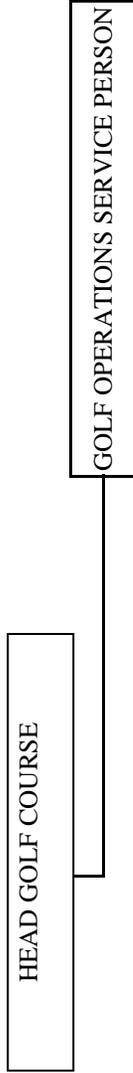
The renovated club house is a magnificent complement to the golf course. The multifunctional facility is a perfect centerpiece for the Green Hill Golf Course. The club house is a great place for members and guests to relax, socialize, dine and entertain while enjoying the beautiful vistas. Throughout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

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

## **Worcester Municipal Golf Course FY16 Budget Recommendation**

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

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



TOTAL GOLF COURSE POSITIONS = 2

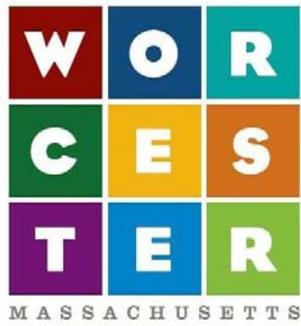
- TEMPORARY GOLF COURSE POSITIONS**  
ASSISTANT HEAD GOLF COURSE PROFESSIONAL  
HEAD GOLF COURSE RANGER  
SENIOR GOLF COURSE RANGER  
GOLF COURSE STAFF

**PAUL J. MOOSEY, COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

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

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|---|----------------------------|----------------------------|
| 1                          | \$ 91,031.00            | 44EM             | HEAD GOLF COURSE PROFESSIONAL   | 1                          | \$ 96,016.00               |
| 1                          | 65,543.00               | 39M              | GOLF OPERATIONS SERVICE PERSON  | 1                          | 69,132.00                  |
| 2                          | \$ 156,574.00           |                  | REGULAR SALARIES  | 2                          | \$ 165,148.00              |
|                            | 3,139.00                |                  | EM INCENTIVE PAY  |                            | 3,266.00                   |
|                            | 9,000.00                | FLT              | GOLF COURSE TEMPORARY STAFF:<br>ASSISTANT HEAD GOLF COURSE PROFESSIONAL |                            | 9,000.00                   |
|                            | 8,094.00                | FLT              | HEAD GOLF COURSE RANGER   |                            | 8,094.00                   |
|                            | 8,818.00                | FLT              | SENIOR GOLF COURSE RANGER   |                            | 8,818.00                   |
|                            | 36,757.00               |                  | GOLF COURSE TEMPORARY STAFF   |                            | 36,757.00                  |
|                            | 62,669.00               |                  | TOTAL RECOMMENDED PERSONAL SERVICES                                     |                            | 62,669.00                  |
| 2                          | \$ 222,382.00           | <b>710-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES                                     | 2                          | \$ 231,083.00              |
|                            | \$ 478,937.00           |                  | GOLF MAINTENANCE CONTRACT   |                            | \$ 478,937.00              |
|                            | 37,000.00               |                  | CART LEASE  |                            | 37,000.00                  |
|                            | 6,000.00                |                  | FOOD & BEVERAGE   |                            | 6,000.00                   |
|                            | 68,576.00               |                  | PRO-SHOP SUPPLIES   |                            | 68,576.00                  |
|                            | 64,000.00               |                  | WATER USAGE   |                            | 64,000.00                  |
|                            | 26,500.00               |                  | ORDINARY MAINTENANCE  |                            | 26,500.00                  |
|                            | 40,000.00               |                  | ELECTRICITY   |                            | 40,000.00                  |
|                            | 14,150.00               |                  | NATURAL GAS   |                            | 14,150.00                  |
|                            | 12,500.00               |                  | UNLEADED FUEL   |                            | 12,500.00                  |
|                            | 10,850.00               |                  | ADVERTISING   |                            | 10,850.00                  |
|                            | 20,000.00               |                  | CREDIT CARD SERVICE CHARGE  |                            | 20,000.00                  |
|                            | \$ 778,513.00           | <b>710-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE                                  |                            | \$ 778,513.00              |
|                            | \$ -                    | <b>710-93000</b> | TOTAL RECOMMENDED CAPITAL OUTLAY  |                            | \$ -                       |
|                            | \$ 162,400.00           |                  | DEBT PRINCIPAL  |                            | \$ 166,888.00              |
|                            | 63,271.00               |                  | DEBT INTEREST   |                            | 58,308.00                  |
|                            | \$ 225,671.00           |                  | DEBT SERVICE  |                            | \$ 225,196.00              |
|                            | \$ 225,671.00           | <b>710-94000</b> | TOTAL RECOMMENDED DEBT SERVICE  |                            | \$ 225,196.00              |
|                            | \$ 30,499.00            | <b>710-95000</b> | INDIRECT COSTS - TRANSFER OUT   |                            | \$ 30,600.00               |
|                            | \$ 41,720.00            |                  | FRINGE BENEFITS:<br>HEALTH INSURANCE                                    |                            | \$ 41,204.00               |
|                            | 10,000.00               |                  | UNEMPLOYMENT COMPENSATION   |                            | 10,000.00                  |
|                            | 43,634.00               |                  | CONTRIBUTORY PENSIONS   |                            | 44,084.00                  |
|                            | 543.00                  |                  | EARLY RETIREMENT  |                            | 558.00                     |
|                            | 20,021.00               |                  | PENSION OBLIGATION BONDS  |                            | 19,627.00                  |
|                            | \$ 115,918.00           | <b>710-96000</b> | FRINGE BENEFITS   |                            | \$ 115,473.00              |
|                            | \$ 1,372,983.00         |                  | <b>SUMMARY:</b><br>TOTAL BUDGET   |                            | \$ 1,380,865.00            |
|                            | (1,222,983.00)          |                  | <b>FUNDING SOURCES:</b><br>GOLF COURSE REVENUES                         |                            | (1,230,865.00)             |
|                            | (150,000.00)            |                  | TAX LEVY SUBSIDY  |                            | (150,000.00)               |
|                            | \$ (1,372,983.00)       |                  | TOTAL FUNDING SOURCES   |                            | \$ (1,380,865.00)          |



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**Department of Public Works & Parks- Snow Removal  
FY16 Budget Recommendation**

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**Paul J. Moosey, Commissioner**

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

**Divisional Mission Statement:**

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

**FY16 Budget Overview**

|                      | <b>Actual</b>          | <b>Approved</b>        |                | <b>Recommended</b>     |
|----------------------|------------------------|------------------------|----------------|------------------------|
|                      | <b>Fiscal 2014</b>     | <b>Budget for</b>      | <b>Account</b> | <b>Appropriation</b>   |
| <b>Expenditures</b>  |                        | <b>Fiscal 2015</b>     | <b>Number</b>  | <b>Fiscal 2016</b>     |
| Overtime             | \$ 478,597.26          | \$ 481,065.00          | 97000          | \$ 481,065.00          |
| Ordinary Maintenance | 4,087,598.97           | 3,518,935.00           | 92000          | 3,518,935.00           |
| <b>Total</b>         | <b>\$ 4,566,196.23</b> | <b>\$ 4,000,000.00</b> |                | <b>\$ 4,000,000.00</b> |

**Expenditures:**

The city’s snow removal account is projected to increase to be leveled funded at \$4,000,000. This amount reflects the average cost of snow removal per year.

This budget includes \$481,065 for Snow Removal overtime expenditures for this City Service. During the course of the year, Public Works will charge this account for overtime related services to monitor and evaluate the overall cost of overtime on snow removal operations. Omitted from this amount is the estimated annual cost of overtime incurred by the enterprise divisions. The overtime incurred is charged to the hired services account as if Water and Sewer were private contractors. This process has taken place annually to make sure the enterprises are not incurring the expense for snow operations.

Snow Removal expenditures for Fiscal Year 2015 have exceeded the budget by approximately \$2,501,582. This increase is a result of record snowfall in Fiscal 2015. It is expected that the Fiscal Year 2015 snow deficit will be eliminated through a transfer or will be carried over to Fiscal Year 2016. There have been 17 winter/snow related events and over 112.2 inches of snow and ice.

The following charts illustrate the actual fiscal 2015 snow related events/expenditures and a comparison of snow removal costs from fiscal 2011 through 2015.

## Department of Public Works & Parks- Snow Removal FY16 Budget Recommendation

| Snow Removal Costs- Budget vs. Actual- Fiscal 2011-2015 |             |             |             |             |                 |
|---|-------------|-------------|-------------|-------------|-----------------|
|   | <u>2011</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015 YTD</u> |
| Expenditures  | 4,874,827   | 3,546,355   | 4,590,477   | 4,566,196   | 6,501,582       |
| Total Snow Budget                                       | 2,733,529   | 3,199,109   | 3,472,571   | 3,846,639   | 4,000,000       |
| Budget Transfers  | 2,160,063   | 347,246     | 1,117,906   | 719,557     | -               |
| Total Budget  | 4,893,592   | 3,546,355   | 4,590,477   | 4,566,196   | 4,000,000       |
| Snow Deficit  | 18,765      | -           | -           | -           | (2,501,582)     |
| Snow Fall in Inches                                     | 91.1        | 35.05       | 108.3       | 78.6        | 112.2           |
| Cost per Inch   | 53,510.72   | 101,179.89  | 42,386.68   | 58,094.10   | 57,946.37       |

**PAUL J. MOOSEY, COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016  
DEPARTMENT OF PUBLIC WORKS & PARKS - SNOW REMOVAL #411**

| <u>APPROVED<br/>FY15 AMOUNT</u> |                  | <u>TITLE</u>                           | <u>RECOMMENDED<br/>FY16 AMOUNT</u> |
|---------------------------------|------------------|--|------------------------------------|
| <u>\$ 481,065.00</u>            | <b>411-97000</b> | SNOW REMOVAL DPW OVERTIME              | <u>\$ 481,065.00</u>               |
| 16,500.00                       |                  | SPECIAL POLICE                         | 16,500.00                          |
| 31,900.00                       |                  | TELEPHONES                             | 31,900.00                          |
| 2,462,277.00                    |                  | SNOW HIRED SERVICES - & EQUIPMENT      | 2,462,277.00                       |
| 9,438.00                        |                  | BUILDING SUPPLIES                      | 9,438.00                           |
| 963,377.00                      |                  | OTHER SUPPLIES                         | 963,377.00                         |
| 30,000.00                       |                  | CITY PROPERTY SIDEWALK SNOW REMOVAL    | 30,000.00                          |
| 5,443.00                        |                  | OTHER ORDINARY MAINTENANCE             | 5,443.00                           |
| <u>\$ 3,518,935.00</u>          | <b>411-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE | <u>\$ 3,518,935.00</u>             |
| <u>\$ 4,000,000.00</u>          |                  | TOTAL RECOMMENDED TAX LEVY             | <u>\$ 4,000,000.00</u>             |



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**Department of Public Works & Parks- Streetlights  
FY16 Budget Recommendation**

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**Paul J. Moosey  
Commissioner**

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

**Divisional Mission Statement:**

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

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

**FY16 Budget Overview**

|                      |                        | <b>Approved</b>        |                | <b>Recommended</b>     |
|----------------------|------------------------|------------------------|----------------|------------------------|
|                      | <b>Actual</b>          | <b>Budget for</b>      | <b>Account</b> | <b>Appropriation</b>   |
|                      | <b>Fiscal 2014</b>     | <b>Fiscal 2015</b>     | <b>Number</b>  | <b>Fiscal 2016</b>     |
| <b>Expenditures</b>  |                        |                        |                |                        |
| Ordinary Maintenance | \$ 2,850,898.91        | \$ 2,252,828.00        | 92000          | \$ 2,252,828.00        |
| <b>Total</b>         | <b>\$ 2,850,898.91</b> | <b>\$ 2,252,828.00</b> |                | <b>\$ 2,252,828.00</b> |

**Expenditures:**

The budget for Fiscal 2016 is recommended to be level funded at \$2,252,828.

**PAUL J. MOOSEY, COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DEPARTMENT OF PUBLIC WORKS & PARKS - STREET LIGHTS #412**

| RECOMMENDED<br>FY15 AMOUNT | TITLE   | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|---|----------------------------|
| \$ 1,202,000.00            | PURCHASE OF SERVICE - ELECTRICITY                       | \$ 1,202,000.00            |
| 1,022,978.00               | MAINTENANCE & REPAIR                                    | 1,022,978.00               |
| 1,600.00                   | HIRED SERVICES & EQUIPMENT                              | 1,600.00                   |
| 11,250.00                  | SUBDIVISION STREET LIGHTS                               | 11,250.00                  |
| 15,000.00                  | ORDINARY MAINTENANCE - NATURAL GAS                      | 15,000.00                  |
| <u>\$ 2,252,828.00</u>     | <b>412-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE | <u>\$ 2,252,828.00</u>     |
| <hr/>                      |   |                            |
| <u>\$ 2,252,828.00</u>     | TOTAL RECOMMENDED TAX LEVY                              | <u>\$ 2,252,828.00</u>     |

**Department of Public Works & Parks- Sewer Division**  
**FY16 Budget Recommendation**

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**Paul J. Moosey**  
**Commissioner**

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

**Mission Statement:**

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

**FY16 Budget Overview**

|                           | <b>Actual</b>          | <b>Approved</b>        |                | <b>Recommended</b>     |
|---------------------------|------------------------|------------------------|----------------|------------------------|
|                           | <b>Fiscal 2014</b>     | <b>Budget for</b>      | <b>Account</b> | <b>Appropriation</b>   |
|                           |                        | <b>Fiscal 2015</b>     | <b>Number</b>  | <b>Fiscal 2016</b>     |
| <b>Expenditures</b>       |                        |                        |                |                        |
| Salaries                  | \$ 2,685,470.88        | \$ 2,968,677.00        | 91000          | \$ 3,180,771.00        |
| Overtime                  | 238,513.08             | 230,000.00             | 97000          | 240,000.00             |
| Ordinary Maintenance      | 19,521,294.06          | 20,720,652.00          | 92000          | 21,867,449.00          |
| Capital Outlay            | 10,818.45              | 24,500.00              | 93000          | 24,500.00              |
| Debt Service              | 7,165,414.71           | 7,892,868.00           | 94000          | 8,594,615.00           |
| Transfer of Services      | 3,243,300.00           | 3,203,844.00           | 95000          | 3,551,718.00           |
| Fringe Benefits           | 2,801,970.20           | 3,282,668.00           | 96000          | 3,277,779.00           |
| <b>Total Expenditures</b> | <b>\$35,666,781.38</b> | <b>\$38,323,209.00</b> |                | <b>\$40,736,832.00</b> |
| <b>Total Positions</b>    | <b>64</b>              | <b>68</b>              |                | <b>68</b>              |

**Expenditures:**

The total Fiscal 2016 budget is recommended to be \$40,736,832 which is an increase of \$2,413,623 from the Fiscal 2015 approved budget of \$38,323,209.

The Personal Services budget for Fiscal 2016 is recommended to be \$3,180,771 which is an increase of \$212,094 from the recommended Fiscal 2015 budget of \$2,968,677. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees and settled union negotiations, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$160,936; an increase in stipends of \$46,055; an upgrade for the Principal Civil Engineer to the Assistant Director position which was previously filled out of class in the amount of \$3,709; and an upgrade for the Senior Sanitary Engineer to Stormwater & Wastewater Coordinator totaling \$1,394.

## Department of Public Works & Parks- Sewer Division

### FY16 Budget Recommendation

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The total recommended Overtime budget for Fiscal 2016 is recommended to be \$240,000 which is an increase of \$10,000 from the Fiscal 2015 amount of \$230,000. This increase is a result of increased salary costs.

The Fiscal 2016 budget for ordinary maintenance expenses is recommended to be \$21,867,449 which is an increase of \$1,146,797 from the Fiscal 2015 amount of \$20,720,652. This increase is related to the costs that will be assessed to the City of Worcester by the 2016 Upper Blackstone Water Pollution Abatement Treatment processing. This increase is for the capital improvement program to the 39 year old facility. In Fiscal 2016, \$18,183,037 will be expensed for the Upper Blackstone Water Pollution Treatment processing. The following illustrates the ten year cost schedule for the Upper Blackstone Water Pollution Abatement Treatment facility.

|             | <b>Previous</b> | <b>Current</b> |                 |
|-------------|-----------------|----------------|-----------------|
|             | <b>Year</b>     | <b>Year</b>    | <b>Variance</b> |
| Fiscal 2016 | 17,036,240      | 18,183,037     | 1,146,797       |
| Fiscal 2015 | 16,116,693      | 17,036,240     | 919,547         |
| Fiscal 2014 | 15,182,546      | 16,116,693     | 934,147         |
| Fiscal 2013 | 14,696,098      | 15,182,546     | 486,448         |
| Fiscal 2012 | 14,100,026      | 14,696,098     | 596,072         |
| Fiscal 2011 | 12,858,774      | 14,100,026     | 1,241,252       |
| Fiscal 2010 | 12,305,373      | 12,858,774     | 553,401         |
| Fiscal 2009 | 11,570,918      | 12,305,373     | 734,455         |
| Fiscal 2008 | 10,825,269      | 11,570,918     | 745,649         |
| Fiscal 2007 | 9,145,075       | 10,825,269     | 1,680,194       |

The Debt Service budget for Fiscal 2016 is recommended to be \$8,594,615 which is an increase of \$701,747 from the Fiscal 2015 budget of \$7,892,868 (an increase of \$280,807 in interest and \$420,940 in principal respectively). The projected debt service will be used to fund \$8,186,865 in existing principal and interest debt outstanding as well as pay for \$361,742 of BAN interest and ½ year Bond interest on \$11,303,000 of new Sewer projects to be completed in Fiscal 2015.

The Indirect Services budget for Fiscal 2016 is recommended to be \$3,551,718 which is an increase of \$347,874 from the Fiscal 2015 budget of \$3,203,844. This account is used to pay for a portion of salary and ordinary maintenance costs of other departments that provide services to this enterprise operation.

The Fringe Benefits budget for Fiscal 2016 Fringe Benefits is recommended to be \$3,277,779 which is a decrease of \$4,889 from the Fiscal 2015 budget of \$3,282,668. The decrease is a result of the new plan design for Health Insurance and enrollment in the amount of \$12,252 and a reduction in Pension Obligation Bonds of \$9,523. This is offset by an increase in Contributory Pensions of \$16,886.

## **Department of Public Works & Parks- Sewer Division FY16 Budget Recommendation**

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### **Operational Overview:**

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

The Sewer Division is responsible for catch basin cleaning, sewage pumping station maintenance, inspection and diagnosis of sewer systems, general infrastructure maintenance, easement clearing and flood control, including street drainage. The Sewer Division is funded entirely from revenues provided through a user fee. The sewer user fee for Fiscal 2016 is recommended to be \$6.62 per hundred cubic feet (approximately 748 gallons).

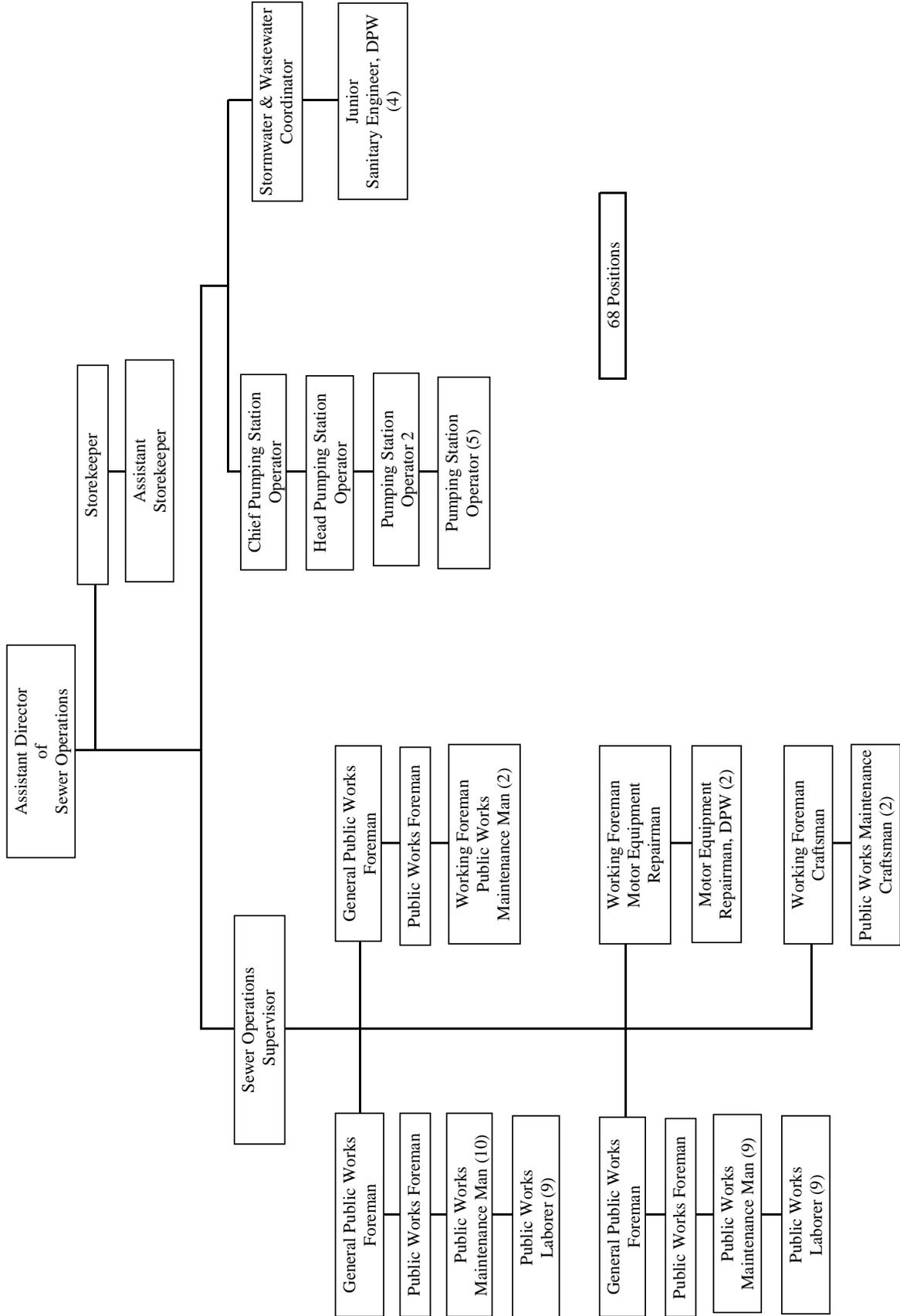
The Fiscal 2016 sewer rate is \$6.62 or 5.2% above the Fiscal Year 2015 rate. The net increase in the sewer rate is \$0.33 per ccfs. The most significant impact on the rate, as in the past few years, is associated with the continued upgrades at the Upper Blackstone Treatment Plant. This year's increase of approximately \$1,146,797 to the City's annual assessment adds \$0.19 to the sewer rate just this year.

Debt service is another cost center adding to the rate increase, an important example of the sustained effort and focus to modernize an older infrastructure. This is the cost of existing debt as well as anticipated new borrowings (principal and interest) for the Fiscal 2016 Sewer Capital Programs. Investments in the City's infrastructure through borrowing (debt service) pay great dividends both for today and far into the future.

This is accomplished by maintaining a systematic capital plan. Continually investing in the infrastructure results in an environmentally sound system benefiting all those living and doing business in the city.

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

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



**PAUL J. MOOSEY, COMMISSIONER**

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF SEWER- DIVISION #440**

| FY15<br>TOTAL<br>POSITIONS                  | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|---|-------------------------|------------------|---|----------------------------|----------------------------|
| 1   | \$ 84,544.00            | 47M              | ASSISTANT DIRECTOR SEWER OPERATIONS           | 1                          | \$ 92,888.00               |
| 0   | -                       | 44M              | STORMWATER & WASTEWATER COORDINATOR           | 1                          | 82,912.00                  |
| 1   | 70,553.00               | 44M              | SENIOR CIVIL ENGINEER, GRADE 5                | 0                          | -                          |
| 1   | 65,543.00               | 39M              | SEWER OPERATIONS SUPERVISOR                   | 1                          | 69,132.00                  |
| 1   | 65,543.00               | 39M              | CHIEF PUMPING STATION OPERATOR                | 1                          | 69,132.00                  |
| 3   | 180,153.00              | 38               | GENERAL PUBLIC WORKS FOREMAN                  | 3                          | 190,074.00                 |
| 1   | 60,051.00               | 38               | HEAD PUMPING STATION OPERATOR                 | 1                          | 63,358.00                  |
| 4   | 225,903.00              | 37               | JUNIOR SANITARY ENGINEER, DPW                 | 4                          | 242,293.00                 |
| 3   | 146,202.00              | 34               | PUBLIC WORKS FOREMAN                          | 3                          | 162,270.00                 |
| 1   | 53,307.00               | 34               | WORKING FOREMAN MOTOR EQUIPMENT REPAIRMAN     | 1                          | 56,221.00                  |
| 1   | 49,611.00               | 32               | WORKING FOREMAN, CRAFTSMAN                    | 1                          | 52,323.00                  |
| 1   | 45,618.00               | 32               | PUMPING STATION OPERATOR 2                    | 1                          | 49,407.00                  |
| 2   | 84,076.00               | 30               | MOTOR EQUIPMENT REPAIRMAN DPW                 | 2                          | 91,446.00                  |
| 2   | 75,712.00               | 30               | PUBLIC WORKS MAINTENANCE CRAFTSMAN            | 2                          | 80,628.00                  |
| 2   | 80,848.00               | 30               | WORKING FOREMAN, PUBLIC WORKS MAINTENANCE MAN | 2                          | 97,834.00                  |
| 5   | 220,036.00              | 30               | PUMPING STATION OPERATOR                      | 5                          | 217,548.00                 |
| 19  | 698,934.00              | 26               | PUBLIC WORKS MAINTENANCE MAN                  | 19                         | 726,770.00                 |
| 1   | 29,857.00               | 26               | STOREKEEPER (DPW)                             | 1                          | 32,942.00                  |
| 1   | 39,088.00               | 25               | ASSISTANT STOREKEEPER (DPW)                   | 1                          | 41,215.00                  |
| 18  | 600,178.00              | 24               | PUBLIC WORKS LABORER                          | 18                         | 623,403.00                 |
| <b>68</b>                                   | <b>2,875,757.00</b>     |                  | <b>TOTAL REGULAR SALARIES</b>                 | <b>68</b>                  | <b>3,041,796.00</b>        |
| <b>AUTHORIZED POSITIONS WITHOUT FUNDING</b> |                         |                  |   |                            |                            |
| 1   | -                       | 34               | PUBLIC WORKS FOREMAN                          | 1                          | -                          |
| 1   | -                       | 33               | SENIOR ENGINEERING AIDE, GRADE 2              | 1                          | -                          |
| 1   | -                       | 26               | PUBLIC WORKS MAINTENANCE MAN                  | 1                          | -                          |
| <b>3</b>                                    | <b>-</b>                |                  | <b>TOTAL REGULAR SALARIES</b>                 | <b>3</b>                   | <b>-</b>                   |
|   | 143,439.00              |                  | CONTRACTUAL STIPENDS - MEO                    |                            | 189,494.00                 |
|   | (50,519.00)             |                  | VACANCY FACTOR                                |                            | (50,519.00)                |
| <b>71</b>                                   | <b>\$ 2,968,677.00</b>  | <b>440-91000</b> | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>    | <b>71</b>                  | <b>\$ 3,180,771.00</b>     |
|   | <b>\$ 230,000.00</b>    | <b>440-97000</b> | <b>TOTAL OVERTIME</b>                         |                            | <b>\$ 240,000.00</b>       |
|   | \$ 25,620.00            |                  | TELEPHONE                                     |                            | \$ 25,620.00               |
|   | 39,496.00               |                  | CHANNEL DIVERSION                             |                            | 39,496.00                  |
|   | 6,000.00                |                  | UBWPAD PROCESSING                             |                            | 6,000.00                   |
|   | 114,650.00              |                  | SEWER ORDINARY MAINTENANCE                    |                            | 114,650.00                 |
|   | 38,545.00               |                  | YARD ORDINARY MAINTENANCE                     |                            | 38,545.00                  |
|   | 162,003.00              |                  | SEWER / YARD ORDINARY MAINTENANCE - GAS & OIL |                            | 162,003.00                 |
|   | 102,424.00              |                  | SEWAGE PUMPING - ORDINARY MAINTENANCE         |                            | 102,424.00                 |
|   | 410,576.00              |                  | SEWAGE PUMPING - ELECTRICITY                  |                            | 410,576.00                 |
|   | 8,000.00                |                  | SEWAGE PUMPING - NATURAL GAS                  |                            | 8,000.00                   |
|   | 16,000.00               |                  | SEWAGE PUMPING - FUEL & OIL                   |                            | 16,000.00                  |
|   | 9,450.00                |                  | CATCH BASINS                                  |                            | 9,450.00                   |
|   | 255,420.00              |                  | QUINSIGAMOND PLANT - ORDINARY MAINTENANCE     |                            | 255,420.00                 |
|   | 34,580.00               |                  | QUINSIGAMOND PLANT - ELECTRICITY              |                            | 34,580.00                  |
|   | 10,000.00               |                  | QUINSIGAMOND PLANT - NATURAL GAS              |                            | 10,000.00                  |
|   | 250,000.00              |                  | CATCH BASIN DISPOSAL                          |                            | 250,000.00                 |
|   | 1,795,000.00            |                  | STORM WATER MANAGEMENT                        |                            | 1,795,000.00               |
|   | 401,000.00              |                  | VEHICLE SERVICE                               |                            | 401,000.00                 |
|   | 17,036,240.00           |                  | UPPER BLACKSTONE ASSESSMENT                   |                            | 18,183,037.00              |
|   | 5,648.00                |                  | CLOTHING & UNIFORM SERVICE                    |                            | 5,648.00                   |
|   | <b>\$ 20,720,652.00</b> | <b>440-92000</b> | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> |                            | <b>\$ 21,867,449.00</b>    |

**PAUL J. MOOSEY, COMMISSIONER**

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF SEWER- DIVISION #440**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE                      | FY16<br>TOTAL<br>POSITIONS | PROPOSED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|----------------------------|----------------------------|-------------------------|
|                            | <u>\$ 24,500.00</u>     | <b>440-93000</b> | TOTAL OTHER CAPITAL OUTLAY |                            | <u>\$ 24,500.00</u>     |
|                            | \$ 4,730,099.00         |                  | DEBT SERVICE:              |                            | \$ 5,151,039.00         |
|                            | 3,162,769.00            |                  | REDEMPTION OF BONDS        |                            | 3,443,576.00            |
|                            | <u>\$ 7,892,868.00</u>  | <b>440-94000</b> | TOTAL DEBT SERVICES        |                            | <u>\$ 8,594,615.00</u>  |
|                            | <u>\$ 3,203,844.00</u>  | <b>440-95000</b> | TRANSFER OF SERVICES       |                            | <u>\$ 3,551,718.00</u>  |
|                            | \$ 1,285,223.00         |                  | FRINGE BENEFITS:           |                            | \$ 1,272,971.00         |
|                            | 10,080.00               |                  | HEALTH INSURANCE           |                            | 10,080.00               |
|                            | 1,233,178.00            |                  | NON CONTRIBUTORY PENSIONS  |                            | 1,249,551.00            |
|                            | 178,355.00              |                  | CONTRIBUTORY PENSIONS      |                            | 178,868.00              |
|                            | 565,832.00              |                  | EARLY RETIREMENT           |                            | 556,309.00              |
|                            | 10,000.00               |                  | PENSION OBLIGATION BONDS   |                            | 10,000.00               |
|                            | <u>\$ 3,282,668.00</u>  | <b>440-96000</b> | UNEMPLOYMENT COMPENSATION  |                            | <u>\$ 3,277,779.00</u>  |
|                            | <u>\$ 38,323,209.00</u> |                  | TOTAL SEWER                |                            | <u>\$ 40,736,832.00</u> |

**Department of Public Works & Parks- Water Division  
FY16 Budget Recommendation**

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**Paul J. Moosey  
Commissioner**

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

**Division Mission Statement:**

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

**FY16 Budget Overview**

|                           | <b>Actual</b>           | <b>Approved</b>         |                | <b>Recommended</b>      |
|---------------------------|-------------------------|-------------------------|----------------|-------------------------|
|                           | <b>Fiscal 2014</b>      | <b>Budget for</b>       | <b>Account</b> | <b>Appropriation</b>    |
|                           |                         | <b>Fiscal 2015</b>      | <b>Number</b>  | <b>Fiscal 2016</b>      |
| <b>Expenditures</b>       |                         |                         |                |                         |
| Salaries                  | \$ 5,379,471.83         | \$ 5,953,505.00         | 91000          | \$ 6,390,431.00         |
| Overtime                  | 510,343.17              | 630,000.00              | 97000          | 630,000.00              |
| Ordinary Maintenance      | 3,509,409.74            | 3,559,023.00            | 92000          | 3,626,023.00            |
| Capital Outlay            | 13,727.20               | 25,000.00               | 93000          | 25,000.00               |
| Debt Service              | 11,571,762.40           | 11,576,472.00           | 94000          | 11,762,190.00           |
| Transfer of Services      | 2,139,586.00            | 2,072,772.00            | 95000          | 2,236,383.00            |
| Fringe Benefits           | 3,784,011.58            | 4,826,189.00            | 96000          | 4,756,354.00            |
| <b>Total Expenditures</b> | <b>\$ 26,908,311.92</b> | <b>\$ 28,642,961.00</b> |                | <b>\$ 29,426,381.00</b> |
| <b>Total Positions</b>    | <b>132</b>              | <b>132</b>              |                | <b>134</b>              |

**Expenditures:**

The total Fiscal 2016 budget is recommended to be \$29,426,381 which is an increase of \$783,420 from the Fiscal 2015 budget of \$28,642,961.

The Personal Services budget is recommended to be \$6,390,431 which is an increase of \$436,926 from the Fiscal 2015 amount of \$5,953,505. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees and settled union negotiations, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$371,102; EM Incentive pay of \$97; an upgrade for 5 positions totaling \$14,764; and the addition of 4 new positions to the table of organization totaling \$214,814. The increase is offset by the removal of 3 positions from the table of organization of \$158,386; Sewer revenues have increased by \$2,332; and a decrease in stipends of \$3,133.

The Overtime budget for Fiscal 2016 is recommended to be level funded at \$630,000.

## **Department of Public Works & Parks- Water Division**

### **FY16 Budget Recommendation**

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The Ordinary Maintenance budget for Fiscal 2016 is recommended to be \$3,626,023 which is an increase of \$67,000 from the Fiscal 2015 amount of \$3,559,023. This increase is a result of an increase of the vehicle service account of \$17,000 and the filtration plant ordinary maintenance account of \$50,000.

The recommended budget for Debt Service is \$11,762,190 which is an increase of \$185,718 from the Fiscal 2015 amount of \$11,576,472 (a decrease of \$162,818 in interest and an increase of \$348,536 in principal respectively). The projected debt service will be used to fund \$11,575,377 in existing principal and interest debt outstanding as well as pay for \$186,813 of BAN interest and ½ year Bond interest on \$5,840,000 of new Water projects to be completed in Fiscal 2015.

The recommended Fiscal 16 budget for Transfer of Services is \$2,236,383 which is an increase of \$163,611 from the Fiscal 2015 amount of \$2,072,772. This account is used to pay for salary and ordinary maintenance costs of other departments that provide service to this enterprise.

The Fringe Benefits budget is recommended to be \$4,756,354 which is a decrease of \$69,835 from the Fiscal 2015 amount of \$4,826,189. The decrease is a result of the new plan design for Health Insurance and enrollment in the amount of \$14,572; Contributory Pensions of \$23,634; and a reduction in Pension Obligation Bonds of \$33,998. This is offset by an increase in Workmen's Compensation of \$2,369.

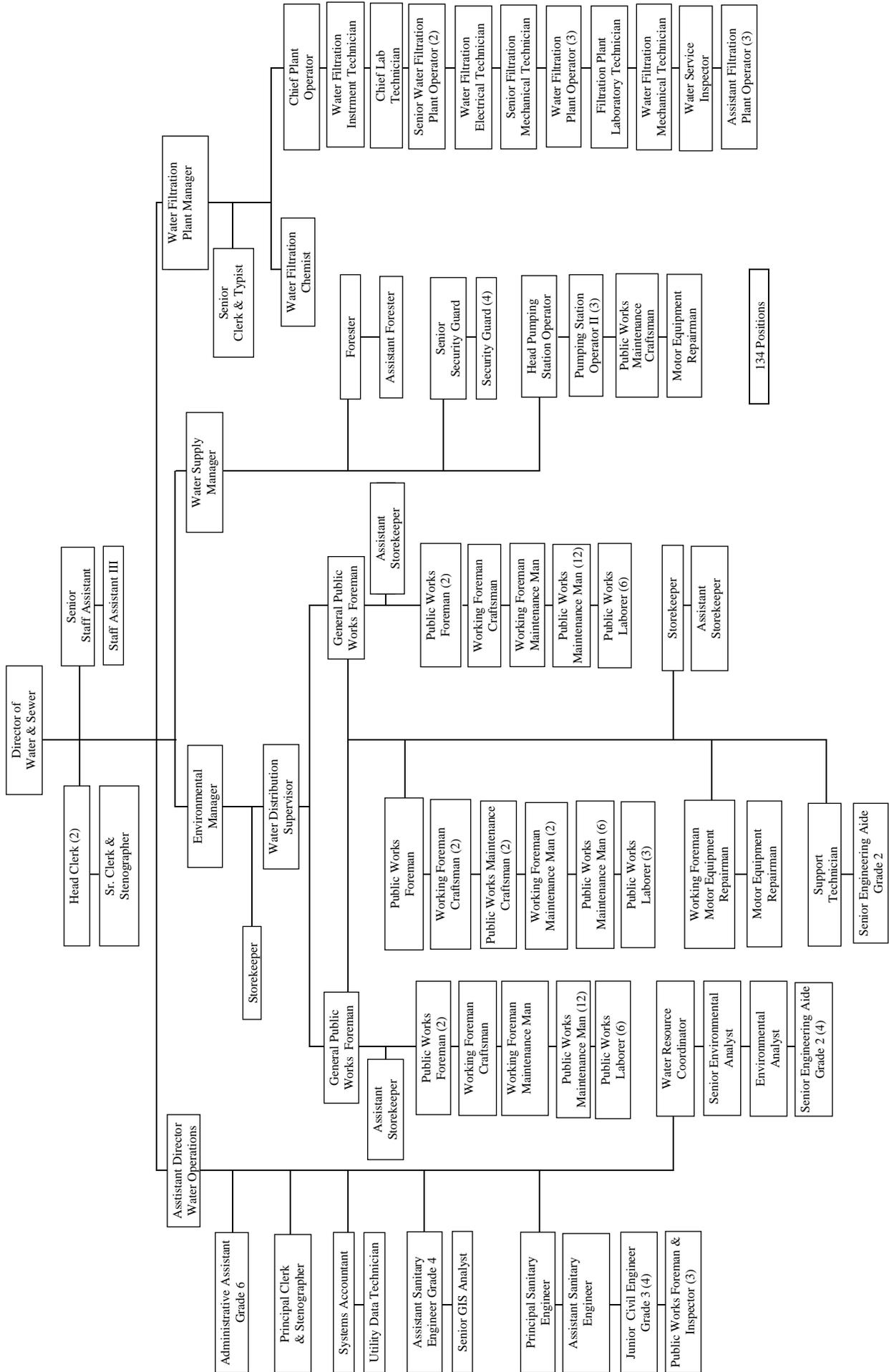
#### **Operational Overview:**

The Water Division is an Enterprise operation, meaning its operations are supported by the revenues collected for the services provided. This Division is responsible for the supply and conveyance of potable water throughout the City. The Water Division provides an average of 24 million gallons of water per day (mgd) for both, in-city use and sale to towns and water districts adjacent to Worcester. The supply system consists of 10 reservoirs located in five neighboring towns. Worcester's complex distribution system includes over 592 miles of water mains ranging in size from 3/4 to 54-inch diameter pipes, 6,100 fire hydrants and over 40,000 service connections. Emergency response to system failures is provided 24 hours a day throughout the year.

The in-city water user fee for Fiscal 2016 is recommended to be \$3.60 per 100 cubic feet (CCF) of water used. This year's rate is \$0.06 or 1.7% higher than the Fiscal 2015 rate. The water rate for Out of Town users will increase by \$0.06 to \$3.86 per 100 cubic feet, an increase of 1.6%

Since 1989, water use in Worcester has remained well below long-term historical averages. This trend has been witnessed in urban centers across Massachusetts and in much of the nation. Usage declines, despite population increases, are due to many factors including improved water system maintenance, new metering, low-flow plumbing fixtures, better educated consumers and increased costs to customers for water and sewer service. With fixed costs dominating the Water Enterprise budget, declining or steady but lower billed usage necessitates higher water rates just to maintain water system operations. The projected billable water use for FY2016 has been kept at the same level as in the past few years. This usage will generate sufficient funding to cover the Water Enterprise projected budget needs.

# DEPARTMENT OF PUBLIC WORKS & PARKS WATER DIVISION



134 Positions

**PAUL J. MOOSEY, COMMISSIONER****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****DEPARTMENT OF PUBLIC WORKS & PARKS****DIVISION OF WATER- DIVISION #450**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE | TITLE                                   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|--------------|---|----------------------------|----------------------------|
| 1                          | \$ 103,216.00           | 47EM         | DIRECTOR, WATER & SEWER OPERATIONS      | 1                          | \$ 108,883.00              |
| 1                          | 90,035.00               | 45EM         | DIRECTOR OF ENVIROMENTAL SYSTEMS        | 0                          | -                          |
| 0                          | -                       | 48M          | ASSISTANT DIRECTOR OF WATER OPERATIONS  | 1                          | 96,021.00                  |
| 1                          | 88,072.00               | 47M          | ASSISTANT DIRECTOR OF WATER OPERATIONS  | 0                          | -                          |
| 1                          | 84,544.00               | 46M          | WATER FILTRATION PLANT MANAGER          | 1                          | 83,176.00                  |
| 1                          | 84,544.00               | 46M          | PRINCIPAL SANITARY ENGINEER             | 1                          | 89,179.00                  |
| 1                          | 73,460.00               | 44M          | CHIEF PLANT OPERATOR                    | 1                          | 79,762.00                  |
| 0                          | -                       | 44M          | ENVIRONMENTAL MANAGER                   | 1                          | 64,437.00                  |
| 0                          | -                       | 42M          | WATER SUPPLY MANAGER                    | 1                          | 76,907.00                  |
| 1                          | 65,543.00               | 39M          | SUPERVISOR OF WATER SUPPLY              | 0                          | -                          |
| 0                          | -                       | 39M          | WATER DISTRIBUTION SUPERVISOR           | 1                          | 53,916.00                  |
| 1                          | 65,543.00               | 39M          | SENIOR STAFF ASSISTANT                  | 1                          | 69,132.00                  |
| 1                          | 54,936.00               | 38M          | CHIEF LAB TECHNICIAN                    | 1                          | 52,323.00                  |
| 2                          | 124,893.00              | 41           | ASSISTANT SANITARY ENGINEER, GRADE 4    | 2                          | 133,897.00                 |
| 1                          | 66,649.00               | 41           | SENIOR GIS ANALYST (DPW)                | 1                          | 70,295.00                  |
| 1                          | 66,649.00               | 41           | WATER FILTRATION CHEMIST                | 1                          | 70,295.00                  |
| 1                          | 64,353.00               | 40           | WATER FILTRATION INSTRUMENT TECHNICIAN  | 1                          | 67,885.00                  |
| 1                          | 63,267.00               | 38P          | SYSTEMS ACCOUNTANT                      | 1                          | 66,743.00                  |
| 1                          | 62,098.00               | 39           | FORESTER                                | 1                          | 65,496.00                  |
| 0                          | -                       | 39           | WATER RESOURCE COORDINATOR              | 1                          | 62,509.00                  |
| 2                          | 124,196.00              | 39           | SENIOR WATER FILTRATION PLANT OPERATOR  | 2                          | 125,224.00                 |
| 2                          | 119,309.00              | 38           | GENERAL PUBLIC WORKS FOREMAN            | 2                          | 125,867.00                 |
| 1                          | 52,267.00               | 38           | HEAD PUMPING STATION OPERATOR           | 1                          | 57,100.00                  |
| 1                          | 51,992.00               | 38           | WATER FILTRATION ELECTRICAL TECHNICIAN  | 1                          | 54,849.00                  |
| 3                          | 175,068.00              | 37           | JUNIOR CIVIL ENGINEER, GRADE 3 (DPW)    | 4                          | 243,060.00                 |
| 1                          | 53,787.00               | 37           | STAFF ASSISTANT III                     | 1                          | 56,756.00                  |
| 1                          | 46,354.00               | 37           | SUPPORT TECHNICIAN                      | 1                          | 50,879.00                  |
| 1                          | 55,854.00               | 36           | SENIOR FILTRATION MECHANICAL TECHNICIAN | 1                          | 58,936.00                  |
| 3                          | 149,780.00              | 36           | PUBLIC WORKS FOREMAN AND INSPECTOR      | 3                          | 159,014.00                 |
| 1                          | 49,191.00               | 34           | UTILITY DATA TECHNICIAN                 | 1                          | 53,772.00                  |
| 5                          | 252,817.00              | 34           | PUBLIC WORKS FOREMAN                    | 5                          | 308,404.00                 |
| 3                          | 155,976.00              | 34           | WATER FILTRATION PLANT OPERATOR         | 3                          | 159,825.00                 |
| 1                          | 51,992.00               | 34           | FILTRATION PLANT LABORATORY TECHNICIAN  | 1                          | 44,888.00                  |
| 1                          | 60,051.00               | 34           | WORKING FOREMAN, MOTOR EQUIP REPAIRMAN  | 1                          | 63,358.00                  |
| 0                          | -                       | 33HC         | SENIOR ENVIRONMENTAL ANALYST            | 1                          | 47,272.00                  |
| 2                          | 99,415.00               | 33HC         | SENIOR SANITARY INSPECTOR               | 0                          | -                          |
| 5                          | 218,541.00              | 33           | SENIOR ENGINEERING AIDE, GRADE 2 (DPW)  | 5                          | 189,821.00                 |
| 1                          | 50,259.00               | 33           | ADMINISTRATIVE ASSISTANT, GRADE 6       | 1                          | 53,004.00                  |
| 0                          | -                       | 33           | ASSISTANT FORESTER                      | 1                          | 40,241.00                  |
| 0                          | -                       | 33           | ENVIRONMENTAL ANALYST                   | 1                          | 45,889.00                  |
| 4                          | 176,417.00              | 32           | WORKING FOREMAN, CRAFTSMAN              | 4                          | 186,060.00                 |
| 1                          | 41,026.00               | 32           | WATER FILTRATION MECHANICAL TECHNICIAN  | 1                          | 44,883.00                  |
| 3                          | 142,403.00              | 32           | PUMPING STATION OPERATOR II             | 3                          | 150,179.00                 |
| 2                          | 73,540.00               | 30           | MOTOR EQUIPMENT REPAIRMAN DPW           | 2                          | 72,684.00                  |
| 2                          | 80,848.00               | 30           | PUBLIC WORKS MAINTENANCE CRAFTSMAN      | 2                          | 86,442.00                  |
| 4                          | 184,415.00              | 30           | WORKING FOREMAN, DPW MAINTENANCE MAN    | 4                          | 194,475.00                 |
| 2                          | 88,187.00               | 30           | HEAD CLERK                              | 2                          | 90,300.00                  |
| 1                          | 40,884.00               | 27           | PRINCIPAL CLERK & STENOGRAPHER          | 1                          | 41,040.00                  |
| 32                         | 1,089,033.00            | 26           | PUBLIC WORKS MAINTENANCE MAN            | 30                         | 1,123,782.00               |
| 1                          | 40,445.00               | 26           | WATER SERVICE INSPECTOR                 | 1                          | 42,672.00                  |
| 2                          | 69,156.00               | 26           | STOREKEEPER (DPW)                       | 2                          | 72,926.00                  |
| 3                          | 112,775.00              | 25           | ASSISTANT STOREKEEPER (DPW)             | 3                          | 103,065.00                 |
| 3                          | 110,436.00              | 24           | ASSISTANT FILTRATION PLANT OPERATOR     | 3                          | 116,508.00                 |
| 1                          | 29,796.00               | 24           | SENIOR CLERK AND STENOGRAPHER           | 1                          | 29,910.00                  |
| 15                         | 493,669.00              | 24           | PUBLIC WORKS LABORER                    | 15                         | 526,315.00                 |
| 1                          | 34,599.00               | 22           | SENIOR CLERK AND TYPIST                 | 1                          | 28,192.00                  |
| 1                          | 41,912.00               | 4            | SENIOR SECURITY GUARD (DPW)             | 1                          | 45,542.00                  |
| 4                          | 124,037.00              | 1            | SECURITY GUARD                          | 4                          | 136,533.00                 |
| 132                        | 5,898,229.00            |              | REGULAR SALARIES                        | 134                        | 6,340,523.00               |

**PAUL J. MOOSEY, COMMISSIONER****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****DEPARTMENT OF PUBLIC WORKS & PARKS****DIVISION OF WATER- DIVISION #450**

| FY15<br>TOTAL<br>POSITIONS                  | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|---|-------------------------|------------------|--|----------------------------|----------------------------|
| <b>AUTHORIZED POSITIONS WITHOUT FUNDING</b> |                         |                  |  |                            |                            |
| 0   | -                       | 45EM             | DIRECTOR OF ENVIROMENTAL SYSTEMS                 | 1                          | -                          |
| 1   | -                       | 44M              | SENIOR SANITARY ENGINEER, GRADE 5                | 1                          | -                          |
| 1   | -                       | 38               | GENERAL PUBLIC WORKS FOREMAN                     | 1                          | -                          |
| 1   | -                       | 36               | PUBLIC WORKS FOREMAN AND INSPECTOR               | 1                          | -                          |
| 1   | -                       | 34               | PUBLIC WORKS FOREMAN                             | 1                          | -                          |
| 1   | -                       | 32               | WORKING FOREMAN, CRAFTSMAN                       | 1                          | -                          |
| 1   | -                       | 32               | STAFF ASSISTANT I                                | 1                          | -                          |
| 1   | -                       | 27               | PRINCIPAL CLERK AND TYPIST                       | 1                          | -                          |
| 1   | -                       | 26               | PUBLIC WORKS MAINTENANCE MAN                     | 3                          | -                          |
| 8   | -                       |                  | REGULAR SALARIES                                 | 11                         | -                          |
|   | 2,408.00                |                  | EM INCENTIVE PAY                                 |                            | 2,505.00                   |
|   | 191,785.00              |                  | CONTRACTUAL STIPENDS - MEO                       |                            | 188,652.00                 |
|   | (105,502.00)            |                  | VACANCY FACTOR                                   |                            | (105,502.00)               |
|   | <u>5,986,920.00</u>     |                  | TOTAL RECOMMENDED SALARIES                       |                            | <u>6,426,178.00</u>        |
|   | (33,415.00)             |                  | <b>FUNDING SOURCES:</b><br>CREDIT SEWER REVENUES |                            | (35,747.00)                |
|   | <u>(33,415.00)</u>      |                  |  |                            | <u>(35,747.00)</u>         |
| 140   | <u>\$ 5,953,505.00</u>  | <b>450-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES              | 145                        | <u>\$ 6,390,431.00</u>     |
|   | <u>\$ 630,000.00</u>    | <b>450-97000</b> | TOTAL OVERTIME                                   |                            | <u>\$ 630,000.00</u>       |
| \$ 307,537.00                               |                         |                  | WATER ORDINARY MAINTENANCE                       |                            | \$ 307,537.00              |
| 28,865.00                                   |                         |                  | YARD ORDINARY MAINTENANCE                        |                            | 28,865.00                  |
| 13,050.00                                   |                         |                  | WATER / YARD OM - NATURAL GAS                    |                            | 13,050.00                  |
| 33,821.00                                   |                         |                  | WATER / YARD OM - ELECTRICITY                    |                            | 33,821.00                  |
| 162,500.00                                  |                         |                  | WATER / YARD OM - GAS & OIL                      |                            | 162,500.00                 |
| 27,000.00                                   |                         |                  | TELEPHONE  |                            | 27,000.00                  |
| 51,000.00                                   |                         |                  | WATER CONSERVATION                               |                            | 51,000.00                  |
| 153,000.00                                  |                         |                  | VEHICLE SERVICE                                  |                            | 170,000.00                 |
| 470,665.00                                  |                         |                  | RESERVOIRS ORDINARY MAINTENANCE                  |                            | 470,665.00                 |
| 738,335.00                                  |                         |                  | RESERVOIR - ELECTRICITY                          |                            | 738,335.00                 |
| 6,401.00                                    |                         |                  | RESERVOIR - NATURAL GAS                          |                            | 6,401.00                   |
| 10,000.00                                   |                         |                  | WATER PUMPING                                    |                            | 10,000.00                  |
| 297,000.00                                  |                         |                  | TRENCH REPAIRS                                   |                            | 297,000.00                 |
| 716,400.00                                  |                         |                  | WATER FILTRATION - OM                            |                            | 766,400.00                 |
| 338,000.00                                  |                         |                  | WATER FILTRATION - ELECTRICITY                   |                            | 338,000.00                 |
| 97,601.00                                   |                         |                  | WATER FILTRATION - NATURAL GAS                   |                            | 97,601.00                  |
| 7,848.00                                    |                         |                  | UNIFORM & CLOTHING SERVICE                       |                            | 7,848.00                   |
| 100,000.00                                  |                         |                  | WATER LEAK DETECTION                             |                            | 100,000.00                 |
| <u>\$ 3,559,023.00</u>                      |                         | <b>450-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE           |                            | <u>\$ 3,626,023.00</u>     |
| <u>\$ 25,000.00</u>                         |                         | <b>450-93000</b> | TOTAL OTHER CAPITAL OUTLAY                       |                            | <u>\$ 25,000.00</u>        |

**PAUL J. MOOSEY, COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF WATER- DIVISION #450**

| <u>FY15</u><br><u>TOTAL</u><br><u>POSITIONS</u> | <u>APPROVED</u><br><u>FY15 AMOUNT</u> | <u>PAY</u><br><u>GRADE</u> | <u>TITLE</u>                    | <u>FY16</u><br><u>TOTAL</u><br><u>POSITIONS</u> | <u>RECOMMENDED</u><br><u>FY16 AMOUNT</u> |
|---|---------------------------------------|----------------------------|---------------------------------|---|--|
|   | \$ 8,937,635.00                       |                            | DEBT SERVICES:                  |   |  |
|   | 2,638,837.00                          |                            | REDEMPTION OF BONDS             |   | \$ 9,286,171.00                          |
|   | <u>\$ 11,576,472.00</u>               | <b>450-94000</b>           | INTEREST ON BONDS               |   | <u>\$ 2,476,019.00</u>                   |
|   |                                       |                            | TOTAL RECOMMENDED DEBT SERVICES |   | <u>\$ 11,762,190.00</u>                  |
|   | <u>\$ 2,072,772.00</u>                | <b>450-95000</b>           | TRANSFER OF SERVICES            |   | <u>\$ 2,236,383.00</u>                   |
|   | \$ 1,944,336.00                       |                            | FRINGE BENEFITS                 |   | \$ 1,929,764.00                          |
|   | 1,723,109.00                          |                            | HEALTH INSURANCE                |   | 1,699,508.00                             |
|   | 259,652.00                            |                            | CONTRIBUTORY PENSIONS           |   | 259,619.00                               |
|   | 790,632.00                            |                            | EARLY RETIREMENT                |   | 756,634.00                               |
|   | 98,460.00                             |                            | PENSION OBLIGATION BONDS        |   | 100,829.00                               |
|   | 10,000.00                             |                            | WORKERS COMPENSATION            |   | 10,000.00                                |
|   | <u>\$ 4,826,189.00</u>                | <b>450-96000</b>           | UNEMPLOYMENT COMPENSATION       |   | <u>\$ 4,756,354.00</u>                   |
|   |                                       |                            | TOTAL FRINGE BENEFITS           |   |  |
|   | <u>\$ 28,642,961.00</u>               |                            | TOTAL WATER                     |   | <u>\$ 29,426,381.00</u>                  |

## Department of Public Works & Parks- Off Street Parking FY16 Budget Recommendation

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### Paul J. Moosey Commissioner

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

#### Divisional Mission Statement:

The mission of Off-Street Parking is to:

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

#### FY16 Budget Overview

|                              | <b>Actual</b>          | <b>Approved</b>        | <b>Account</b> | <b>Recommended</b>     |
|------------------------------|------------------------|------------------------|----------------|------------------------|
|                              | <b>Fiscal 2014</b>     | <b>Budget for</b>      | <b>Number</b>  | <b>Appropriation</b>   |
|                              |                        | <b>Fiscal 2015</b>     |                | <b>Fiscal 2016</b>     |
| <b>Expenditures</b>          |                        |                        |                |                        |
| Pearl Elm Municipal Garage   | \$ 488,650.20          | \$ 517,464.00          |                | \$ 515,099.00          |
| Federal Plaza Garage         | 640,964.76             | 663,068.00             |                | 663,357.00             |
| Off Street Parking Lots      | 164,334.32             | 141,250.00             |                | 141,250.00             |
| City-Wide Parking Meters     | 123,023.62             | 122,258.00             |                | 244,195.00             |
| Union Station Garage         | 1,003,206.89           | 999,530.00             |                | 989,945.00             |
| Major Taylor Blvd Garage     | 1,560,030.96           | 1,126,635.00           |                | 1,189,520.00           |
| <b>Total Expenditures</b>    | <b>\$ 3,980,210.75</b> | <b>\$ 3,570,205.00</b> |                | <b>\$ 3,743,366.00</b> |
| <b>Funding Sources</b>       |                        |                        |                |                        |
| Pearl Elm Garage             | \$ 488,650.20          | \$ 1,446,697.00        |                | \$ 1,457,921.00        |
| Federal Plaza Garage         | 640,964.76             | 500,000.00             |                | 500,000.00             |
| Off Street Parking Garage    | 164,334.32             | 141,250.00             |                | 141,250.00             |
| Parking Meters Income        | 123,023.62             | 122,258.00             |                | 244,195.00             |
| Union Station Garage         | 1,003,206.89           | 370,000.00             |                | 400,000.00             |
| Major Taylor Blvd Garage     | 1,560,030.96           | 990,000.00             |                | 1,000,000.00           |
| <b>Total Funding Sources</b> | <b>\$3,980,210.75</b>  | <b>\$ 3,570,205.00</b> |                | <b>\$ 3,743,366.00</b> |

#### Expenditures:

The Fiscal 2016 Operational budget is recommended to be \$3,743,366 which is an increase of \$173,161 from the Fiscal 2015 budget of \$3,570,205. The net operational increase is attributable to \$23,000 in ordinary maintenance expenditures and the renewal of the parking garage management contracts. The balance of \$150,161 is for the increased debt service costs for meter equipment and rehabilitation improvements of the garages. The following is breakdown of costs associated with the various garages:

## **Department of Public Works & Parks- Off Street Parking Program FY16 Budget Recommendation**

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### **Pearl Elm Garage:**

The Fiscal 2016 Operational budget for the Pearl Elm Garage is projected at \$515,099 which is a decrease of \$2,365 or 0.46% from the Fiscal 2015 budget of \$517,464. Ordinary Maintenance expenditure is funded at \$387,520 and \$127,579 for principal and interest payments for debt service cost.

### **Federal Plaza Garage:**

The Fiscal 2016 Operational budget for the Federal Plaza Garage is projected at \$663,357 which is an increase of \$289 or 0.04% from the Fiscal 2015 budget of \$663,068. Ordinary Maintenance expenditure is funded at \$352,385 and \$310,972 for principal and interest payments for debt service cost.

### **Parking Meter Program:**

The Fiscal 2016 Operational budget for the parking Meter Program is projected at \$244,195 which is an increase of \$121,937 or 99.74% from the Fiscal 2015 budget of \$122,258. Ordinary Maintenance expenditure is funded at \$60,415 and \$183,780 for principal and interest payments for debt service cost.

### **Off Street Parking Lots:**

The Fiscal 2016 Ordinary Maintenance budget for the Off Street Parking Lots Program is recommended to be level funded at \$141,250.

### **Union Station Garage:**

The Fiscal 2016 Operational budget for the Union Station Garage is projected at \$989,945 which is a decrease of \$9,585 or 0.96% from the Fiscal 2015 budget of \$999,530. Ordinary Maintenance expenditure is funded at \$366,740 and \$623,205 for principal and interest payments for debt service cost.

### **Major Taylor Boulevard Garage:**

The Fiscal 2016 Operational budget for the Major Taylor Garage is projected at \$1,189,520 which is an increase of \$62,885 or 5.58% from the Fiscal 2015 budget of \$1,126,635. Ordinary Maintenance expenditure is funded at \$535,290 and \$654,230 for principal and interest payments for debt service cost.

### **Operational Overview:**

The Off-Street Parking Program presently consists of 4 municipal parking garages and 14 open-air parking lots. 2 garages located in the Central Business District, Pearl Elm and Federal Plaza, supply 1,330 parking spaces for workers and visitors. The Major Taylor Boulevard Garage supplies 983 spaces and the Union Station Garage supplies an additional 500 spaces. The total number of parking garage spaces is 2,813. The 13 open-air parking lots are located throughout the City.

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

**PAUL J. MOOSEY, COMMISSIONER****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****DEPARTMENT OF PUBLIC WORKS & PARKS****OFF STREET PARKING PROGRAM #46S**

| RECOMMENDED<br>FY15 AMOUNT | TITLE  | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|--|----------------------------|
| \$ 382,520.00              | PEARL / ELM GARAGE ORDINARY MAINTENANCE            | \$ 387,520.00              |
| 46,944.00                  | INTEREST ON BONDS                                  | 43,579.00                  |
| 88,000.00                  | REDEMPTION ON BONDS                                | 84,000.00                  |
| <u>\$ 517,464.00</u>       | TOTAL PEARL ELM GARAGE                             | <u>\$ 515,099.00</u>       |
| <br>                       |  |                            |
| \$ 347,385.00              | FED/PLAZA GARAGE ORDINARY MAINTENANCE              | \$ 352,385.00              |
| 97,575.00                  | INTEREST ON BONDS                                  | 85,448.00                  |
| 218,108.00                 | REDEMPTION ON BONDS                                | 225,524.00                 |
| <u>\$ 663,068.00</u>       | TOTAL FEDERAL PLAZA GARAGE                         | <u>\$ 663,357.00</u>       |
| <br>                       |  |                            |
| \$ 60,415.00               | PARKING METERS ORDINARY MAINTENANCE                | \$ 60,415.00               |
| 20,643.00                  | INTEREST ON BONDS                                  | 33,780.00                  |
| 41,200.00                  | REDEMPTION ON BONDS                                | 150,000.00                 |
| <u>\$ 122,258.00</u>       | TOTAL PARKING METERS                               | <u>\$ 244,195.00</u>       |
| <br>                       |  |                            |
| \$ 141,250.00              | OFF STREET PARKING LOT ORDINARY MAINTENANCE        | \$ 141,250.00              |
| <u>\$ 141,250.00</u>       | TOTAL OFF STREET PARKING LOT                       | <u>\$ 141,250.00</u>       |
| <br>                       |  |                            |
| \$ 360,740.00              | UNION STATION ORDINARY MAINTENANCE                 | \$ 366,740.00              |
| 221,790.00                 | INTEREST ON BONDS                                  | 206,205.00                 |
| 417,000.00                 | REDEMPTION ON BONDS                                | 417,000.00                 |
| <u>\$ 999,530.00</u>       | TOTAL UNION STATION GARAGE                         | <u>\$ 989,945.00</u>       |
| <br>                       |  |                            |
| \$ 528,290.00              | MAJOR TAYLOR BOULEVARD GARAGE ORDINARY MAINTENANCE | \$ 535,290.00              |
| 153,345.00                 | INTEREST ON BONDS                                  | 140,230.00                 |
| 445,000.00                 | REDEMPTION ON BONDS                                | 514,000.00                 |
| <u>\$ 1,126,635.00</u>     | TOTAL WORCESTER CENTER BOULEVARD GARAGE            | <u>\$ 1,189,520.00</u>     |
| <br>                       |  |                            |
| <u>\$ 3,570,205.00</u>     | TOTAL OFF - STREET PARKING                         | <u>\$ 3,743,366.00</u>     |
| <br>                       |  |                            |
|                            | FUNDING SOURCES                                    |                            |
| \$ (1,446,697.00)          | PEARL ELM GARAGE                                   | \$ (1,457,921.00)          |
| (500,000.00)               | FEDERAL PLAZA                                      | (500,000.00)               |
| (122,258.00)               | PARKING METERS                                     | (244,195.00)               |
| (141,250.00)               | OFF STREET PARKING LOTS                            | (141,250.00)               |
| (370,000.00)               | UNION STATION GARAGE                               | (400,000.00)               |
| (990,000.00)               | MAJOR TAYLOR BOULEVARD GARAGE                      | (1,000,000.00)             |
| <u>\$ (3,570,205.00)</u>   | TOTAL FUNDING SOURCES                              | <u>\$ (3,743,366.00)</u>   |
| <br>                       |  |                            |
| <u>\$ -</u>                | RECOMMENDED TAX LEVY                               | <u>\$ -</u>                |



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## **Administration & Finance FY16 Budget Recommendation**

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### **Thomas F. Zidelis Chief Financial Officer**

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

#### **Departmental Mission Statement:**

The Department of Administration and Finance is comprised of the Budget Division, Purchasing Division and Treasurer and Collection Division. The mission of the Department is to:

- Oversee all aspects of Worcester’s financial functions and to achieve and complete the missions of the Assessing, Technical Services, and Treasury Divisions.
- Act as the City’s receipting and disbursing agent of public financial assets in order to maximize the utilization and safekeeping of City funds.
- Prepare and monitor each fiscal year’s capital, grant, and tax levy budgets.
- Perform financial analyses on various projects and annual City programs.
- Coordinate grants acquisition and financial oversight.
- Procure materials, supplies, equipment, and services at the lowest possible cost consistent with the quality necessary for the proper operation of various City organizations.

#### **FY16 Budget Overview**

| <b>Expenditures</b>    | <b>Actual<br/>Fiscal 2014</b> | <b>Approved<br/>Budget for<br/>Fiscal 2015</b> | <b>Account<br/>Number</b> | <b>Recommended<br/>Appropriation<br/>Fiscal 2016</b> |
|------------------------|-------------------------------|--|---------------------------|--|
| Salaries               | \$ 1,704,831.95               | \$ 1,682,815.00                                | 91000                     | \$ 1,661,842.00                                      |
| Overtime               | 16,961.86                     | 30,000.00                                      | 97000                     | 30,000.00  |
| Ordinary Maintenance   | 1,102,774.26                  | 775,180.00                                     | 92000                     | 775,016.00   |
| <b>Total</b>           | <b>\$ 2,824,568.07</b>        | <b>\$ 2,487,995.00</b>                         |                           | <b>\$ 2,466,858.00</b>                               |
| <b>Total Positions</b> | 42                            | 42   |                           | 42   |

#### **Expenditures:**

The Department of Administration & Finance’s total tax levy budget for Fiscal 2016 is recommended to be \$2,466,858, a net decrease of \$21,137 from the approved tax levy budget for Fiscal 2015 of \$2,487,995.

The tax levy Personal Services budget for Fiscal 2016 is recommended to be \$1,661,842, which is a decrease of \$20,973 from the Fiscal 2015 budget of \$1,682,815. This is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$19,950, EM Incentive Pay of \$1,941, decrease in Grant and Project credits for a net total of \$27,472. These increases are offset by elimination of temporary staff funding of

## **Administration & Finance FY16 Budget Recommendation**

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\$20,000, increase in the vacancy factor of \$44,880, and increase in the departmental, cable and enterprise credits in the amount of \$5,456.

The Overtime budget for Fiscal 2016 is recommended to be level funded at \$30,000.

The tax levy Ordinary Maintenance budget for Fiscal 2016 is recommended to be \$775,016, which is a decrease of \$164 from the Fiscal 2015 amount of \$775,180. This decrease is a result of an increase in the Enterprise credits.

### **Departmental Overview:**

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

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

The Treasurer and Collector Division is responsible for the timely billing and collection of all of the City's revenues, disbursing all payments by the City and the Worcester Retirement System, and the safekeeping of all City funds. The Treasurers division functions as the disbursing agent for the City, issuing over 300,000 paychecks, direct deposit vouchers and vendor checks annually. This Division is also responsible for the administration, withholding and disbursement of all payroll liabilities in compliance with Federal and State laws and local contracts. The Division is also chiefly responsible for long-term debt management. The Treasurers Division coordinates the issuance of short term and long term debt obligations to fund the City's capital improvement program. The Collectors Division issues and receipts more than 600,000 tax, utility, and departmental bills annually.

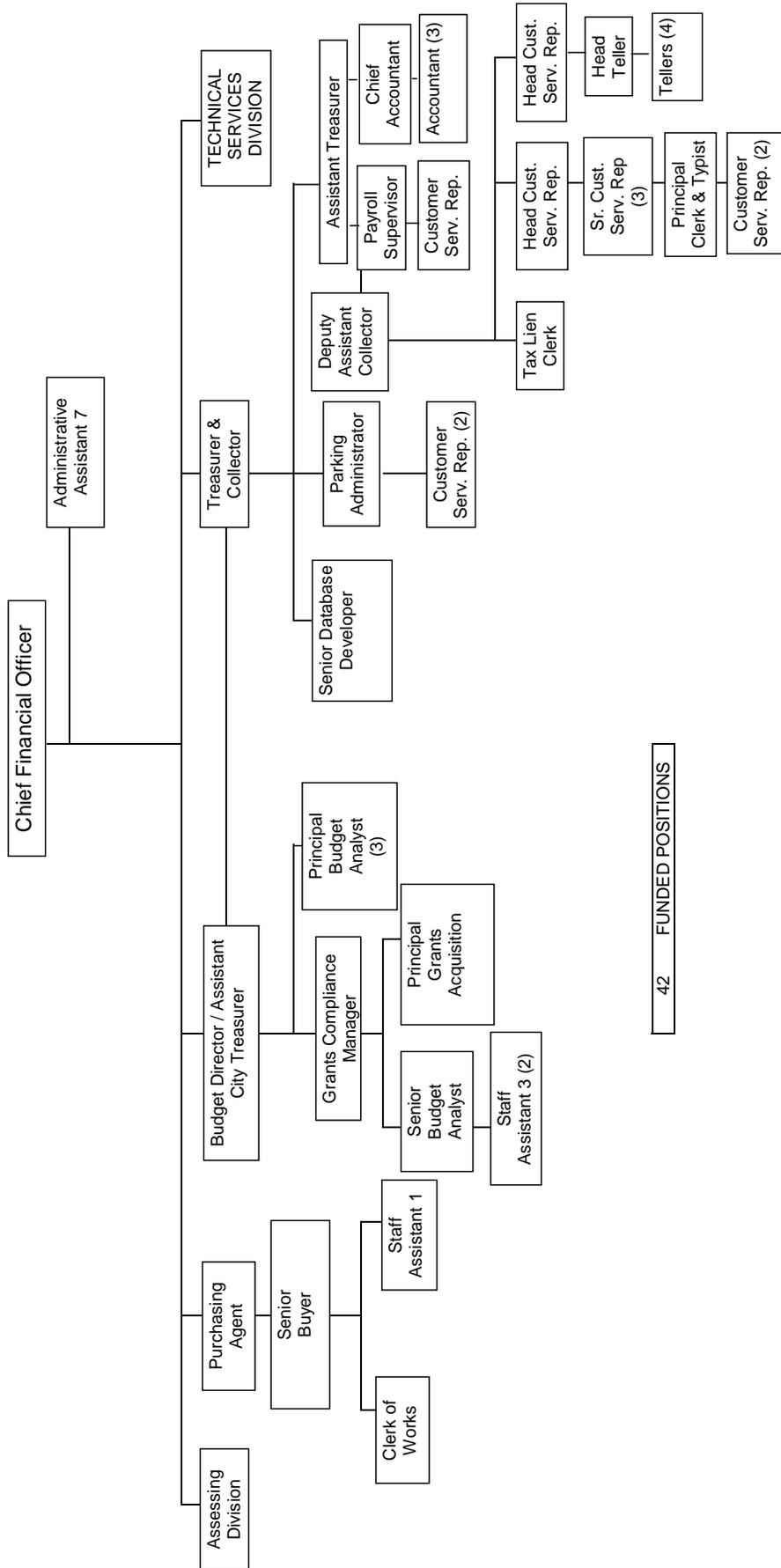
The Parking Division is responsible for the administration of the collection of revenues from parking tickets and abandoned vehicle violations as well as the City's resident parking program. This Division also provides municipal hearings for parking appeals as well as other eligible appeal processes,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

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

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

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

**DEPARTMENT OF ADMINISTRATION & FINANCE  
ORGANIZATIONAL CHART**



42 FUNDED POSITIONS

**THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER****CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2016****DEPARTMENT OF ADMINISTRATION & FINANCE****DIVISION OF PURCHASING, FINANCE & TREASURY**

| FY15<br>TOTAL<br>POSITIONS                 | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE                                      | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|--|-------------------------|------------------|--|----------------------------|----------------------------|
| <b><u>ADMINISTRATION &amp; FINANCE</u></b> |                         |                  |  |                            |                            |
| 1  | \$ 137,036.00           | 58CM             | CHIEF FINANCIAL OFFICER                    | 1                          | \$ 144,539.00              |
| 3  | 189,747.00              | 40M              | PRINCIPAL BUDGET ANALYST                   | 3                          | 191,154.00                 |
| 1  | 72,913.00               | 42M              | GRANTS COMPLIANCE MANAGER                  | 1                          | 76,907.00                  |
| 1  | 65,543.00               | 37               | SENIOR BUDGET ANALYST (P.G. 39M)           | 1                          | 54,299.00                  |
| 1  | 63,267.00               | 39M              | PRINCIPAL GRANTS ACQUISITION               | 1                          | 53,916.00                  |
| 2  | 111,625.00              | 37               | STAFF ASSISTANT 3                          | 2                          | 119,946.00                 |
| 9  | \$ 640,131.00           | <b>610-91000</b> | REGULAR SALARIES ADMIN & FINANCE           | 9                          | \$ 640,761.00              |
|  | (3,750.00)              |                  | VACANCY FACTOR                             |                            | (8,500.00)                 |
|  | 5,316.00                |                  | EM INCENTIVE PAY                           |                            | 5,531.00                   |
|  | <u>\$ 641,697.00</u>    |                  | TOTAL REGULAR SALARIES ADMIN. & FINANCE    |                            | <u>\$ 637,792.00</u>       |
| <b><u>FUNDING SOURCES:</u></b>             |                         |                  |  |                            |                            |
|  | \$ (112,647.00)         |                  | FEDERAL & STATE GRANTS                     |                            | \$ (86,970.00)             |
|  | (59,208.00)             |                  | PUBLIC HEALTH GRANTS                       |                            | (54,444.00)                |
|  | (648.00)                |                  | GOLF REVENUES                              |                            | (651.00)                   |
|  | (78,250.00)             |                  | SEWER REVENUES                             |                            | (78,655.00)                |
|  | (39,660.00)             |                  | WATER REVENUES                             |                            | (39,865.00)                |
|  | <u>\$ (290,413.00)</u>  |                  | TOTAL FUNDING SOURCES                      |                            | <u>\$ (260,585.00)</u>     |
| 9  | \$ 351,284.00           |                  | TOTAL PERSONAL SERVICES ADMIN. & FINANCE   | 9                          | \$ 377,207.00              |
| <b><u>FINANCE &amp; TREASURY</u></b>       |                         |                  |  |                            |                            |
| 1  | \$ 108,543.00           | 53EM             | CITY TREASURER & COLLECTOR                 | 1                          | \$ 114,486.00              |
| 1  | 100,099.00              | 47EM             | BUDGET DIRECTOR/ASSISTANT CITY TREASURER   | 1                          | 105,580.00                 |
| 1  | 72,036.00               | 47EM             | ASSISTANT TREASURER                        | 1                          | 86,218.00                  |
| 1  | 88,072.00               | 48P              | SENIOR DATABASE DEVELOPER                  | 1                          | 96,021.00                  |
| 1  | 78,614.00               | 44M              | DEPUTY ASSISTANT COLLECTOR                 | 1                          | 82,912.00                  |
| 1  | 72,913.00               | 42M              | PARKING ADMINISTRATOR                      | 1                          | 76,907.00                  |
| 1  | 51,115.00               | 39P              | CHIEF ACCOUNTANT                           | 1                          | 53,916.00                  |
| 2  | 111,708.00              | 36               | HEAD CUSTOMER SERVICE REPRESENTATIVE       | 2                          | 112,136.00                 |
| 1  | 53,787.00               | 35               | ADMINISTRATIVE ASSISTANT 7                 | 1                          | 56,756.00                  |
| 1  | 50,259.00               | 33               | HEAD TELLER                                | 1                          | 50,451.00                  |
| 1  | 48,400.00               | 32               | SUPERVISOR OF PAYROLL                      | 1                          | 48,586.00                  |
| 3  | 134,836.00              | 32               | ACCOUNTANT                                 | 3                          | 124,295.00                 |
| 1  | 48,400.00               | 32               | TAX-LIEN CLERK                             | 1                          | 48,586.00                  |
| 4  | 180,908.00              | 30               | TELLER                                     | 4                          | 172,901.00                 |
| 3  | 127,287.00              | 28               | SR. CUSTOMER SERVICE REPRESENTATIVE        | 3                          | 127,773.00                 |
| 2  | 40,884.00               | 27               | PRINCIPAL CLERK & TYPIST                   | 2                          | 41,040.00                  |
| 4  | 134,261.00              | 22               | CUSTOMER SERVICE REPRESENTATIVE            | 4                          | 129,657.00                 |
| 29   | \$ 1,502,122.00         | <b>660-91000</b> | REGULAR SALARIES FINANCE & TREASURY        | 29                         | \$ 1,528,221.00            |
|  | (51,000.00)             |                  | VACANCY FACTOR                             |                            | (90,000.00)                |
|  | 20,000.00               |                  | TEMPORARY STAFF                            |                            | -                          |
|  | 2,313.00                |                  | EM INCENTIVE PAY                           |                            | 2,406.00                   |
|  | 2,500.00                |                  | MUNICIPAL HEARING OFFICER STIPEND          |                            | 2,500.00                   |
|  | <u>\$ 1,475,935.00</u>  |                  | TOTAL REGULAR SALARIES FINANCE & TREASURY  |                            | <u>\$ 1,443,127.00</u>     |
| <b><u>FUNDING SOURCES:</u></b>             |                         |                  |  |                            |                            |
|  | \$ (2,063.00)           |                  | GOLF REVENUES                              |                            | \$ (2,098.00)              |
|  | (160,314.00)            |                  | SEWER REVENUES                             |                            | (163,064.00)               |
|  | (177,553.00)            |                  | WATER REVENUES                             |                            | (180,599.00)               |
|  | <u>\$ (339,930.00)</u>  |                  | TOTAL FUNDING SOURCES                      |                            | <u>\$ (345,761.00)</u>     |
| 29   | \$ 1,136,005.00         |                  | TOTAL PERSONAL SERVICES FINANCE & TREASURY | 29                         | \$ 1,097,366.00            |

**THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**  
**CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2016**  
**DEPARTMENT OF ADMINISTRATION & FINANCE**  
**DIVISION OF PURCHASING, FINANCE & TREASURY**

| <u>PURCHASING DIVISION</u> |            |                  |   |    |            |              |
|----------------------------|------------|------------------|---|----|------------|--------------|
| 1                          | \$         | 101,874.00       | 50EM PURCHASING AGENT                           | 1  | \$         | 99,924.00    |
| 1                          |            | 70,533.00        | 41M SENIOR BUYER                                | 1  |            | 57,961.00    |
| 1                          |            | 53,787.00        | 35 CLERK OF WORKS, BUILDING                     | 1  |            | 57,326.00    |
| 1                          |            | 45,227.00        | 32 STAFF ASSISTANT 1                            | 1  |            | 49,431.00    |
| 4                          | \$         | 271,421.00       | <b>600-91000</b> REGULAR SALARIES PURCHASING    | 4  | \$         | 264,642.00   |
|                            |            | (3,250.00)       | VACANCY FACTOR                                  |    |            | (4,380.00)   |
|                            |            | 2,049.00         | EM INCENTIVE PAY                                |    |            | 3,682.00     |
|                            | \$         | 270,220.00       | TOTAL REGULAR SALARIES PURCHASING               |    | \$         | 263,944.00   |
|                            |            | (53,787.00)      | PROJECT ACCOUNTS                                |    |            | (56,756.00)  |
|                            |            | (432.00)         | GOLF REVENUES                                   |    |            | (412.00)     |
|                            |            | (7,693.00)       | SEWER REVENUES                                  |    |            | (7,329.00)   |
|                            |            | (12,782.00)      | WATER REVENUES                                  |    |            | (12,178.00)  |
| 4                          | \$         | 195,526.00       | TOTAL PERSONAL SERVICES PURCHASING              | 4  | \$         | 187,269.00   |
| 42                         | \$         | 1,682,815.00     | TOTAL RECOMMENDED PERSONAL SERVICES             | 42 | \$         | 1,661,842.00 |
|                            | \$         | 30,000.00        | <b>660-97000</b> TREASURER & COLLECTOR OVERTIME |    | \$         | 30,000.00    |
|                            | \$         | 30,000.00        | TOTAL RECOMMENDED OVERTIME                      |    | \$         | 30,000.00    |
| \$                         | 2,000.00   |                  | MAINTENANCE & REPAIR                            | \$ | 2,000.00   |              |
|                            | 400.00     |                  | TELEPHONE                                       |    | 400.00     |              |
|                            | 3,000.00   |                  | OTHER PERSONAL SERVICES                         |    | 3,000.00   |              |
|                            | 5,000.00   |                  | OFFICE SUPPLIES                                 |    | 5,000.00   |              |
|                            | 400.00     |                  | OTHER SUPPLIES                                  |    | 400.00     |              |
|                            | 3,000.00   |                  | FORMS SUPPLIES                                  |    | 3,000.00   |              |
|                            | 2,000.00   |                  | OTHER CHARGES & EXPENDITURES                    |    | 2,000.00   |              |
| \$                         | 15,800.00  | <b>600-92000</b> | SUBTOTAL PURCHASING ORDINARY MAINTENANCE        | \$ | 15,800.00  |              |
| \$                         | 4,000.00   |                  | LEASES & RENTALS                                | \$ | 4,000.00   |              |
|                            | 1,000.00   |                  | MAINTENANCE & REPAIR                            |    | 1,000.00   |              |
|                            | 2,500.00   |                  | TELEPHONES                                      |    | 2,500.00   |              |
|                            | 6,685.00   |                  | OTHER PERSONAL SERVICES                         |    | 6,685.00   |              |
|                            | 3,000.00   |                  | OFFICE SUPPLIES                                 |    | 3,000.00   |              |
|                            | 2,500.00   |                  | OTHER SUPPLIES                                  |    | 2,500.00   |              |
|                            | 20,000.00  |                  | OTHER CHARGES & EXPENDITURES                    |    | 20,000.00  |              |
|                            | 30,000.00  |                  | TRAVEL  |    | 30,000.00  |              |
| \$                         | 69,685.00  | <b>610-92000</b> | SUBTOTAL BUDGET ORDINARY MAINTENANCE            | \$ | 69,685.00  |              |
| \$                         | 700.00     |                  | MAINTENANCE & REPAIR- TREASURY                  | \$ | 700.00     |              |
|                            | 3,000.00   |                  | POSTAGE- TREASURY                               |    | 3,000.00   |              |
|                            | 900.00     |                  | NETWORK, HARDWARE, SOFTWARE- TREASURY           |    | 900.00     |              |
|                            | 87,000.00  |                  | OTHER PERSONAL SERVICES- TREASURY               |    | 87,000.00  |              |
|                            | 25,300.00  |                  | OFFICE SUPPLIES- TREASURY                       |    | 25,300.00  |              |
|                            | 1,600.00   |                  | OTHER SUPPLIES- TREASURY                        |    | 1,600.00   |              |
|                            | 700.00     |                  | OTHER CHARGES & EXPENDITURES- TREASURY          |    | 700.00     |              |
|                            | 100.00     |                  | TRAVEL- TREASURY                                |    | 100.00     |              |
|                            | 7,000.00   |                  | LEASES & RENTALS- COLLECTORS                    |    | 7,000.00   |              |
|                            | 2,500.00   |                  | OTHER PERSONAL SERVICES- COLLECTORS             |    | 2,500.00   |              |
|                            | 2,500.00   |                  | OFFICE SUPPLIES- COLLECTORS                     |    | 2,500.00   |              |
|                            | 1,000.00   |                  | OTHER CHARGES & EXPENDITURES- COLLECTORS        |    | 1,000.00   |              |
|                            | 2,200.00   |                  | LEASES & RENTALS- MAILING                       |    | 2,200.00   |              |
|                            | 2,600.00   |                  | MAINTENANCE & REPAIR- MAILING                   |    | 2,600.00   |              |
|                            | 245,000.00 |                  | POSTAGE- MAILING                                |    | 245,000.00 |              |
|                            | 249,000.00 |                  | OTHER PERSONAL SERVICES- MAILING                |    | 249,000.00 |              |
|                            | 1,000.00   |                  | OFFICE SUPPLIES- MAILING                        |    | 1,000.00   |              |
|                            | 30,200.00  |                  | OTHER PERSONAL SERVICES- TAX TITLE              |    | 30,200.00  |              |
|                            | 97,000.00  |                  | OTHER PERSONAL SERVICES- PARKING                |    | 97,000.00  |              |
|                            | 1,600.00   |                  | OFFICE SUPPLIES- PARKING                        |    | 1,600.00   |              |
|                            | 100.00     |                  | TRAVEL- PARKING                                 |    | 100.00     |              |
| \$                         | 761,000.00 | <b>660-92000</b> | SUBTOTAL TREASURY ORDINARY MAINTENANCE          | \$ | 761,000.00 |              |

**THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**

**CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2016**

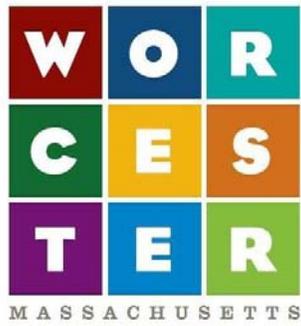
**DEPARTMENT OF ADMINISTRATION & FINANCE**

**DIVISION OF PURCHASING, FINANCE & TREASURY**

|                        |                                   |                        |
|------------------------|-----------------------------------|------------------------|
|                        | <b>FUNDING SOURCES:</b>           |                        |
| \$ (31,459.00)         | SEWER REVENUES                    | \$ (31,482.00)         |
| (39,846.00)            | WATER REVENUES                    | (39,987.00)            |
| <u>\$ (71,305.00)</u>  | TOTAL FUNDING SOURCES             | <u>\$ (71,469.00)</u>  |
| <u>\$ 775,180.00</u>   | <b>TOTAL ORDINARY MAINTENANCE</b> | <u>\$ 775,016.00</u>   |
| <hr/>                  |                                   |                        |
|                        | <b>FRINGE BENEFITS:</b>           |                        |
| \$ 11,742.00           | HEALTH INSURANCE                  | \$ 12,458.00           |
| 17,959.00              | RETIREMENT                        | 14,778.00              |
| <u>\$ 29,701.00</u>    | TOTAL FRINGE BENEFITS             | <u>\$ 27,236.00</u>    |
|                        | <b>FUNDING SOURCES:</b>           |                        |
| (29,701.00)            | FEDERAL & STATE GRANTS            | (27,236.00)            |
| <u>(29,701.00)</u>     | TOTAL FUNDING SOURCES             | <u>(27,236.00)</u>     |
| <u>\$ -</u>            | <b>TOTAL FRINGE BENEFITS</b>      | <u>\$ -</u>            |
| <hr/>                  |                                   |                        |
| <u>\$ 2,487,995.00</u> | <b>TOTAL RECOMMENDED TAX LEVY</b> | <u>\$ 2,466,858.00</u> |

**FISCAL YEAR 2016  
DEPARTMENT OF ADMINISTRATION & FINANCE  
FUNDING SOURCES**

| <b>ECONOMIC DEVELOPMENT GRANTS</b>                  | <b>SALARY AMOUNT</b> | <b>FRINGE AMOUNT</b> | <b>TOTAL</b>         |
|---|----------------------|----------------------|----------------------|
| CDBG  | \$ 67,188.00         | \$ 16,563.00         | \$ 83,751.00         |
| 2012 LEAD HAZARD GRANT                              | 7,414.00             | 1,334.00             | 8,748.00             |
| HOME  | 3,936.00             | 931.00               | 4,867.00             |
| EMERGENCY SHELTER                                   | 3,552.00             | 863.00               | 4,415.00             |
| EPA 2002 GRANT                                      | 3,050.00             | 549.00               | 3,599.00             |
| <b>SUB-TOTAL ECONOMIC DEVELOPMENT GRANTS</b>        | <b>85,140.00</b>     | <b>20,240.00</b>     | <b>105,380.00</b>    |
| <br>  |                      |                      |                      |
| <b>PUBLIC HEALTH GRANTS</b>                         |                      |                      |                      |
| UNDERAGE DRINKING                                   | \$ 4,485.00          | \$ 588.00            | \$ 5,073.00          |
| OPIOID  | 4,190.00             | 556.00               | 4,746.00             |
| HMCC  | 17,221.00            | 2,049.00             | 19,270.00            |
| MASS IN MOTION                                      | 2,717.00             | 400.00               | 3,117.00             |
| PREVENTION & WELLNESS TRUST                         | 12,736.00            | 1,461.00             | 14,197.00            |
| REGIONALIZATION                                     | 4,485.00             | 588.00               | 5,073.00             |
| PERSCRIPTION DRUG ABUSE                             | 3,536.00             | 374.00               | 3,910.00             |
| TOBACCO CONTROL                                     | 5,074.00             | 650.00               | 5,724.00             |
| <b>SUB-TOTAL PUBLIC HEALTH GRANTS</b>               | <b>\$ 54,444.00</b>  | <b>\$ 6,666.00</b>   | <b>\$ 61,110.00</b>  |
| <br>  |                      |                      |                      |
| <b>WORCESTER POLICE DEPARTMENT GRANTS</b>           |                      |                      |                      |
| VAWA/SHANNON  | \$ 1,830.00          | \$ 330.00            | \$ 2,160.00          |
| <b>SUB-TOTAL WORCESTER POLICE DEPARTMENT GRANTS</b> | <b>\$ 1,830.00</b>   | <b>\$ 330.00</b>     | <b>\$ 2,160.00</b>   |
| <br>  |                      |                      |                      |
| <b>TOTAL GRANTS</b>                                 | <b>\$ 141,414.00</b> | <b>\$ 27,236.00</b>  | <b>\$ 168,650.00</b> |



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## Assessing FY16 Budget Recommendation

### **William J. Ford**

#### **City Assessor**

City Hall - Room 209  
 455 Main Street  
 Worcester, Massachusetts 01608  
 (508) 799-1098

#### **Divisional Mission Statement:**

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

- Apply Assessing Division practices to the appraisal of real and personal property and to maintain the level of assessment at its full and fair cash value, as required by the laws of the Commonwealth of Massachusetts.
- Develop and maintain accurate records of all real estate parcels and personal property accounts within the City, including property record folders, electronic databases, tax maps, deed references, etc.
- Periodically review and inspect all City of Worcester property and update electronic data files.
- Administer motor vehicle excise tax programs that include commitment of excise tax bills and the abatement /appeal process related to individual taxpayer's excise bills.

#### **FY16 Budget Overview**

|                        |                      | <b>Approved</b>      | <b>Recommended</b> |                      |
|------------------------|----------------------|----------------------|--------------------|----------------------|
|                        | <b>Actual</b>        | <b>Budget for</b>    | <b>Account</b>     | <b>Appropriation</b> |
| <b>Expenditures</b>    | <b>Fiscal 2014</b>   | <b>Fiscal 2015</b>   | <b>Number</b>      | <b>Fiscal 2016</b>   |
| Salaries               | \$ 551,065.44        | \$ 558,778.00        | 91000              | \$ 577,416.00        |
| Overtime               | 240.75               | 1,000.00             | 97000              | 1,000.00             |
| Ordinary Maintenance   | 211,780.22           | 250,000.00           | 92000              | 167,500.00           |
| <b>Total</b>           | <b>\$ 763,086.41</b> | <b>\$ 809,778.00</b> |                    | <b>\$ 745,916.00</b> |
| <b>Total Positions</b> | 10                   | 10                   |                    | 10                   |

#### **Expenditures:**

The total Fiscal 2016 budget is recommended to be \$745,916 which is a decrease of \$63,862 from the Fiscal 2015 budget of \$809,778.

## **Assessing FY16 Budget Recommendation**

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The recommended Personal Services budget for Fiscal 2016 is \$577,416 which is an increase of \$18,638 from the Fiscal 2015 amount of \$558,778. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance of \$25,966 an increase in the EM Incentive pay of \$172. These increases are offset by an increase in vacancy factor of \$7,500.

The recommended Overtime budget for Fiscal 2016 is recommended to be level funded at \$1,000.

The recommended Ordinary Maintenance budget for Fiscal 2016 is recommended to be \$167,500 which is a decrease from the Fiscal 2015 amount of \$250,000. This decrease is a result of various inspection & re-evaluation contracts coming to a close.

### **Divisional Overview:**

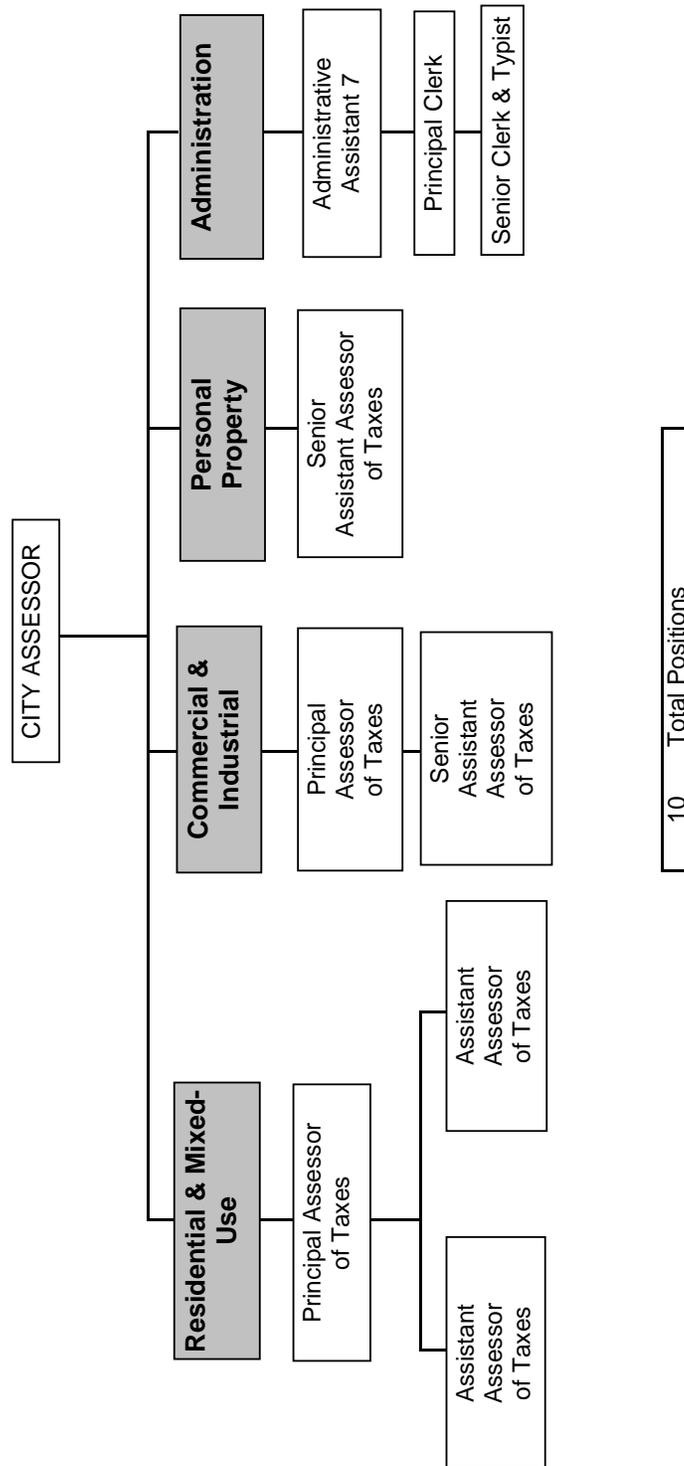
The Assessing Division is responsible for the administration of all laws and regulations regarding property tax assessment. The assessors, as required by chapters 59, 60A, 61, 61B, 121A of the Massachusetts General Laws and various acts of the Legislature, perform the appraisal of approximately 47,500 real property (residential, commercial, industrial, tax exempt) and 5,200 personal property (business and utility tangible assets) accounts, and process 101,500 excise tax accounts on motor vehicles.

The Assessing Division provides information to the City Council for the Tax Classification Hearing annually so that a tax rate(s) can be established. The Assessing Division then commits to the Treasurer/Collector the annual real and personal property taxes to be collected, including betterments – sewer, street, sidewalk; and liens – sewer, water; handles requests for real estate abatements and personal exemptions (elderly, surviving spouse, blind, infirm, hardship, disabled) through the avenues prescribed by the Legislature and processes thousands of abatements on motor vehicle excise.

In addition, the Assessing Division prepares and defends property values before the Massachusetts Appellate Tax Board and reports all sales within the City to the Massachusetts Department of Revenue, as required by law.

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

**DEPARTMENT OF ADMINISTRATION & FINANCE  
ASSESSING DIVISION  
ORGANIZATIONAL CHART**



10 Total Positions

**WILLIAM J. FORD, CITY ASSESSOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016****DEPARTMENT OF ADMINISTRATION & FINANCE****ASSESSING DIVISION - DIVISION #670**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE                                  | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|--|----------------------------|----------------------------|
| 1                          | \$ 106,134.00           | 54EM             | CITY ASSESSOR                          | 1                          | \$ 111,944.00              |
| 2                          | 129,018.00              | 40M              | PRINCIPAL ASSESSOR OF TAXES            | 2                          | 138,400.00                 |
| 2                          | 111,625.00              | 37               | SENIOR ASSISTANT ASSESSOR OF TAXES     | 2                          | 119,946.00                 |
| 1                          | 53,787.00               | 35               | ADMINISTRATIVE ASSISTANT 7             | 1                          | 53,993.00                  |
| 2                          | 88,276.00               | 32               | ASSISTANT ASSESSOR OF TAXES            | 2                          | 88,863.00                  |
| 1                          | 38,569.00               | 27               | PRINCIPAL CLERK                        | 1                          | 40,097.00                  |
| 1                          | 34,599.00               | 22               | SENIOR CLERK AND TYPIST                | 1                          | 34,731.00                  |
| <u>10</u>                  | <u>\$ 562,008.00</u>    |                  | TOTAL REGULAR SALARIES                 | <u>10</u>                  | <u>\$ 587,974.00</u>       |
|                            | 4,270.00                |                  | EM INCENTIVE PAY                       |                            | 4,442.00                   |
|                            | (7,500.00)              |                  | VACANCY FACTOR                         |                            | (15,000.00)                |
| <u>10</u>                  | <u>\$ 558,778.00</u>    | <b>670-91000</b> | TOTAL RECOMMENDED PERSONAL SERVICES    | <u>10</u>                  | <u>\$ 577,416.00</u>       |
|                            | \$ 1,000.00             |                  | OVERTIME                               |                            | \$ 1,000.00                |
|                            | <u>\$ 1,000.00</u>      | <b>670-97000</b> | TOTAL RECOMMENDED OVERTIME             |                            | <u>\$ 1,000.00</u>         |
|                            | \$ 1,650.00             |                  | LEASES & RENTALS                       |                            | \$ 1,650.00                |
|                            | 3,000.00                |                  | MAINTENANCE & REPAIR                   |                            | 3,000.00                   |
|                            | 39,500.00               |                  | OTHER PERSONAL SERVICES                |                            | 25,000.00                  |
|                            | 45,000.00               |                  | PERSONAL PROPERTY VALUATION            |                            | 45,000.00                  |
|                            | 43,000.00               |                  | RESIDENTIAL PROPERTY VALUATION         |                            | 25,000.00                  |
|                            | 100,000.00              |                  | UTILITY VALUATION SERVICES             |                            | 50,000.00                  |
|                            | 8,000.00                |                  | SOFTWARE MAINTENANCE                   |                            | 8,000.00                   |
|                            | 2,000.00                |                  | AUTOMOTIVE SUPPLIES                    |                            | 2,000.00                   |
|                            | 3,000.00                |                  | OFFICE SUPPLIES                        |                            | 3,000.00                   |
|                            | 1,000.00                |                  | OTHER SUPPLIES                         |                            | 1,000.00                   |
|                            | 2,123.00                |                  | AUTO FUEL                              |                            | 2,123.00                   |
|                            | 1,727.00                |                  | OTHER CHARGES & EXPENDITURES           |                            | 1,727.00                   |
|                            | <u>\$ 250,000.00</u>    | <b>670-92000</b> | TOTAL RECOMMENDED ORDINARY MAINTENANCE |                            | <u>\$ 167,500.00</u>       |
|                            | <u>\$ 809,778.00</u>    |                  | TOTAL RECOMMENDED TAX LEVY             |                            | <u>\$ 745,916.00</u>       |

## Technical Services FY16 Budget Recommendation

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**Paul R. Covello**

**Chief Information Officer**

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

**Divisional Mission Statement:**

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

**FY16 Budget Overview**

|                        |                        | <b>Approved</b>        |                | <b>Recommended</b>     |
|------------------------|------------------------|------------------------|----------------|------------------------|
|                        | <b>Actual</b>          | <b>Budget for</b>      | <b>Account</b> | <b>Appropriation</b>   |
|                        | <b>Fiscal 2014</b>     | <b>Fiscal 2015</b>     | <b>Number</b>  | <b>Fiscal 2016</b>     |
| <b>Expenditures</b>    |                        |                        |                |                        |
| Salaries               | \$ 1,674,240.58        | \$ 1,726,207.00        | 91000          | \$ 1,913,573.00        |
| Overtime               | 36,050.57              | 36,593.00              | 97000          | 36,593.00              |
| Ordinary Maintenance   | 1,281,604.98           | 1,283,726.00           | 92000          | 1,283,726.00           |
| <b>Total</b>           | <b>\$ 2,991,896.13</b> | <b>\$ 3,046,526.00</b> |                | <b>\$ 3,233,892.00</b> |
| <b>Total Positions</b> | 26                     | 26                     |                | 27                     |

**Expenditures:**

The total recommended budget for the Technical Services Department for Fiscal 2016 is \$3,233,892 which is an increase of \$187,366 from the approved budget for Fiscal 2015 of \$3,046,526.

The Fiscal 2016 Personal Services budget is recommended to be \$1,913,573 which is an increase of \$187,366 from Fiscal 2015 budget of \$1,726,207. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$131,149, an increase in the EM incentive pay of \$679, and the addition of a Senior Technical Support Specialist position to the table of organization in the amount of \$76,907. This position will be utilized half the time for police surveillance and the other half as phone support. The increases are offset by an increase in the departmental, cable and enterprise credits in the amount of \$18,823, and increase in vacancy factor of \$2,546.

The Fiscal 2016 Overtime budget is recommended to be level funded at \$36,593.

## **Technical Services FY16 Budget Recommendation**

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The Fiscal 2016 tax levy Ordinary Maintenance budget is recommended to be level funded at \$1,283,726.

### **Operational Overview:**

The Technical Services Division provides a wide-range of support services to City departments, including networks and systems management, production and financial operations, application support and program development, geographic information system, office automation, desktop support, document imaging, citywide video surveillance, website support and Internet services. Operations are organized as follows.

The Technical Support Division provides critical support to the City's technical infrastructure, maintain network access and device support including over 1,500 computer users, 1,000 personal computers and laptops, 200 printers, 180 smart phones, 160 iPads, 105 remote routers in vehicles and 87 virtual Windows servers. The staff resolves and troubleshoots problems that require extensive knowledge of networks, operating systems, desktops, hardware, software, document imaging and system security. This Division supports remote system access of laptops in police cruisers as well as inspectors in the field. The responsibility for data back-ups, disaster recovery, off-site storage and media retention lies with this Division. Through the Help Desk, staff members respond to more than 7,700 annual user requests for both on-site and remote assistance. This Division also supports the City's extensive, wide-area network and provides system management services for various operating system platforms such as Windows and Oracle.

The Production Services Division supports the operational processes of the City's financial systems such as payroll, budget, auditing, purchasing, miscellaneous receivables, utility billing, tax billing and collections and the corresponding procedural documentation. Staff members also manage the printing requirements for payrolls, year-end tax forms, purchase orders, Elections and many customized reports. This Division manages system security and system management of the City's integrated financial management system's Unix-based IBM platform and several Linux-based systems.

The Client Services Applications Division provides in-house programming development and software maintenance and support of key financial and HR software applications including the City's integrated Financial Management system that processes all City revenues and expenditures.

The PC Applications Division develops and supports PC-based applications for departments such as the City Manager, City Clerk, Police, Fire, Communications, Public Works, Health and Inspectional Services, Purchasing, Human Resources, Law, Economic Development, Human Rights and Auditing. As a result of these programming efforts, business processes have been automated in many City departments.

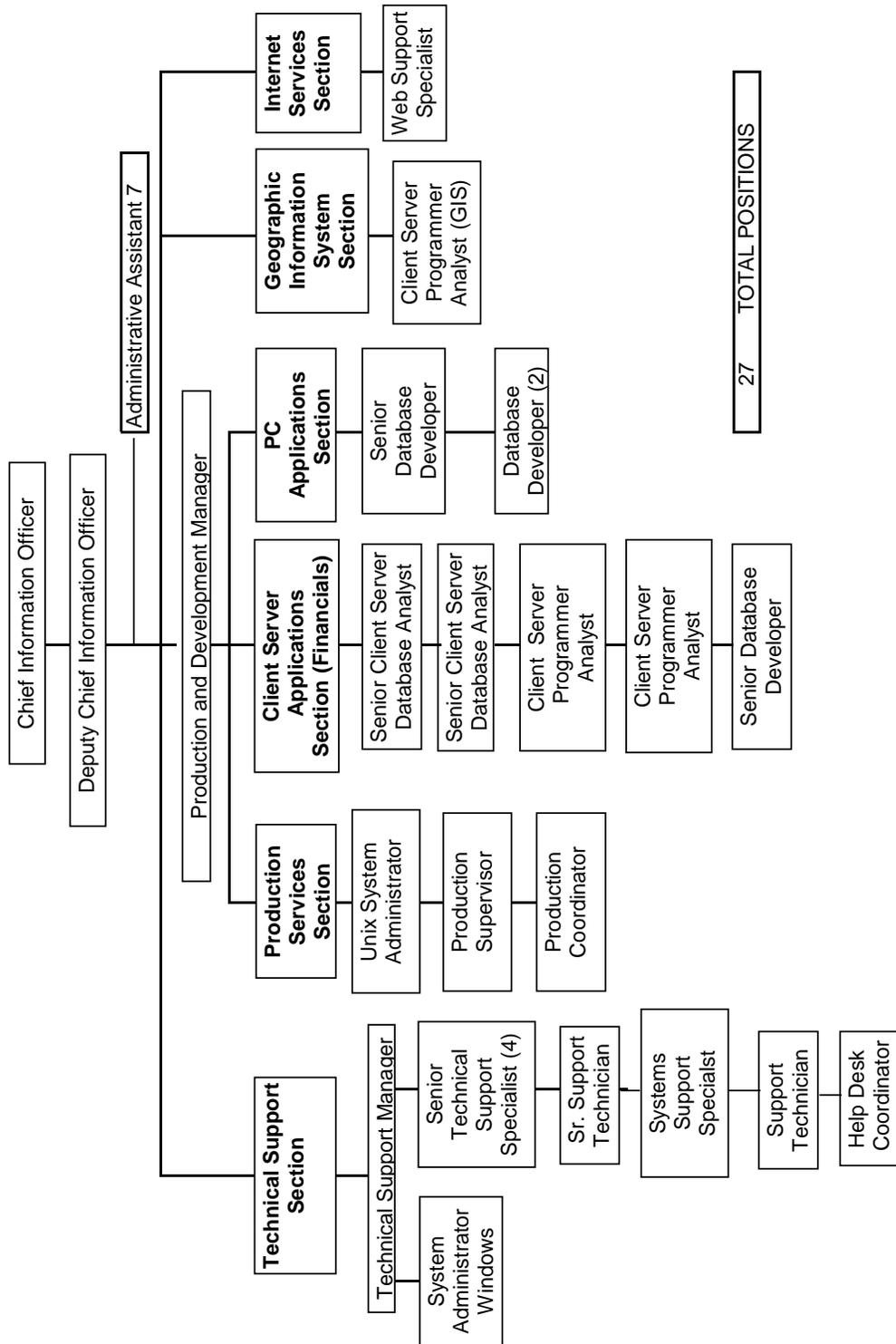
The Geographic Information System (GIS) Division manages and supports the GIS needs of the City. GIS expertise, data access and data development is provided to various departments through application support and project consultation. Applications integrated with GIS include CSRS, Property Analysis, ViewPermit, Geographic Pavement Management System (GPMS) and CrimeView. A new, third party mobile Fire application will also utilize the GIS.

## **Technical Services FY16 Budget Recommendation**

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The Internet Services Division continues to focus its efforts on citizen-centric services and expanding its e-government offerings on the City's website. Value-added services include a 24x7 online customer service request system, online bill payments, vendor check register, public records search, certificate requests and various license renewals, live and archived video streaming of City Council and Committee meetings, City Council/City Manager calendar attachments, Assessing Property Valuation search with links to GIS maps, Tax Title property listing with accompanying maps, Winter Parking Ban and Street Sweeping notifications. In addition, the following services are included on the City website: an on-line calendar of events, a "Where Do I Vote?" search for the Election Commission, submission of anonymous crime tips, crime statistics and various forms and reports available for downloading. The City's website is available with translation services for many languages.

# TECHNICAL SERVICES DIVISION ORGANIZATIONAL CHART



**PAUL R. COVELLO, CHIEF INFORMATION OFFICER**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**DEPARTMENT OF ADMINISTRATION & FINANCE**  
**DIVISION OF TECHNICAL SERVICES- DIVISION #680**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY 15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY 16 AMOUNT |
|----------------------------|--------------------------|------------------|---|----------------------------|-----------------------------|
| 1                          | \$ 112,899.00            | 53EM             | CHIEF INFORMATION OFFICER                     | 1                          | \$ 119,080.00               |
| 1                          | 103,398.00               | 48EM             | DEPUTY CHIEF INFORMATION OFFICER              | 1                          | 109,059.00                  |
| 1                          | 102,208.00               | 47EM             | PRODUCTION AND DEVELOPMENT MANAGER            | 1                          | 107,804.00                  |
| 1                          | 99,306.00                | 47EM             | TECHNICAL SUPPORT MANAGER                     | 1                          | 104,743.00                  |
| 2                          | 182,074.00               | 48P              | SENIOR DATABASE DEVELOPER                     | 2                          | 192,042.00                  |
| 2                          | 182,074.00               | 48P              | SENIOR CLIENT SERVER DATABASE ANALYST         | 2                          | 192,042.00                  |
| 2                          | 182,074.00               | 48P              | SYSTEM ADMINISTRATOR                          | 2                          | 192,042.00                  |
| 3                          | 244,339.00               | 48P              | SENIOR TECHNICAL SUPPORT SPECIALIST           | 4                          | 340,798.00                  |
| 1                          | 75,711.00                | 48P              | SENIOR CLIENT SERVER PROGRAMMER/ANALYST       | 1                          | 82,912.00                   |
| 2                          | 126,290.00               | 48P              | CLIENT SERVER PROGRAMMER/ANALYST              | 2                          | 135,200.00                  |
| 2                          | 145,826.00               | 42P              | DATABASE DEVELOPER                            | 2                          | 153,814.00                  |
| 1                          | 72,913.00                | 42P              | WEB SUPPORT SPECIALIST                        | 1                          | 76,907.00                   |
| 1                          | 58,259.00                | 42P              | SYSTEM SUPPORT SPECIALIST                     | 1                          | 63,653.00                   |
| 1                          | 67,944.00                | 40P              | PRODUCTION SUPERVISOR                         | 1                          | 71,657.00                   |
| 1                          | 64,353.00                | 40               | SENIOR SUPPORT TECHNICIAN                     | 1                          | 67,885.00                   |
| 1                          | 58,288.00                | 38               | PRODUCTION COORDINATOR                        | 1                          | 63,358.00                   |
| 1                          | 50,458.00                | 37               | SUPPORT TECHNICIAN                            | 1                          | 55,077.00                   |
| 1                          | 46,962.00                | 35               | ADMINISTRATIVE ASSISTANT 7                    | 1                          | 51,179.00                   |
| 1                          | 46,812.00                | 35               | PRODUCTION SUPPORT SPECIALIST                 | 1                          | 50,992.00                   |
| <u>26</u>                  | <u>\$ 2,022,188.00</u>   |                  | REGULAR SALARIES                              | <u>27</u>                  | <u>\$ 2,230,244.00</u>      |
|                            | 16,808.00                |                  | EM INCENTIVE PAY                              |                            | 17,487.00                   |
|                            | (67,398.00)              |                  | VACANCY FACTOR                                |                            | (69,944.00)                 |
|                            | 20,000.00                |                  | TEMPORARY STAFF                               |                            | 20,000.00                   |
| <u>26</u>                  | <u>\$ 1,991,598.00</u>   |                  | TOTAL RECOMMENDED SALARIES                    | <u>27</u>                  | <u>\$ 2,197,787.00</u>      |
|                            |                          |                  | <b>FUNDING SOURCES:</b>                       |                            |                             |
|                            | \$ (2,502.00)            |                  | GOLF REVENUES                                 |                            | \$ (2,662.00)               |
|                            | (50,049.00)              |                  | SEWER REVENUES                                |                            | (53,253.00)                 |
|                            | (75,843.00)              |                  | WATER REVENUES                                |                            | (80,699.00)                 |
|                            | (77,413.00)              |                  | WORKFORCE DEVELOPMENT FUNDS                   |                            | (84,754.00)                 |
|                            | (59,584.00)              |                  | CABLE REVENUES                                |                            | (62,846.00)                 |
|                            | <u>\$ (265,391.00)</u>   |                  | TOTAL FUNDING SOURCES                         |                            | <u>\$ (284,214.00)</u>      |
| <u>26</u>                  | <u>\$ 1,726,207.00</u>   | <b>680-91000</b> | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>    | <u>27</u>                  | <u>\$ 1,913,573.00</u>      |
|                            | \$ 36,593.00             |                  | OVERTIME                                      |                            | \$ 36,593.00                |
|                            | <u>\$ 36,593.00</u>      | <b>680-97000</b> | <b>TOTAL RECOMMENDED OVERTIME</b>             |                            | <u>\$ 36,593.00</u>         |
|                            | \$ 38,000.00             |                  | ELECTRICITY                                   |                            | \$ 38,000.00                |
|                            | 205,898.00               |                  | LEASE AND RENTALS                             |                            | 205,898.00                  |
|                            | 12,000.00                |                  | MAINTENANCE & REPAIR                          |                            | 12,000.00                   |
|                            | 15,586.00                |                  | TELEPHONES                                    |                            | 15,586.00                   |
|                            | 127,900.00               |                  | OTHER PERSONAL SERVICES                       |                            | 127,900.00                  |
|                            | 12,500.00                |                  | OFFICE SUPPLIES                               |                            | 12,500.00                   |
|                            | 80,000.00                |                  | OTHER SUPPLIES                                |                            | 80,000.00                   |
|                            | 1,000.00                 |                  | OTHER CHARGES & EXPENDITURES                  |                            | 1,000.00                    |
|                            | 395,016.00               |                  | REGULAR SYSTEM MAINTENANCE                    |                            | 395,016.00                  |
|                            | 261,578.00               |                  | MICROSOFT LICENSES--ASSURANCE AGREEMENT       |                            | 261,578.00                  |
|                            | 88,653.00                |                  | NETWORK HARDWARE                              |                            | 88,653.00                   |
|                            | 48,395.00                |                  | NETWORK SOFTWARE SUPPORT                      |                            | 48,395.00                   |
|                            | 94,229.00                |                  | EMC DATA STORAGE SUPPORT                      |                            | 94,229.00                   |
|                            | 96,420.00                |                  | EMC BACKUP HW/SW SUPPORT                      |                            | 96,420.00                   |
|                            | 49,000.00                |                  | GIS HARDWARE/SOFTWARE                         |                            | 49,000.00                   |
|                            | 36,000.00                |                  | SQL ORDINARY MAINTENANCE                      |                            | 36,000.00                   |
|                            | <u>\$ 1,562,175.00</u>   |                  | TOTAL ORDINARY MAINTENANCE                    |                            | <u>\$ 1,562,175.00</u>      |
|                            |                          |                  | <b>FUNDING SOURCES:</b>                       |                            |                             |
|                            | \$ (151,983.00)          |                  | CREDIT INET                                   |                            | \$ (151,983.00)             |
|                            | (1,252.00)               |                  | CREDIT FROM GOLF                              |                            | (1,252.00)                  |
|                            | (50,640.00)              |                  | CREDIT FROM SEWER                             |                            | (50,640.00)                 |
|                            | (74,574.00)              |                  | CREDIT FROM WATER                             |                            | (74,574.00)                 |
|                            | <u>\$ (278,449.00)</u>   |                  | TOTAL FUNDING SOURCES                         |                            | <u>\$ (278,449.00)</u>      |
|                            | <u>\$ 1,283,726.00</u>   | <b>680-92000</b> | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> |                            | <u>\$ 1,283,726.00</u>      |
|                            | <u>\$ 3,046,526.00</u>   |                  | <b>TOTAL RECOMMENDED TAX LEVY</b>             |                            | <u>\$ 3,233,892.00</u>      |



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**Department of Administration & Finance**  
**City Energy and Asset Management FY16 Budget Recommendation**

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**John W. Odell**  
**Director of City Energy & Asset Management**

City Hall  
 455 Main Street  
 Worcester, Massachusetts 01608  
 (508) 799-1255

**Divisional Mission Statement:**

Energy efficiency and proper maintenance are the cornerstones of a sustainable facility. This is important, not only from a cost of operation standpoint, but also to ensure that the work environment for employees maximizes productivity and minimizes discomfort and down time.

**We will accomplish this by using the following methods:**

1. Openly promoting energy conservation throughout all City Departments.
2. Developing a plan of continuous improvement that incorporates the upgrading and replacement of older, less efficient equipment, and challenges the way in which we currently operate to develop new ways of operating more efficiently.
3. Measuring energy data and developing maintenance cycles that provide useful and pertinent information about facility energy consumption in such a way that it is easily understandable and accessible.
4. Administering lifecycle cost analysis wherever possible for maintenance repairs and upgrades.

**FY16 Budget Overview**

|                            | <b>Actual</b>             | <b>Approved</b>           |                       | <b>Recommended</b>          |
|----------------------------|---------------------------|---------------------------|-----------------------|-----------------------------|
| <b><u>Expenditures</u></b> | <b><u>Fiscal 2014</u></b> | <b><u>Budget for</u></b>  | <b><u>Account</u></b> | <b><u>Appropriation</u></b> |
|                            |                           | <b><u>Fiscal 2015</u></b> | <b><u>Number</u></b>  | <b><u>Fiscal 2016</u></b>   |
| Salaries                   | \$ 196,519.47             | \$ 231,676.00             | 91000                 | \$ 247,753.00               |
| Overtime                   | 18,667.02                 | 15,171.00                 | 97000                 | 19,671.00                   |
| Ordinary Maintenance       | 824,408.83                | 727,524.00                | 92000                 | 760,524.00                  |
| <b>Total</b>               | <b>\$ 1,039,595.32</b>    | <b>\$ 974,371.00</b>      |                       | <b>\$ 1,027,948.00</b>      |
| <b>Total Positions</b>     | 15                        | 14                        |                       | 13                          |

## **Department of Administration & Finance**

### **City Energy and Asset Management FY16 Budget Recommendation**

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#### **Expenditures:**

The recommended tax levy budget for Fiscal 2016 is \$1,027,948 which is an increase of \$53,577 from Fiscal 2015 tax levy budget of \$974,371.

The tax levy Personal Services budget for Fiscal 2016 is recommended to be \$247,753 which is an increase of \$16,077 from the Fiscal 2015 tax levy budget of \$231,676. This increase is a result of a 2% wage increase as of January 1, 2015 and a 2% wage increase as of January 1, 2016 for non-represented employees and settled union negotiations, appropriation based on 52.4 weeks whereas Fiscal 2015 was 52.2 weeks, and step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$50,855, and a decrease in the Vacancy Factor of \$51,532. The offset to these increases are decreased EM incentive pay, increased funding for Library Intergovernmental credits, increased funding for ESCO, and elimination of a Clerk of the Works position.

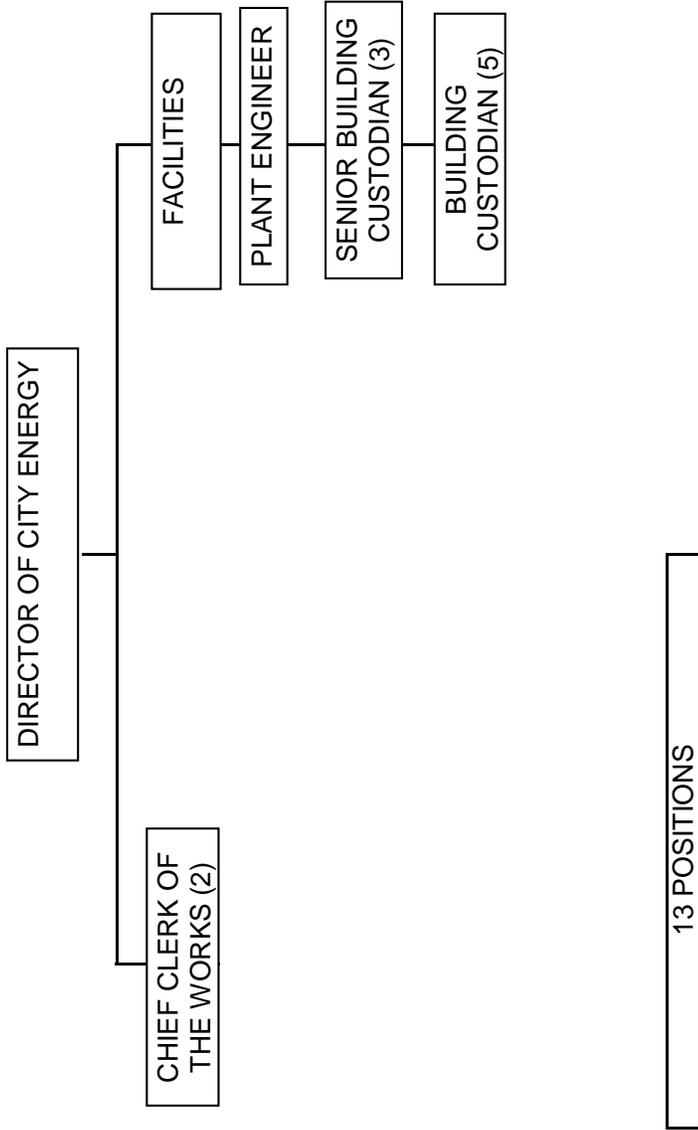
The tax levy Overtime budget for Fiscal 2016 is recommended to be \$19,671 which is an increase of \$4,500 from the Fiscal 2015 tax levy budget of \$15,171. This increase is the result of costs associated with the wage increase, per the new salary ordinance for settle unions and non-represented employees.

The tax levy Ordinary Maintenance budget for Fiscal 2016 is recommended to be \$760,524, which is an increase of \$33,000 from the Fiscal 2015 amount of \$727,524. This increase in Maintenance and Repair is due to the cost in repairs to the roof and ceilings, from inclement weather this winter causing ice dams.

#### **Operational Overview:**

The City Energy and Asset Management Division (EAM) is responsible for overseeing energy procurement for municipal operations, municipal energy efficiency and related projects, and the improvement and maintenance of 6 of the City's most high profile facilities: City Hall, Union Station, DCU Center, Senior Center, Health & Inspectional Services, and the Libraries (excluding school branches). The long-term goal of EAM is to improve the efficiencies of all City facilities and promote sustainable practices in all City functions.

**CITY OF WORCESTER**  
**EXECUTIVE OFFICE OF THE CITY MANAGER**  
**CITY ENERGY AND ASSET MANAGEMENT**



**JOHN W. ODELL, DIRECTOR OF CITY ENERGY & ASSET MANAGEMENT**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**DEPARTMENT OF ADMINISTRATION & FINANCE**  
**CITY ENERGY AND ASSET MANAGEMENT-DIVISION#110**

| FY15<br>TOTAL<br>POSITIONS | APPROVED<br>FY15 AMOUNT | PAY<br>GRADE     | TITLE   | FY16<br>TOTAL<br>POSITIONS | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------|------------------|---|----------------------------|----------------------------|
| 1                          | \$ 101,999.00           | 47EM             | DIRECTOR OF CITY ENERGY & ASSET MANAGEMEN     | 1                          | \$ 107,584.00              |
| 2                          | 176,646.00              | 50M              | CHIEF CLERK OF THE WORKS                      | 2                          | 192,588.00                 |
| 1                          | 72,913.00               | 42M              | FACILITIES MANAGER                            | 1                          | 76,907.00                  |
| 1                          | 51,532.00               | 40               | CLERK OF THE WORKS                            | 0                          | -                          |
| 1                          | 51,491.00               | 35               | PLANT ENGINEER - CITY HALL                    | 1                          | 56,221.00                  |
| 3                          | 135,488.00              | 30               | SENIOR BUILDING CUSTODIAN                     | 3                          | 144,414.00                 |
| 5                          | 190,399.00              | 25               | BUILDING CUSTODIAN                            | 5                          | 202,077.00                 |
| 14                         | \$ 780,468.00           |                  | REGULAR SALARIES                              | 13                         | \$ 779,791.00              |
|                            | (68,257.00)             |                  | VACANCY FACTOR                                |                            | (16,725.00)                |
|                            | 4,103.00                |                  | EM INCENTIVE PAY                              |                            | 2,135.00                   |
| 14                         | \$ 716,314.00           |                  | TOTAL SALARIES                                | 13                         | \$ 765,201.00              |
|                            | \$ (306,008.00)         |                  | <b>FUNDING SOURCES:</b>                       |                            |                            |
|                            | (127,630.00)            |                  | LIBRARY INTERGOVERNMENTAL CHARGE              |                            | \$ (325,564.00)            |
|                            | (51,000.00)             |                  | ESCO PROJECT                                  |                            | (140,884.00)               |
|                            | \$ (484,638.00)         |                  | UNION STATION                                 |                            | (51,000.00)                |
|                            |                         |                  | TOTAL FUNDING SOURCES                         |                            | \$ (517,448.00)            |
| 14                         | \$ 231,676.00           | <b>110-91000</b> | <b>TOTAL RECOMMENDED PERSONAL SERVICES</b>    | 13                         | \$ 247,753.00              |
|                            | \$ 43,910.00            |                  | OVERTIME                                      |                            | \$ 48,410.00               |
|                            | \$ 43,910.00            |                  | RECOMMENDED OVERTIME                          |                            | \$ 48,410.00               |
|                            | (28,739.00)             |                  | <b>FUNDING SOURCES:</b>                       |                            |                            |
|                            | (28,739.00)             |                  | LIBRARY INTERGOVERNMENTAL CHARGE              |                            | (28,739.00)                |
|                            |                         |                  | TOTAL FUNDING SOURCES                         |                            | (28,739.00)                |
|                            | \$ 15,171.00            | <b>110-97000</b> | <b>TOTAL RECOMMENDED OVERTIME</b>             |                            | \$ 19,671.00               |
|                            | \$ 365,160.00           |                  | ELECTRICITY                                   |                            | \$ 365,160.00              |
|                            | 145,000.00              |                  | HIRED SERVICES                                |                            | 145,000.00                 |
|                            | 204,157.00              |                  | MAINTENANCE & REPAIR                          |                            | 237,157.00                 |
|                            | 1,800.00                |                  | TELEPHONE                                     |                            | 1,800.00                   |
|                            | 103,204.00              |                  | OTHER PERSONAL SERVICES                       |                            | 103,204.00                 |
|                            | 2,500.00                |                  | OFFICE SUPPLIES                               |                            | 2,500.00                   |
|                            | 181,000.00              |                  | NATURAL GAS                                   |                            | 181,000.00                 |
|                            | 34,000.00               |                  | OTHER SUPPLIES                                |                            | 34,000.00                  |
|                            | 1,500.00                |                  | FUEL OIL                                      |                            | 1,500.00                   |
|                            | 33,000.00               |                  | OTHER CHARGES & EXPENDITURES                  |                            | 33,000.00                  |
|                            | \$ 1,071,321.00         |                  | TOTAL ORDINARY MAINTENANCE                    |                            | \$ 1,104,321.00            |
|                            | (343,797.00)            |                  | <b>FUNDING SOURCES:</b>                       |                            |                            |
|                            | (343,797.00)            |                  | LIBRARY INTERGOVERNMENTAL CHARGE              |                            | (343,797.00)               |
|                            |                         |                  | TOTAL FUNDING SOURCES                         |                            | (343,797.00)               |
|                            | \$ 727,524.00           | <b>110-92000</b> | <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b> |                            | \$ 760,524.00              |
|                            | \$ 974,371.00           |                  | <b>TOTAL RECOMMENDED TAX LEVY</b>             |                            | \$ 1,027,948.00            |

## Finance- Debt Service Obligations FY16 Budget Recommendation

### **Mariann Castelli-Hier Treasurer**

City Hall Room 203  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1075

### **Debt Service Interest- #662**

|                         | <b>Actual</b>           | <b>Approved</b>         |                | <b>Recommended</b>      |
|-------------------------|-------------------------|-------------------------|----------------|-------------------------|
|                         | <b>Fiscal 2014</b>      | <b>Budget for</b>       | <b>Account</b> | <b>Appropriation</b>    |
| <b>Expenditures</b>     |                         | <b>Fiscal 2015</b>      | <b>Number</b>  | <b>Fiscal 2016</b>      |
| Debt Interest           | \$ 19,510,608.06        | \$ 18,215,359.00        |                | \$ 20,404,202.00        |
| <b>Total Interest</b>   | <b>\$ 19,510,608.06</b> | <b>\$ 18,215,359.00</b> | <b>94000</b>   | <b>\$ 20,404,202.00</b> |
| <b>Funding Sources</b>  |                         |                         |                |                         |
| Capital Campaign        | 2,933,721.75            | 2,640,415.00            | 94903          | 2,340,362.00            |
| Major Taylor            | 162,390.86              | 153,345.00              | 94904          | 140,230.00              |
| North High Fund         | 625,209.50              | 600,498.00              | 94909          | 575,251.00              |
| City Square             | 762,332.30              | 959,403.00              | 94910          | 1,354,353.00            |
| Parks CSX Projects      | 47,780.00               | 68,836.00               | 94928          | 39,800.00               |
| Institute Park          | 33,092.79               | 50,523.00               | 94929          | 50,445.00               |
| University Park         | 23,602.63               | 53,533.00               | 94929          | 54,091.00               |
| Health                  | 824.78                  | -                       | 94934          | -                       |
| Sewer Revenues          | 2,862,915.09            | 3,162,769.00            | 94938          | 3,443,576.00            |
| Off Street Parking      | 162,254.00              | 165,162.00              | 94944          | 162,807.00              |
| Airport Park Projects   | 12,711.25               | 11,611.00               | 94969          | 0.00                    |
| Pilot Library Equipment | -                       | -                       |                | 13,500.00               |
| Golf Revenues           | 66,043.50               | 63,271.00               | 94970          | 58,308.00               |
| Water Revenues          | 2,723,956.88            | 2,638,837.00            | 94972          | 2,476,019.00            |
| Worcester Airport       | 35,715.00               | 23,630.00               | 94973          | 11,005.00               |
| DCU Center              | 767,907.39              | 1,299,588.00            | 94975          | 1,486,141.00            |
| OPCD                    | 49,226.50               | -                       | 94976          | -                       |
| Union Station Garage    | 238,396.25              | 221,790.00              | 94980          | 206,205.00              |
| Debt Stabilization      | 148,329.05              | -                       | 94984          | -                       |
| General Fund            | 7,854,198.54            | 8,180,501.00            |                | 7,992,109.00            |
| <b>Total</b>            | <b>\$19,510,608.06</b>  | <b>\$20,293,712.00</b>  |                | <b>20,404,202.00</b>    |

### **Expenditures:**

The total Fiscal 2016 budget for both long-term debt interest and short term borrowing interest is recommended to be \$20,404,202 which is an increase of \$110,490 from the Fiscal 2015 budget of \$20,293,712. This amount represents \$18,323,410 for long-term bond interest for debt issued through Fiscal 2014, \$1,354,921 for short-term interest incurred by the City and \$725,871 for ½ year of interest on long term debt to be issued in December 2015.

## **Finance- Debt Service Obligations FY16 Budget Recommendation**

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### **Short Term Borrowing \$53,261,000:**

The \$53,261,000 of BANS borrowed includes \$23,827,000 in tax levy funded projects. The tax levy funded projects are made up of the following; \$2,862,000 for Capital Equipment, \$5,490,000 for Citywide Building Rehabilitation, \$2,745,000 for Worcester Public School MSBA Accelerated Repair Projects, \$8,220,000 for Street Infrastructure, \$4,510,000 for Park Improvements.

The balance of \$29,434 in borrowings consists of: \$11,153,000 for Sewer Enterprise infrastructure, equipment and rehabilitation improvements; \$5,840,000 for Water Enterprise infrastructure, equipment and rehabilitation improvements; \$380,000 for Off Street Parking projects that include Off Street Garage Improvements and Parking Meters; \$11,847,000 for City Square projects; and \$214,000 for the DCU Center.

### **Funding Sources for Debt Interest Payment:**

The gross interest expense for Fiscal 2016 is anticipated to be in the amount of \$20,390,702. Funding from non tax levy is estimated in the amount of \$12,398,593 to include Water, Sewer Enterprise accounts, Golf Course, Off Street Parking revenues, as well as other financial sources listed. The remaining balance of \$7,992,109 is recommended to be financed with tax levy funds which represents a decrease of \$188,392 from the Fiscal 2015 tax levy debt service interest budget of \$8,180,501.

### **Short-Term Financing for Capital Projects:**

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

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

## **Finance- Debt Service Obligations FY16 Budget Recommendation**

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### **Operational Overview:**

Massachusetts General Law rigorously defines the scope and intent of municipal finance.

Chapter 44, Section 7 deals primarily with debt considered to be inside the debt ceiling as provided by statute. This section describes the types of capital projects which are controlled under the debt limit, as well as the length of amortization for the particular project being implemented. Capital projects falling under this section include building rehabilitation, land acquisition, additions to or construction of specific buildings, departmental equipment, traffic signal installation, fire alarm and police communications.

Chapter 44, Section 8 delineates certain specific capital projects which are excluded from the statutorily prescribed Debt Limit as specified in Section 7 of Chapter 44. Capital projects which fall under the jurisdiction of this section are considered to be “Outside the Debt Limit”. The majority of projects within this category are major public works projects and deal with such categories as sewerage systems, treatment plants, water filtration plants, and memorials.

Cities and towns within the Commonwealth are restricted to the maximum amount of debt authorized for certain defined purposes, at any one time. Massachusetts General Law (M.G.L.), Chapter 44, Section 10 defines the “debt limit” for cities at 2 1/2% of the total Equalized Valuation of all property subject to local taxation. Following the provisions set forth within M.G.L. Chapter 8B, the Commissioner of the State Department of Revenue determines the equalized valuation of all municipalities every two years. Worcester’s last equalized valuation was completed and effective in January of 2014. At that time, the actual value and limits were set and exist as of the time of this budget submission. The Equalized Valuation for Worcester is \$11,615,944,200.

**MARIANN CASTELLI-HIER, TREASURER & COLLECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**

**FINANCE - DEBT SERVICE INTEREST - #662**

| APPROVED<br>FY15 AMOUNT   | TITLE   | RECOMMENDED<br>FY16 AMOUNT |
|---------------------------|---|----------------------------|
| \$ 18,215,359.00          | EXISTING LONG TERM DEBT                             | \$ 18,323,410.00           |
| 1,295,597.00              | NEW BOND INTEREST                                   | 1,354,921.00               |
| 782,756.00                | ANTICIPATION NOTE INTEREST                          | 725,871.00                 |
| <u>\$ 20,293,712.00</u>   | TOTAL INTEREST                                      | <u>\$ 20,404,202.00</u>    |
|                           | <b>FUNDING SOURCES:</b>                             |                            |
| \$ (2,638,837.00)         | CREDIT WATER ENTERPRISE                             | \$ (2,476,019.00)          |
| (3,162,769.00)            | CREDIT SEWER ENTERPRISE                             | (3,443,576.00)             |
| (2,640,415.00)            | STABILIZATION - CAPITAL CAMPAIGN                    | (2,340,362.00)             |
| (600,498.00)              | STABILIZATION - NORTH HIGH SCHOOL                   | (575,251.00)               |
| (153,345.00)              | MAJOR TAYLOR BOULEVARD GARAGE                       | (140,230.00)               |
| (23,630.00)               | CREDIT AIRPORT FUNDS                                | (11,005.00)                |
| (165,162.00)              | CREDIT OFF STREET PARKING                           | (162,807.00)               |
| (221,790.00)              | CREDIT UNION STATION GARAGE                         | (206,205.00)               |
| (1,299,588.00)            | CREDIT DCU CENTER REVOLVING                         | (1,486,141.00)             |
| (959,403.00)              | CREDIT CITY SQUARE CAPITALIZED INTEREST             | (1,354,353.00)             |
| (63,271.00)               | CREDIT GOLF REVENUES                                | (58,308.00)                |
| (50,523.00)               | CREDIT INSTITUTE PARK                               | (50,445.00)                |
| (68,836.00)               | CREDIT CSX PARK PROJECTS                            | (39,800.00)                |
| (11,611.00)               | CREDIT AIRPORT PARK PROJECTS                        | 0.00                       |
| -                         | CREDIT PILOT LIBRARY EQUIPMENT                      | (13,500.00)                |
| (53,533.00)               | CREDIT UNIVERSITY PARK PROJECT                      | (54,091.00)                |
| <u>\$ (12,113,211.00)</u> | TOTAL FUNDING SOURCES                               | <u>\$ (12,412,093.00)</u>  |
| <u>\$ 8,180,501.00</u>    | <b>662-94000</b> TOTAL RECOMMENDED INTEREST PAYMENT | <u>\$ 7,992,109.00</u>     |
| <u>\$ 8,180,501.00</u>    | TOTAL RECOMMENDED TAX LEVY                          | <u>\$ 7,992,109.00</u>     |

## Finance- Debt Service Obligations FY16 Budget Recommendation

### Debt Service Principal- #661

|                         | <b>Actual</b>           | <b>Approved</b>         |                | <b>Recommended</b>      |
|-------------------------|-------------------------|-------------------------|----------------|-------------------------|
|                         | <b>Fiscal 2014</b>      | <b>Budget for</b>       | <b>Account</b> | <b>Appropriation</b>    |
| <b>Expenditures</b>     |                         | <b>Fiscal 2015</b>      | <b>Number</b>  | <b>Fiscal 2016</b>      |
| Debt Principal          | \$ 48,335,809.27        | \$ 51,625,288.00        |                | \$ 52,927,078.00        |
| <b>Total Principal</b>  | <b>\$ 48,335,809.27</b> | <b>\$ 51,625,288.00</b> | <b>94000</b>   | <b>\$ 52,927,078.00</b> |
|                         |                         |                         |                |                         |
|                         |                         |                         |                |                         |
| <b>Funding Sources</b>  |                         |                         |                |                         |
| Premium on Loans        | \$ -                    | \$ 2,200,000.00         | 33008          | \$ -                    |
| Capital Campaign        | 6,778,811.82            | 6,791,076.00            | 94903          | 6,818,370.00            |
| Major Taylor            | 417,000.00              | 445,000.00              | 94904          | 514,000.00              |
| North High Fund         | 808,333.00              | 814,333.00              | 94909          | 821,334.00              |
| City Square             | 21,000.00               | 127,000.00              | 94910          | 129,722.00              |
| Parks CSX Projects      | 108,000.00              | 144,374.00              | 94928          | 104,000.00              |
| Institute Park          | 77,764.71               | 77,765.00               | 94929          | 125,000.00              |
| Sewer Revenues          | 4,302,499.62            | 4,730,099.00            | 94938          | 5,151,039.00            |
| Off Street Parking      | 345,713.51              | 347,308.00              | 94944          | 459,524.00              |
| Airport Park Projects   | 29,000.00               | 29,000.00               | 94969          | -                       |
| Golf Revenues           | 155,800.00              | 162,400.00              | 94970          | 166,888.00              |
| Water Revenues          | 8,847,805.52            | 8,937,635.00            | 94972          | 9,286,171.00            |
| Worcester Airport       | 484,012.00              | 491,964.00              | 94973          | 474,900.00              |
| Pilot Library Equipment | -                       | -                       |                | 135,000.00              |
| DCU Center              | 718,374.35              | 769,760.00              | 94975          | 1,294,645.00            |
| OPCD                    | 166,000.00              | -                       | 94976          | -                       |
| Union Station Garage    | 417,000.00              | 417,000.00              | 94980          | 417,000.00              |
| University park         | 6,000.00                | 94,000.00               | 94983          | 112,000.00              |
| Debt Stabilization      | 148,329.06              | -                       | 94984          | -                       |
| General Fund            | 24,504,365.68           | 25,046,574.00           |                | 26,917,485.00           |
| <b>Total</b>            | <b>\$48,335,809.27</b>  | <b>\$51,625,288.00</b>  |                | <b>\$52,927,078.00</b>  |

### Expenditures:

The amount of principal payments the City of Worcester will make on long-term debt for Fiscal 2016 is \$52,927,078 which is an increase of \$1,301,790 from the Fiscal 2015 amount of \$51,625,288. Of this amount, it is recommended that \$26,009,593 be repaid from sources other than tax levy funds to include Water, Sewer, Airport, Off Street Parking, Capital Campaign Stabilization Funds, Golf Course, Major Taylor Boulevard Garage, as well as other financial sources listed. The remaining balance of \$26,917,485 is recommended to be financed with tax levy funds in Fiscal 2016 which is an increase of \$1,870,911 from the Fiscal 2015 amount of \$25,046,574.

The following two charts identify the summary of bonded debt and illustrate specific projects funded by the City of Worcester from Fiscal 2011 through Fiscal 2015.

## Finance- Debt Service Obligations FY16 Budget Recommendation

| CITY OF WORCESTER                |                     |                     |                     |                     |                     |                      |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| FISCAL YEAR 2011 - 2015          |                     |                     |                     |                     |                     |                      |
| CASH FLOW ANALYSIS SUMMARY       |                     |                     |                     |                     |                     |                      |
| DESCRIPTION                      | FY11                | FY12                | FY13                | FY14                | FY15                | TOTAL                |
| CAPITAL EQUIPMENT                | \$ 3,034,000        | \$ 2,375,000        | \$ 2,810,000        | \$ 2,765,000        | \$ 2,862,000        | \$ 13,846,000        |
| BUILDING REHABILITATION          | 2,850,000           | 2,425,000           | 2,285,000           | 3,180,000           | 870,000             | 11,610,000           |
| BUILDING REHABILITATION- SCHOOLS | -                   | 5,500,000           | -                   | -                   | 400,000             | 5,900,000            |
| ACCELERATED MSBA REPAIR PROGRAM  | -                   | -                   | 695,000             | 2,826,000           | 2,745,000           | 6,266,000            |
| BUILDING REHABILITATION- ESCO    | -                   | 8,430,000           | 20,590,000          | -                   | 4,220,000           | 33,240,000           |
| INFRASTRUCTURE IMPROV. & PARKS   | 12,116,000          | 9,920,000           | 9,525,000           | 14,110,000          | 8,220,000           | 53,891,000           |
| DAM IMPROVEMENT                  | -                   | -                   | 300,000             | -                   | -                   | 300,000              |
| INFRASTRUCTURE IMP./ \$20M PROG. | 1,000,000           | 8,275,000           | 6,250,000           | -                   | -                   | 15,525,000           |
| PARK IMPROVEMENT                 | -                   | -                   | 4,742,500           | 3,502,500           | 4,510,000           | 12,755,000           |
| CSX/ UNIVERSITY PARK             | -                   | 2,000,000           | 1,550,000           | 600,000             | -                   | 4,150,000            |
| <b>TOTAL TAX LEVY</b>            | <b>\$19,000,000</b> | <b>\$38,925,000</b> | <b>\$48,747,500</b> | <b>\$26,983,500</b> | <b>\$23,827,000</b> | <b>\$157,483,000</b> |
| EMERGENCY COMMUNICATIONS         | 750,000             | -                   | -                   | -                   | -                   | 750,000              |
| SCHOOL CONSTRUCTION              | -                   | 7,150,000           | -                   | -                   | -                   | 7,150,000            |
| CITY SQUARE                      | 4,410,000           | 180,000             | 1,825,000           | 5,830,000           | 11,847,000          | 24,092,000           |
| DCU CENTER                       | 2,045,000           | 1,810,000           | 8,075,000           | 18,035,000          | 214,000             | 30,179,000           |
| OFF STREET PARKING               | 855,000             | 265,000             | 235,000             | 1,025,000           | 380,000             | 2,760,000            |
| GOLF ENTERPRISE                  | 155,000             | 25,000              | 100,000             | 120,000             | -                   | 400,000              |
| SEWER ENTERPRISE                 | 7,110,000           | 14,135,000          | 10,140,000          | 11,970,000          | 11,153,000          | 54,508,000           |
| WATER ENTERPRISE                 | 3,705,000           | 9,823,000           | 5,155,000           | 6,630,000           | 5,840,000           | 31,153,000           |
| <b>GRAND TOTAL</b>               | <b>\$38,030,000</b> | <b>\$72,313,000</b> | <b>\$74,277,500</b> | <b>\$70,593,500</b> | <b>\$53,261,000</b> | <b>\$308,475,000</b> |

The amounts illustrated in the following tables are the actual and projected borrowings for the various City entities for Fiscal 2015. These amounts will be used to pay for approved capital projects through Fiscal 2015.

## Finance- Debt Service Obligations FY16 Budget Recommendation

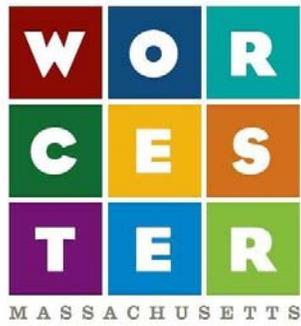
|   | 1ST Q               | 2ND Q               | 3RD Q               | 4TH Q               |                      |
|---|---------------------|---------------------|---------------------|---------------------|----------------------|
|   | ANTICIPATION        | ANTICIPATION        | ANTICIPATION        | ANTICIPATION        |                      |
|   | NOTE                | NOTE                | NOTE                | NOTE                |                      |
| PROJECT   | FY15                | FY15                | FY15                | FY15                | TOTAL                |
| PUBLIC IMPROVEMENT (City Square & Delegated Elements) | 7,047,000.00        |                     |                     | 4,800,000.00        | 11,847,000.00        |
| <b>TOTAL CITY SQUARE</b>                              | <b>7,047,000.00</b> | <b>-</b>            | <b>-</b>            | <b>4,800,000.00</b> | <b>11,847,000.00</b> |
| BUILDING REMODELING (DCU Center)                      | 14,000.00           |                     |                     |                     | 14,000.00            |
| BUILDING REHABILITATION- DCU CENTER                   | 50,000.00           | 150,000.00          |                     |                     | 200,000.00           |
| <b>TOTAL DCU CENTER</b>                               | <b>64,000.00</b>    | <b>150,000.00</b>   | <b>-</b>            | <b>-</b>            | <b>214,000.00</b>    |
| EQUIPMENT (Citywide)                                  |                     | 100,000.00          |                     |                     | 100,000.00           |
| CAPITAL EQUIPMENT- PUBLIC WORKS                       |                     | 210,000.00          |                     | 450,000.00          | 660,000.00           |
| CAPITAL EQUIPMENT- FIRE                               |                     | 100,000.00          | 125,000.00          |                     | 225,000.00           |
| CAPITAL EQUIPMENT- PARKS                              |                     | 50,000.00           | 250,000.00          |                     | 300,000.00           |
| CAPITAL EQUIPMENT- POLICE                             |                     | 150,000.00          | 160,000.00          | 290,000.00          | 600,000.00           |
| CAPITAL EQUIPMENT- SCHOOLS                            |                     | 250,000.00          | 50,000.00           | 200,000.00          | 500,000.00           |
| CAPITAL EQUIPMENT- TECHNICAL SERVICES                 |                     |                     | 140,000.00          | 255,000.00          | 395,000.00           |
| CAPITAL EQUIPMENT- INSPECTIONAL SERVICES              |                     | 25,000.00           | 50,000.00           |                     | 75,000.00            |
| CAPITAL EQUIPMENT- ELDER AFFAIRS                      |                     |                     | 7,000.00            |                     | 7,000.00             |
| <b>TOTAL GENERAL EQUIPMENT</b>                        | <b>-</b>            | <b>885,000.00</b>   | <b>782,000.00</b>   | <b>1,195,000.00</b> | <b>2,862,000.00</b>  |
| OUTDOOR RECREATIONAL FACILITIES (Mulcahy Field)       |                     |                     |                     | 10,000.00           | 10,000.00            |
| OUTDOOR RECREATIONAL FACILITIES (Harrington Way)      |                     |                     | 175,000.00          |                     | 175,000.00           |
| PARKS TREE PLANTING                                   |                     |                     |                     | 20,000.00           | 20,000.00            |
| PARK IMPROVEMENT - CASTLE PARK                        |                     |                     | 25,000.00           | 40,000.00           | 65,000.00            |
| PARK IMPROVEMENT - NEWTON HILL SHED                   |                     |                     | 25,000.00           |                     | 25,000.00            |
| COES RESERVOIR  | 10,000.00           |                     | 20,000.00           |                     | 30,000.00            |
| GREEN HILL PARK                                       | 100,000.00          |                     | 400,000.00          | 450,000.00          | 950,000.00           |
| CROMPTON PARK   |                     |                     | 25,000.00           | 20,000.00           | 45,000.00            |
| CASTLE PARK   |                     |                     |                     | 250,000.00          | 250,000.00           |
| HOPE CEMETERY   |                     |                     |                     | 25,000.00           | 25,000.00            |
| BURNCOAT PARK   | 50,000.00           |                     | 200,000.00          | 50,000.00           | 300,000.00           |
| TY COBB   |                     |                     | 300,000.00          |                     | 300,000.00           |
| BLACKSTONE GATEWAY PARK                               | 100,000.00          |                     |                     |                     | 100,000.00           |
| HADWEN PARK   |                     |                     | 50,000.00           | 20,000.00           | 70,000.00            |
| INSTITUTE PARK  |                     |                     | 300,000.00          | 200,000.00          | 500,000.00           |
| LAKE PARK   | 100,000.00          |                     |                     |                     | 100,000.00           |
| OPEN SPACE  |                     |                     |                     | 25,000.00           | 25,000.00            |
| PROVIDENCE STREET PLAYGROUND                          |                     |                     |                     | 25,000.00           | 25,000.00            |
| VERNON HILL   |                     |                     |                     | 10,000.00           | 10,000.00            |
| SHALE STREET  |                     |                     | 50,000.00           |                     | 50,000.00            |
| SOUTH WORCESTER                                       |                     |                     | 25,000.00           |                     | 25,000.00            |
| BETTY PRICE NORTHAMPTON                               | 10,000.00           |                     | 70,000.00           |                     | 80,000.00            |
| BLITHEWOOD FIELD                                      | 50,000.00           |                     | 50,000.00           |                     | 100,000.00           |
| ELM PARK  |                     |                     | 400,000.00          | 200,000.00          | 600,000.00           |
| GRANT SQUARE  |                     |                     | 450,000.00          | 50,000.00           | 500,000.00           |
| GREENWOOD PARK  | 130,000.00          |                     |                     |                     | 130,000.00           |
| <b>TOTAL GENETRAL FUND PARK IMPROVEMENT</b>           | <b>550,000.00</b>   | <b>-</b>            | <b>2,565,000.00</b> | <b>1,395,000.00</b> | <b>4,510,000.00</b>  |
| ENERGY CONSERVATION/RENEWABLE ENERGY                  | 700,000.00          | 1,000,000.00        | 2,270,000.00        | 250,000.00          | 4,220,000.00         |
| BUILDING REMODELING (Citywide), WALLS & DIKES         | 75,000.00           |                     |                     |                     | 75,000.00            |
| CITYWIDE BUILDING REHABILITATION                      | 350,000.00          |                     |                     |                     | 350,000.00           |
| WORC. PUBLIC SCHOOL MSBA ACCELERATED REHAB.           |                     |                     |                     | 2,745,000.00        | 2,745,000.00         |
| BUILDING REHABILITATION- FIRE                         |                     | 50,000.00           | 5,000.00            |                     | 55,000.00            |
| BUILDING REHABILITATION- POLICE                       |                     | 100,000.00          | 5,000.00            |                     | 105,000.00           |
| BUILDING REHABILITATION- SCHOOLS                      |                     | 100,000.00          | 300,000.00          |                     | 400,000.00           |
| WRA/ URBAN RENEWAL PLAN                               |                     |                     | 85,000.00           |                     | 85,000.00            |
| DAM REHABILITATION & IMPROVEMENTS                     |                     | 200,000.00          |                     |                     | 200,000.00           |
| <b>TOTAL GENERAL FUND REHABILITATION</b>              | <b>1,125,000.00</b> | <b>1,450,000.00</b> | <b>2,665,000.00</b> | <b>2,995,000.00</b> | <b>8,235,000.00</b>  |

## Finance- Debt Service Obligations FY16 Budget Recommendation

|  | 1ST Q                | 2ND Q                | 3RD Q                | 4TH Q                |                      |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
|  | ANTICIPATION         | ANTICIPATION         | ANTICIPATION         | ANTICIPATION         |                      |
|  | NOTE                 | NOTE                 | NOTE                 | NOTE                 |                      |
| PROJECT  | FY15                 | FY15                 | FY15                 | FY15                 | TOTAL                |
| STREET LIGHTS                                    |                      |                      | 250,000.00           | 250,000.00           | 500,000.00           |
| TRAFFIC SIGNAL IMPROVEMENT                       |                      |                      |                      | 150,000.00           | 150,000.00           |
| STREET CONSTRUCTION (Canal, Shrewsbury, Grafton) |                      |                      | 25,000.00            | 50,000.00            | 75,000.00            |
| STREET CONSTRUCTION (North Lake Avenue)          |                      |                      |                      | 420,000.00           | 420,000.00           |
| STREET CONSTRUCTION LINCOLN STREET               |                      |                      |                      | 40,000.00            | 40,000.00            |
| STREET CONSTRUCTION MCKEON ROAD                  |                      | 50,000.00            | 20,000.00            |                      | 70,000.00            |
| STREET CONSTRUCTION SIDEWALKS                    |                      |                      |                      | 830,000.00           | 830,000.00           |
| STREET CONSTRUCTION                              |                      |                      | 50,000.00            |                      | 50,000.00            |
| PRIVATE STREET CONVERSION                        |                      | 150,000.00           |                      | 300,000.00           | 450,000.00           |
| STREET CONSTRUCTION RESURFACING ADA SIDEWALKS    |                      | 30,000.00            |                      | 1,800,000.00         | 1,830,000.00         |
| SIDEWALK IMPROVEMENTS                            | 100,000.00           | 150,000.00           |                      |                      | 250,000.00           |
| STREET RESURFACING                               | 750,000.00           | 1,000,000.00         | 750,000.00           |                      | 2,500,000.00         |
| DOWNTOWN STREETS & SIDEWALKS                     |                      | 200,000.00           | 750,000.00           |                      | 950,000.00           |
| CITYWIDE STREET IMPROVEMENT                      |                      |                      | 25,000.00            | 80,000.00            | 105,000.00           |
| <b>TOTAL GENERAL FUND STREETS</b>                | <b>850,000.00</b>    | <b>1,580,000.00</b>  | <b>1,870,000.00</b>  | <b>3,920,000.00</b>  | <b>8,220,000.00</b>  |
| FEDERAL PLAZA GARAGE                             |                      |                      |                      | 60,000.00            | 60,000.00            |
| OFF STREET PARKING EQUIPMENT                     |                      | 100,000.00           |                      |                      | 100,000.00           |
| OFF STREET BUILDING REHABILITATION               |                      | 160,000.00           | 30,000.00            | 30,000.00            | 220,000.00           |
| <b>TOTAL OFF STREET</b>                          | <b>-</b>             | <b>260,000.00</b>    | <b>30,000.00</b>     | <b>90,000.00</b>     | <b>380,000.00</b>    |
| SEWER CAPITAL EQUIPMENT                          | 3,000.00             |                      | 280,000.00           |                      | 283,000.00           |
| SEWER GENERATOR REHABILITATION                   |                      | 100,000.00           |                      |                      | 100,000.00           |
| SEWER INTERCEPTORS                               | 100,000.00           | 400,000.00           |                      | 750,000.00           | 1,250,000.00         |
| NEW SEWER CONSTRUCTION LATERAL                   |                      |                      | 175,000.00           | 325,000.00           | 500,000.00           |
| SEWER INTERCEPTORS                               | 500,000.00           | 2,650,000.00         |                      |                      | 3,150,000.00         |
| SEWER (CSO)                                      |                      |                      |                      | 150,000.00           | 150,000.00           |
| SEWER CONSTRUCTION                               |                      |                      |                      | 140,000.00           | 140,000.00           |
| SEWER CONSTRUCTION                               |                      |                      |                      | 130,000.00           | 130,000.00           |
| NEW SEWER CONSTRUCTION                           |                      | 400,000.00           |                      |                      | 400,000.00           |
| SEWER INFILTRATION/INFLOW                        |                      |                      |                      | 100,000.00           | 100,000.00           |
| SEWER STORMWATER PERMIT (cso)                    |                      | 300,000.00           |                      |                      | 300,000.00           |
| SEWER LAKE AVE. PUMP                             | 100,000.00           |                      |                      |                      | 100,000.00           |
| INFILTRATION/INFLOW- LAKE AVE. PUMP              | 350,000.00           |                      |                      | 130,000.00           | 480,000.00           |
| SEWER GREEN ISLAND FLOOD STUDY                   |                      | 100,000.00           |                      | 50,000.00            | 150,000.00           |
| SEWER PUMP STATION REHABILITATION                | 40,000.00            | 100,000.00           |                      | 10,000.00            | 150,000.00           |
| SEWER RECONSTRUCTION                             | 100,000.00           | 460,000.00           | 650,000.00           | 1,000,000.00         | 2,210,000.00         |
| SEWER STORMWATER PERMIT                          |                      | 300,000.00           |                      |                      | 300,000.00           |
| INFILTRATION & INFLOW                            |                      | 295,000.00           |                      |                      | 295,000.00           |
| NEW SEWER CONSTRUCTION                           |                      |                      |                      | 75,000.00            | 75,000.00            |
| SEWER PUMPING REHABILITATION                     |                      |                      | 100,000.00           | 90,000.00            | 190,000.00           |
| SEWER MANAGEMENT CAPACITY OPERATIONS             | 200,000.00           |                      |                      |                      | 200,000.00           |
| LAKE AVE. PUMP STATION                           | 400,000.00           | 100,000.00           |                      |                      | 500,000.00           |
| <b>TOTAL SEWER</b>                               | <b>1,793,000.00</b>  | <b>5,205,000.00</b>  | <b>1,205,000.00</b>  | <b>2,950,000.00</b>  | <b>11,153,000.00</b> |
| WATER LAND ACQUISITION                           |                      |                      |                      | 150,000.00           | 150,000.00           |
| WATER (Hydrants)                                 |                      |                      |                      | 50,000.00            | 50,000.00            |
| WATER (Hydrants)                                 |                      |                      | 50,000.00            |                      | 50,000.00            |
| WATER (Cross Connection Surveys)                 |                      |                      | 40,000.00            | 60,000.00            | 100,000.00           |
| WATER CROSS CONNECTION SURVEY                    |                      |                      |                      | 40,000.00            | 40,000.00            |
| WATER ACCOUNTABILITY/ LEAK DETECTION             |                      | 35,000.00            |                      |                      | 35,000.00            |
| WATER MAIN & GATES                               | 50,000.00            | 440,000.00           | 700,000.00           | 1,000,000.00         | 2,190,000.00         |
| WATER TRANSMISSION MAINS                         |                      | 500,000.00           | 100,000.00           | 100,000.00           | 700,000.00           |
| WATER FILTRATION PLANT MODIFICATION              |                      |                      | 300,000.00           |                      | 300,000.00           |
| WATER ACCOUNTABILITY ANALYSIS                    |                      | 65,000.00            |                      | 50,000.00            | 115,000.00           |
| WATER PUMP STATION REHABILITATION                |                      | 125,000.00           |                      |                      | 125,000.00           |
| WATER CAPITAL EQUIPMENT                          |                      |                      | 120,000.00           |                      | 120,000.00           |
| WATER CAPITAL EQUIPMENT                          | 25,000.00            | 145,000.00           | 100,000.00           | 50,000.00            | 320,000.00           |
| WATER CAPITAL EQUIPMENT                          |                      |                      |                      | 175,000.00           | 175,000.00           |
| WATER METERS                                     |                      | 150,000.00           |                      | 200,000.00           | 350,000.00           |
| WATER (Reservoir Rehabilitation)                 |                      |                      | 50,000.00            | 60,000.00            | 110,000.00           |
| RESERVOIR REHABILITATION                         |                      | 450,000.00           |                      |                      | 450,000.00           |
| RESERVOIR REHABILITATION                         |                      |                      |                      | 460,000.00           | 460,000.00           |
| <b>TOTAL WATER</b>                               | <b>75,000.00</b>     | <b>1,910,000.00</b>  | <b>1,460,000.00</b>  | <b>2,395,000.00</b>  | <b>5,840,000.00</b>  |
| <b>TOTALS</b>                                    | <b>11,504,000.00</b> | <b>11,440,000.00</b> | <b>10,577,000.00</b> | <b>19,740,000.00</b> | <b>53,261,000.00</b> |

**MARIANN CASTELLI-HIER, TREASURER & COLLECTOR**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**FINANCE - DEBT SERVICE PRINCIPAL- #661**

| RECOMMENDED<br>FY15 AMOUNT | TITLE  | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|--|----------------------------|
| \$ 51,625,288.00           | REDEMPTION ON BONDS                                  | \$ 52,927,078.00           |
| <u>\$ 51,625,288.00</u>    | TOTAL PRINCIPAL                                      | <u>\$ 52,927,078.00</u>    |
|                            | <b>FUNDING SOURCES:</b>                              |                            |
| \$ (8,937,635.00)          | CREDIT WATER ENTERPRISE                              | \$ (9,286,171.00)          |
| (4,730,099.00)             | CREDIT SEWER ENTERPRISE                              | (5,151,039.00)             |
| (6,791,076.00)             | STABILIZATION-BUILDING CAMPAIGN                      | (6,818,370.00)             |
| (814,333.00)               | STABILIZATION-NORTH HIGH SCHOOL                      | (821,334.00)               |
| (445,000.00)               | MAJOR TAYLOR BOULEVARD GARAGE                        | (514,000.00)               |
| (491,964.00)               | CREDIT AIRPORT FUNDS                                 | (474,900.00)               |
| (347,308.00)               | CREDIT OFF STREET PARKING                            | (459,524.00)               |
| (417,000.00)               | CREDIT UNION STATION GARAGE                          | (417,000.00)               |
| (769,760.00)               | CREDIT DCU CENTER REVOLVING                          | (1,294,645.00)             |
| (127,000.00)               | CREDIT CITY SQUARE CAPITALIZED PRINCIPAL             | (129,722.00)               |
| (162,400.00)               | CREDIT GOLF REVENUES                                 | (166,888.00)               |
| (77,765.00)                | CREDIT INSITUTE PARK PROJECTS                        | (125,000.00)               |
| (144,374.00)               | CREDIT CSX PARKS PROJECTS                            | (104,000.00)               |
| (29,000.00)                | CREDIT AIRPORT PARKS PROJECTS                        | -                          |
| -                          | CREDIT PILOT LIBRARY EQUIPMENT                       | (135,000.00)               |
| (94,000.00)                | CREDIT UNIVERSITY PARK PROJECTS                      | (112,000.00)               |
| (2,200,000.00)             | CREDIT PREMIUM ON LOANS                              | -                          |
| <u>\$ (26,578,714.00)</u>  | TOTAL FUNDING SOURCES                                | <u>\$ (26,009,593.00)</u>  |
| <u>\$ 25,046,574.00</u>    | <b>661-94000</b> TOTAL RECOMMENDED PRINCIPAL PAYMENT | <u>\$ 26,917,485.00</u>    |
| <u>\$ 25,046,574.00</u>    | TOTAL RECOMMENDED TAX LEVY                           | <u>\$ 26,917,485.00</u>    |



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## **Pension Obligation Bond FY16 Budget Recommendation**

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### **Thomas F. Zidelis Chief Financial Officer**

City Hall Room 203  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1075

#### **Introduction:**

Pension Obligation Bonds are a method of funding a system's unfunded liability. In December of 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 consistent with the Retirement System's investment policies with the intent of improving the system's funded status over time.

#### **FY16 Budget Overview**

|                     | <b>Actual</b>          | <b>Approved</b>         |                | <b>Recommended</b>      |
|---------------------|------------------------|-------------------------|----------------|-------------------------|
|                     | <b>Fiscal 2014</b>     | <b>Budget</b>           | <b>Account</b> | <b>Appropriation</b>    |
| <b>Expenditures</b> |                        | <b>Fiscal 2015</b>      | <b>Number</b>  | <b>Fiscal 2016</b>      |
| Fringe Benefits     | \$11,910,844.00        | \$ 10,531,115.00        | 96000          | \$ 10,470,831.00        |
| <b>Total</b>        | <b>\$11,910,844.00</b> | <b>\$ 10,531,115.00</b> |                | <b>\$ 10,470,831.00</b> |

#### **Expenditures:**

The total tax levy Pension Obligation budget for Fiscal 2016 is recommended to be \$10,470,831 which is a decrease of \$60,284 from the Fiscal 2015 amount of \$10,531,115. The balance of the POB Debt service is funded based on valuation calculations charged to the Worcester Public Schools and the City's Water, Sewer, and Golf enterprise funds based on their respective share of the City's pension liability.

#### **Operational Overview**

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

**AMORTIZATION SCHEDULE –**

| <b>Remaining Pension Obligation Bond Debt Service</b> |                      |                     |                 |
|---|----------------------|---------------------|-----------------|
| <b>Fiscal Year</b>                                    | <b>POB Principal</b> | <b>POB Interest</b> | <b>POB Debt</b> |
| 2016  | 7,565,000            | 9,073,125           | 16,638,125      |
| 2017  | 8,040,000            | 8,600,313           | 16,640,313      |
| 2018  | 8,540,000            | 8,097,813           | 16,637,813      |
| 2019  | 9,075,000            | 7,564,063           | 16,639,063      |
| 2020  | 9,640,000            | 6,996,875           | 16,636,875      |
| 2021  | 10,245,000           | 6,394,375           | 16,639,375      |
| 2022  | 10,885,000           | 5,754,063           | 16,639,063      |
| 2023  | 11,565,000           | 5,073,750           | 16,638,750      |
| 2024  | 12,290,000           | 4,350,938           | 16,640,938      |
| 2025  | 13,055,000           | 3,582,813           | 16,637,813      |
| 2026  | 13,870,000           | 2,766,875           | 16,636,875      |
| 2027  | 14,740,000           | 1,900,000           | 16,640,000      |
| 2028  | 15,660,000           | 978,750             | 16,638,750      |
|   | 145,170,000          | 71,133,750          | 216,303,750     |

**THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**DEPARTMENT OF ADMINISTRATION & FINANCE**  
**DIVISION OF PENSION OBLIGATION BONDS- DIVISION #665**

| APPROVED<br>FY15 AMOUNT  | TITLE  | RECOMMENDED<br>FY16 AMOUNT |
|--------------------------|--|----------------------------|
| <u>\$ 11,907,600.00</u>  | <b>665-94100</b> PENSION OBLIGATION DEBT SERVICE | <u>\$ 11,803,401.00</u>    |
| <u>\$ 11,907,600.00</u>  |  | <u>\$ 11,803,401.00</u>    |
|                          | <b>FUNDING SOURCES:</b>                          |                            |
| \$ (20,021.00)           | CREDIT FROM GOLF                                 | \$ (19,627.00)             |
| (565,832.00)             | CREDIT FROM SEWER                                | (556,309.00)               |
| (790,632.00)             | CREDIT FROM WATER                                | (756,634.00)               |
| <u>\$ (1,376,485.00)</u> | TOTAL FUNDING SOURCES                            | <u>\$ (1,332,570.00)</u>   |
| <u>\$ 10,531,115.00</u>  | <b>665-94000</b> TOTAL RECOMMENDED PAYMENT       | <u>\$ 10,470,831.00</u>    |
| <u>\$ 10,531,115.00</u>  | TOTAL RECOMMENDED TAX LEVY                       | <u>\$ 10,470,831.00</u>    |

**THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER**  
**CITY OF WORCESTER - ALLOCATION OF PENSION COSTS BY DEPARTMENT**  
**PENSION OBLIGATION BONDS DEPARTMENT #665**

| <u>DEPARTMENT</u>   | <u>FY16<br/>PRINCIPAL</u> | <u>FY16<br/>INTEREST</u> | <u>TOTAL PENSION<br/>OBLIGATION</u> |
|---|---------------------------|--------------------------|-------------------------------------|
| <b><u>EXECUTIVE OFFICE OF THE CITY MANAGER:</u></b>               |                           |                          |                                     |
| MANAGER   | 41,843.84                 | 50,185.62                | 92,029.46                           |
| <b>TOTAL</b>  | <b>41,843.84</b>          | <b>50,185.62</b>         | <b>92,029.46</b>                    |
| <b><u>HUMAN RESOURCES:</u></b>                                    |                           |                          |                                     |
| HUMAN RESOURCES   | 42,643.38                 | 51,144.57                | 93,787.95                           |
| <b>TOTAL</b>  | <b>42,643.38</b>          | <b>51,144.57</b>         | <b>93,787.95</b>                    |
| <b><u>OFFICE OF EXECUTIVE &amp; NEIGHBORHOOD DEVELOPMENT:</u></b> |                           |                          |                                     |
| CABLE SERVICES  | 6,648.60                  | 7,974.04                 | 14,622.64                           |
| ECONOMIC DEVELOPMENT  | 97,075.21                 | 116,427.70               | 213,502.91                          |
| WORKFORCE DEVELOPMENT   | 88,579.95                 | 106,238.86               | 194,818.81                          |
| <b>TOTAL</b>  | <b>192,303.76</b>         | <b>230,640.60</b>        | <b>422,944.36</b>                   |
| <b><u>ADMINISTRATION &amp; FINANCE:</u></b>                       |                           |                          |                                     |
| BUDGET  | 27,939.14                 | 33,508.96                | 61,448.10                           |
| ASSESSOR  | 27,322.90                 | 32,769.88                | 60,092.78                           |
| PURCHASING  | 13,220.92                 | 15,856.59                | 29,077.51                           |
| TECHNICAL SERVICES  | 95,604.22                 | 114,663.46               | 210,267.68                          |
| TREASURY  | 70,761.38                 | 84,868.05                | 155,629.43                          |
| <b>TOTAL</b>  | <b>234,848.56</b>         | <b>281,666.94</b>        | <b>516,515.50</b>                   |
| <b><u>PUBLIC WORKS &amp; FACILITIES:</u></b>                      |                           |                          |                                     |
| ADMINISTRATION  | 87,270.14                 | 104,667.93               | 191,938.07                          |
| ENGINEERING   | 137,993.79                | 165,503.62               | 303,497.41                          |
| STREETS   | 129,430.37                | 155,233.03               | 284,663.40                          |
| CENTRAL GARAGE  | 27,117.83                 | 32,523.92                | 59,641.75                           |
| SANITATION  | 50,297.79                 | 60,324.94                | 110,622.73                          |
| PARKS   | 130,655.37                | 148,918.43               | 279,573.80                          |
| CITY MESSENGER  | 33,706.29                 | 40,425.83                | 74,132.12                           |
| SEWER   | 124,725.38                | 149,590.08               | 274,315.46                          |
| WATER   | 254,484.37                | 305,217.25               | 559,701.62                          |
| GOLF  | 1,136.67                  | 9,147.09                 | 10,283.76                           |
| <b>TOTAL</b>  | <b>976,818.00</b>         | <b>1,171,552.12</b>      | <b>2,148,370.12</b>                 |
| <b><u>PUBLIC SAFETY:</u></b>                                      |                           |                          |                                     |
| POLICE  | 1,719,937.49              | 2,062,816.64             | 3,782,754.13                        |
| FIRE  | 1,487,739.24              | 1,784,328.37             | 3,272,067.61                        |
| COMMUNICATIONS  | 119,947.15                | 143,859.29               | 263,806.44                          |
| <b>TOTAL</b>  | <b>3,327,623.88</b>       | <b>3,991,004.30</b>      | <b>7,318,628.18</b>                 |
| <b><u>INSPECTIONAL SERVICES:</u></b>                              |                           |                          |                                     |
| INSPECTIONAL SERVICES   | 149,610.91                | 179,436.68               | 329,047.59                          |
| <b>TOTAL</b>  | <b>149,610.91</b>         | <b>179,436.68</b>        | <b>329,047.59</b>                   |
| <b><u>HEALTH &amp; HUMAN SERVICES:</u></b>                        |                           |                          |                                     |
| ELDER AFFAIRS   | 21,758.82                 | 26,096.56                | 47,855.38                           |
| HEALTH  | 64,188.71                 | 76,985.09                | 141,173.80                          |
| LIBRARY   | 174,934.25                | 209,808.37               | 384,742.62                          |
| <b>TOTAL</b>  | <b>260,881.78</b>         | <b>312,890.02</b>        | <b>573,771.80</b>                   |
| <b><u>LEGISLATIVE OFFICES:</u></b>                                |                           |                          |                                     |
| COUNCIL   | 13,006.32                 | 15,599.20                | 28,605.52                           |
| MAYOR   | 5,239.85                  | 6,284.45                 | 11,524.30                           |
| AUDITING  | 23,849.42                 | 28,603.94                | 52,453.36                           |
| LAW   | 45,368.26                 | 54,412.67                | 99,780.93                           |
| CITY CLERK  | 37,062.08                 | 44,450.61                | 81,512.69                           |
| <b>TOTAL</b>  | <b>124,525.93</b>         | <b>149,350.87</b>        | <b>273,876.80</b>                   |
| RETIREMENT  | 15,654.43                 | 18,775.23                | 34,429.66                           |
| <b>TOTAL CITY DEPARTMENTS</b>                                     | <b>5,366,754.47</b>       | <b>6,436,646.95</b>      | <b>11,803,401.42</b>                |
| PUBLIC SCHOOL   | 2,198,245.53              | 2,636,478.05             | 4,834,723.58                        |
| <b>TOTAL WITH SCHOOL</b>  | <b>7,565,000.00</b>       | <b>9,073,125.00</b>      | <b>16,638,125.00</b>                |

## DCU Center FY16 Budget Recommendation

### Scott Najarian Commission Chairman

50 Foster Street  
Worcester, Massachusetts 01608  
(508) 791-0947

#### Divisional Mission Statement:

The mission of the Civic Center Commission is to:

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

#### FY16 Budget Overview

|                                 | Actual                 | Approved                  | Account | Recommended                  |
|---------------------------------|------------------------|---------------------------|---------|------------------------------|
|                                 | Fiscal 2014            | Budget for<br>Fiscal 2015 | Number  | Appropriation<br>Fiscal 2016 |
| <b>Expenditures</b>             |                        |                           |         |                              |
| <b><u>Arena</u></b>             |                        |                           |         |                              |
| Ordinary Maintenance            | \$ 982,597.12          | \$ 760,537.00             | 92000   | \$ 761,384.00                |
| Debt Service Arena              | 352,030.00             | 306,868.00                | 94000   | 266,401.00                   |
| Debt Service Special District   | 903,538.58             | 1,397,105.00              | 94000   | 2,036,859.00                 |
| Debt Service Scoreboard         | 224,185.00             | 216,932.00                | 94000   | 208,541.00                   |
| <b>Total Arena</b>              | <b>\$ 2,462,350.70</b> | <b>\$ 2,681,442.00</b>    |         | <b>\$ 3,273,185.00</b>       |
| <b><u>Convention Center</u></b> |                        |                           |         |                              |
| Ordinary Maintenance            | \$ 34,718.72           | \$ 82,312.00              | 92000   | \$ 89,200.00                 |
| <b>Total Convention Center</b>  | <b>\$ 34,718.72</b>    | <b>\$ 82,312.00</b>       |         | <b>\$ 89,200.00</b>          |
| <b>Total Expenditures</b>       | <b>\$ 2,497,069.42</b> | <b>\$ 2,763,754.00</b>    |         | <b>\$ 3,362,385.00</b>       |
| <b><u>Funding Sources:</u></b>  |                        |                           |         |                              |
| DCU Arena Naming Rights         | \$ -                   | \$ 460,000.00             |         | \$ 460,000.00                |
| DCU Arena Operating Revenue     | 335,479.94             | 372,033.00                |         | 166,821.00                   |
| Facility Fee Surcharge          | 244,514.50             | 216,932.00                |         | 208,541.00                   |
| Special District Financing      | 903,538.58             | 1,397,105.00              |         | 2,036,859.00                 |
| General Fund Revenue            | 1,013,536.40           | 317,684.00                |         | 490,164.00                   |
| <b>Total Funding Sources</b>    | <b>\$ 2,497,069.42</b> | <b>\$ 2,763,754.00</b>    |         | <b>\$ 3,362,385.00</b>       |

#### Expenditures:

The DCU Center's Arena and Convention Center projected revenues for Fiscal 2016 include the following: \$166,821 from Arena/Convention Center Lease income; \$460,000 from DCU Arena Naming Rights; \$208,541 in facility surcharge revenues; \$2,036,859 in Special District Financing funds for costs associated with improvement design and system upgrades. The debt

## **DCU Center FY16 Budget Recommendation**

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service for the Special District Financing is attributed to \$19,705,000 in Bonds issued and \$214,000 in Short Term Notes outstanding to be bonded in December 2015.

To finance the balance it is recommended that approximately \$490,164 from General Fund Tax Levy be budgeted to pay for the cost of operations which is an increase of \$172,480 from the Fiscal 2015 amount of \$317,684.

### **Arena Operating Costs:**

In Fiscal 2016, \$761,384 will be used to finance the operating costs of the DCU Center Arena. These operating costs are as follows: Worcester Management Contract for both the Arena and Convention Center \$324,745; Management Incentive Fee \$315,939; Building Insurance \$24,000; Business Interruption Insurance \$1,500; Boiler Insurance \$1,400; Liability Insurance \$68,000; Accounting Consultants \$10,800; and Ordinary Maintenance \$15,000.

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

In Fiscal 2016, \$89,200 is budgeted for operating costs of the Convention Center. These operating costs are as follows: Building Insurance \$35,000; Accountant Consultant \$7,200; Liability Insurance \$45,000; and Boiler Insurance \$2,000. The Management fee for the Convention Center has been combined with Arena.

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

DCU Center revenues will be used to pay for the existing debt service for the Arena facility and for recent capital improvements made to the complex respectively, for the building in the amount of \$2,511,801 in principal and interest payments. Included in this amount is a total of \$208,541 needed to account for the scoreboard and exterior signage, \$2,036,859 for debt associated with the Special District Financing Improvements; and lastly \$266,401 for all other associated debt for the Center.

### **Operational Overview:**

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

## DCU Center FY16 Budget Recommendation

| DCU Center Fund - FY 2012 - 2015                              |            |            |            |            |
|---|------------|------------|------------|------------|
| Arena/Convention Center - Schedule of Adjusted Gross Revenues |            |            |            |            |
|   | Estimated  | Actual     | Actual     | Actual     |
|   | 2015       | 2014       | 2013       | 2012       |
| Net Event Direct Income                                       | 1,658,368  | 1,719,244  | 1,669,860  | 1,943,708  |
| Event Ancillary Income  |            |            |            |            |
| Net Food and Beverage   | 2,283,234  | 2,551,722  | 2,262,821  | 2,685,544  |
| Net Novelty Revenue   | 52,048     | 71,109     | 51,533     | 62,002     |
| Event Income  | 3,993,650  | 4,342,075  | 3,984,214  | 4,691,254  |
| Other Income  |            |            |            |            |
| Advertising   | 368,753    | 342,521    | 345,237    | 450,348    |
| New Service Fees  | 262,701    | 259,662    | 200,477    | 215,044    |
| Ticket Service Fees   | 601,840    | 729,262    | 568,341    | 955,577    |
| Other   | 73,577     | 82,165     | 85,633     | (37,082)   |
| Other Income  | 1,306,871  | 1,413,610  | 1,199,688  | 1,583,887  |
| Adjusted Gross Revenue  | 5,300,521  | 5,755,685  | 5,183,902  | 6,275,141  |
| Indirect Expenses   | 5,129,365  | 5,267,586  | 4,848,422  | 5,568,411  |
| Net Income per Lease  | \$ 171,156 | \$ 488,099 | \$ 335,480 | \$ 706,730 |

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

**SCOTT NAJARIAN, COMMISSION CHAIRMAN****CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2016****DCU CENTER- DIVISION #750**

| APPROVED<br>F15 AMOUNT                        | TITLE  | RECOMMENDED<br>FY16 AMOUNT |
|---|--|----------------------------|
| <b>DCU ARENA-ORGANIZATION #7502</b>           |  |                            |
| \$ 318,377.00                                 | MANAGEMENT FEES  | \$ 324,745.00              |
| 311,576.00                                    | MANAGEMENT INCENTIVE FEES                                | 315,939.00                 |
| 32,346.00                                     | PROPERTY INSURANCE                                       | 24,000.00                  |
| 1,414.00                                      | BUSINESS INTERRUPTION INSURANCE                          | 1,500.00                   |
| 3,318.00                                      | BOILER INSURANCE   | 1,400.00                   |
| 73,787.00                                     | LIABILITY INSURANCE                                      | 68,000.00                  |
| 13,534.00                                     | ACCOUNTING CONSULTANT                                    | 10,800.00                  |
| 6,185.00                                      | ORDINARY MAINTENANCE & SUPPLIES                          | 15,000.00                  |
| <u>\$ 760,537.00</u>                          | <b>7502-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE | <u>\$ 761,384.00</u>       |
| <b>CONVENTION CENTER - ORGANIZATION #7501</b> |  |                            |
| \$ 9,023.00                                   | ACCOUNTING CONSULTANT                                    | \$ 7,200.00                |
| 21,862.00                                     | PROPERTY INSURANCE                                       | 35,000.00                  |
| 2,235.00                                      | BOILER INSURANCE   | 2,000.00                   |
| 49,192.00                                     | LIABILITY INSURANCE                                      | 45,000.00                  |
| <u>\$ 82,312.00</u>                           | TOTAL ORDINARY MAINTENANCE                               | <u>\$ 89,200.00</u>        |
| <u>\$ 82,312.00</u>                           | <b>7501-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE | <u>\$ 89,200.00</u>        |
| <u>\$ 842,849.00</u>                          | TOTAL ORDINARY MAINTENANCE                               | <u>\$ 850,584.00</u>       |
| <b>FUNDING SOURCES:</b>                       |  |                            |
| (460,000.00)                                  | DCU ARENA NAMING RIGHTS                                  | (460,000.00)               |
| (372,033.00)                                  | DCU ARENA CONVENTION CTR. NET OPERATING INCOME           | (166,821.00)               |
| <u>(832,033.00)</u>                           | TOTAL AVAILABLE REVENUES                                 | <u>(626,821.00)</u>        |
| <u>\$ 10,816.00</u>                           | <b>750-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE  | <u>\$ 223,763.00</u>       |
| <b>DCU ORGANIZATION DEBT SERVICE</b>          |  |                            |
| \$ 241,260.00                                 | DEBT BUILDING PRINCIPAL                                  | \$ 209,562.00              |
| 65,608.00                                     | DEBT BUILDING INTEREST                                   | 56,839.00                  |
| 376,500.00                                    | DEBT- SPECIAL DISTRICT PRINCIPAL                         | 934,500.00                 |
| 1,020,605.00                                  | DEBT- SPECIAL DISTRICT INTEREST                          | 1,102,359.00               |
| 152,000.00                                    | DEBT - SCOREBOARD/SIGNAGE PRINCIPAL                      | 150,583.00                 |
| 64,932.00                                     | DEBT - SCOREBOARD/SIGNAGE INTEREST                       | 57,958.00                  |
| <u>\$ 1,920,905.00</u>                        | TOTAL DEBT SERVICE                                       | <u>\$ 2,511,801.00</u>     |
| <b>FUNDING SOURCES:</b>                       |  |                            |
| (216,932.00)                                  | SCOREBOARD TICKET SURCHARGE REVENUES                     | (208,541.00)               |
| (1,397,105.00)                                | DCU SPECIAL DISTRICT FINANCING                           | (2,036,859.00)             |
| <u>(1,614,037.00)</u>                         | TOTAL AVAILABLE REVENUES                                 | <u>(2,245,400.00)</u>      |
| <u>\$ 306,868.00</u>                          | <b>7502-94000</b> TOTAL RECOMMENDED DEBT SERVICE         | <u>\$ 266,401.00</u>       |
| <u>\$ 317,684.00</u>                          | RECOMMENDED GENERAL FUND TAX LEVY BUDGET                 | <u>\$ 490,164.00</u>       |

## Five Point Plan Funds FY16 Budget Recommendation

**Edward M. Augustus, Jr.**

**City Manager**

City Hall Room 309

Worcester, Massachusetts 01608

(508) 799-1175

### FY16 Budget Overview

|                                 |                        | <b>Approved</b>        |                | <b>Recommended</b>     |
|---------------------------------|------------------------|------------------------|----------------|------------------------|
|                                 | <b>Actuals</b>         | <b>Budget for</b>      | <b>Account</b> | <b>Appropriation</b>   |
|                                 | <b>Fiscal 2014</b>     | <b>Fiscal 2015</b>     | <b>Number</b>  | <b>Fiscal 2016</b>     |
| <b>Five Point Plan Funds</b>    |                        |                        |                |                        |
| Capital Campaign Stabilization  | \$ 9,708,794.00        | \$ 9,604,599.00        | 04D802         | \$ 8,988,732.00        |
| CitySquare DIF Reserve Fund     | 783,332.30             | 1,000,000.00           | 04D803         | 1,600,000.00           |
| North High Construction Fund    | 1,433,542.50           | 3,047,000.00           | 04D806         | 3,047,000.00           |
| <b>Total Transfers to Funds</b> | <b>\$11,925,668.80</b> | <b>\$13,651,599.00</b> |                | <b>\$13,635,732.00</b> |

### Five Point Plan Funds

The City of Worcester's Five Point Financial Plan, adopted in 2007, established a long term plan for the financing of known debt obligations and the building of reserves to maintain and improve the City's bond rating over time.

**Capital Campaign for Worcester Technical High School/other projects** The Capital Campaign fund exists to meet the current debt service obligations for major construction projects that have been completed: Worcester Technical High School, Worcester Public Library Renovation, Worcester Senior Center, and Forrest Grove Middle School.

**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 2016 is \$1,600,000.

**The North High Construction Fund** was established for the purpose of funding future debt service associated with the construction of a new North High School. Each year debt service costs associated with the construction of North High School are charged to this fund. The deposit for Fiscal Year 2016 is level funded at \$3,047,000.

**EDWARD M. AUGUSTUS, JR. , CITY MANAGER**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2016**  
**FIVE POINT PLAN FUNDS**

| RECOMMENDED<br>FY15 AMOUNT | TITLE                               |        | RECOMMENDED<br>FY16 AMOUNT |
|----------------------------|-------------------------------------|--------|----------------------------|
| \$ 9,604,599.00            | CAPITAL CAMPAIGN STABILIZATION      | 04D802 | \$ 8,988,732.00            |
| 1,000,000.00               | CITY SQUARE DIF RESERVE FUND        | 04D803 | 1,600,000.00               |
| 3,047,000.00               | NORTH HIGH SCHOOL CONSTRUCTION FUND | 04D806 | 3,047,000.00               |
| <u>\$ 13,651,599.00</u>    | TOTAL FIVE POINT PLAN FUNDS         |        | <u>\$ 13,635,732.00</u>    |
| <hr/>                      |                                     |        |                            |
| <u>\$ 13,651,599.00</u>    | TOTAL FIVE POINT PLAN FUNDS         |        | <u>\$ 13,635,732.00</u>    |

**CITY OF WORCESTER  
FISCAL 2016  
LINE ITEM BUDGET**

| DEPT NAME                     | DEPT NO.    | 91000<br>Salaries | 92000<br>OM   | 93000<br>Capital Outlay | 94000<br>Debt | 95000<br>Transfer | 96000<br>Benefits | 97000<br>Overtime | TOTAL          |
|-------------------------------|-------------|-------------------|---------------|-------------------------|---------------|-------------------|-------------------|-------------------|----------------|
| CITY COUNCIL                  | 010         | 330,480.00        | 26,867.00     |                         |               |                   |                   |                   | 357,347.00     |
| MAYOR                         | 030         | 115,868.00        | 7,777.00      |                         |               |                   |                   |                   | 123,645.00     |
| CITY MANAGER                  | 040         | 849,564.00        | 155,483.00    |                         |               |                   |                   |                   | 1,005,047.00   |
| PROMOTION OF TOURISM          | 041         |                   |               |                         |               |                   |                   |                   | 0.00           |
| ECONOMIC DEVELOPMENT          | 043         | 1,497,705.00      | 150,090.00    |                         |               |                   |                   |                   | 1,647,795.00   |
| CABLE SERVICES                | 04S         |                   |               |                         |               |                   |                   |                   | -              |
| CITY CLERK                    | 100         | 574,572.00        | 36,024.00     |                         |               |                   |                   | 1,000.00          | 611,596.00     |
| CITY MESSENGER                | 110         | 247,753.00        | 760,524.00    |                         |               |                   |                   | 19,671.00         | 1,027,948.00   |
| LAW                           | 120         | 829,234.00        | 137,842.00    |                         |               |                   |                   |                   | 967,076.00     |
| COURT JUDGMENTS               | 121         |                   | 878,100.00    |                         |               |                   |                   |                   | 878,100.00     |
| PROPERTY & CASUALTY           | 122         |                   | 119,948.00    |                         |               |                   |                   |                   | 119,948.00     |
| ELECTIONS                     | 150         | 644,890.00        | 110,885.00    |                         |               |                   |                   |                   | 755,775.00     |
| CONTRIBUTORY PENSIONS         | 161         |                   |               |                         |               |                   | 24,078,936.00     |                   | 24,078,936.00  |
| NON CONTRIBUTORY PENSIONS     | 162         |                   |               |                         |               |                   | 103,543.00        |                   | 103,543.00     |
| HUMAN RESOURCES               | 170         | 990,085.00        | 351,556.00    |                         |               |                   |                   | 3,000.00          | 1,344,641.00   |
| WORKERS COMPENSATION          | 171         |                   | 104,700.00    |                         |               |                   | 1,264,826.00      |                   | 1,369,526.00   |
| UNEMPLOYMENT COMPENSATION     | 172         |                   |               |                         |               |                   | 50,000.00         |                   | 50,000.00      |
| PUBLIC SAFETY IOD             | 174         |                   |               |                         |               |                   | 492,422.00        |                   | 492,422.00     |
| LICENSE COMMISSION            | 190         |                   | 1,200.00      |                         |               |                   |                   |                   | 1,200.00       |
| POLICE                        | 250         | 38,167,469.00     | 2,570,255.00  | 30,000.00               |               |                   |                   | 3,280,296.00      | 44,048,020.00  |
| FIRE                          | 260         | 32,356,736.00     | 1,186,828.00  | 25,000.00               |               |                   |                   | 976,689.00        | 34,545,253.00  |
| COMMUNICATIONS                | 270         | 1,895,196.00      | 354,114.00    |                         |               |                   |                   | 152,757.00        | 2,402,067.00   |
| INSPECTIONAL SERVICES         | 280         | 3,125,731.00      | 275,015.00    |                         |               |                   |                   | 69,579.00         | 3,470,325.00   |
| PUBLIC HEALTH                 | 330         | 390,316.00        | 49,500.00     |                         |               |                   |                   | 1,000.00          | 440,816.00     |
| HEALTH & HUMAN SERVICES       | 331         | 381,562.00        | 1,683,100.00  |                         |               |                   |                   |                   | 2,064,662.00   |
| ELDER AFFAIRS                 | 340         | 340,727.00        | 138,841.00    |                         |               |                   |                   |                   | 479,568.00     |
| DPW ADMINISTRATION            | 4101        | 436,149.00        | 226,192.00    |                         |               |                   |                   | 31,110.00         | 693,451.00     |
| DPW ENGINEERING               | 4102        | 1,202,970.00      | 402,342.00    |                         |               |                   |                   | 81,793.00         | 1,687,105.00   |
| DPW STREETS                   | 4103        | 1,831,803.00      | 650,556.00    |                         |               |                   |                   | 350,108.00        | 2,832,467.00   |
| DPW SANITATION                | 4104        | 1,113,915.00      | 4,165,220.00  |                         |               |                   |                   | 141,414.00        | 5,420,549.00   |
| DPW CENTRAL GARAGE            | 4105        | 574,134.00        | 1,214,912.00  |                         |               |                   |                   | 30,613.00         | 1,819,659.00   |
| SNOW REMOVAL                  | 411         |                   | 3,518,935.00  |                         |               |                   |                   | 481,065.00        | 4,000,000.00   |
| STREET LIGHTS                 | 412         |                   | 2,252,828.00  |                         |               |                   |                   |                   | 2,252,828.00   |
| UNION STATION                 | 480         |                   | 447,484.00    |                         |               |                   |                   |                   | 447,484.00     |
| PUBLIC SCHOOLS NET SCHOOL     | 500         | 205,029,793.00    | 34,473,586.00 | 250,000.00              |               |                   | 59,904,219.00     | 1,266,499.00      | 300,924,097.00 |
| PUBLIC SCHOOLS NON NET SCHOOL | 540         | 3,434,963.00      | 13,975,022.00 |                         |               |                   |                   | 459,031.00        | 17,869,016.00  |
| PUBLIC LIBRARY                | 550         | 3,631,776.00      | 1,646,142.00  |                         |               |                   |                   | 114,534.00        | 5,392,452.00   |
| REGIONAL LIBRARY              | 560         |                   |               |                         |               |                   |                   |                   | -              |
| ADMINISTRATION/FINANCE        | 600/610/660 | 1,661,842.00      | 775,016.00    |                         |               |                   |                   | 30,000.00         | 2,466,858.00   |
| AUDITING                      | 650         | 491,175.00        | 90,722.00     |                         |               |                   |                   | 2,000.00          | 583,897.00     |
| DEBT PRINCIPAL                | 661         |                   |               |                         | 26,917,485.00 |                   |                   |                   | 26,917,485.00  |
| DEBT INTEREST                 | 662         |                   |               |                         | 7,992,109.00  |                   |                   |                   | 7,992,109.00   |

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**CITY OF WORCESTER  
FISCAL 2016  
LINE ITEM BUDGET**

| DEPT NAME                                    | DEPT NO. | 91000<br>Salaries     | 92000<br>OM          | 93000<br>Capital Outlay | 94000<br>Debt        | 95000<br>Transfer   | 96000<br>Benefits     | 97000<br>Overtime   | TOTAL                 |
|--|----------|-----------------------|----------------------|-------------------------|----------------------|---------------------|-----------------------|---------------------|-----------------------|
| HEALTH INSURANCE                             | 663      |                       |                      |                         |                      |                     | 24,295,313.00         |                     | 24,295,313.00         |
| PENSION OBLIGATION BONDS                     | 665      |                       |                      |                         | 10,470,831.00        |                     |                       | 1,000.00            | 10,470,831.00         |
| ASSESSING                                    | 670      | 577,416.00            | 167,500.00           |                         |                      |                     |                       |                     | 745,916.00            |
| TECHNICAL SERVICES                           | 680      | 1,913,573.00          | 1,283,726.00         |                         |                      |                     |                       | 36,593.00           | 3,233,892.00          |
| PARKS  | 720      | 2,908,761.00          | 1,194,941.00         |                         |                      |                     |                       | 323,062.00          | 4,426,764.00          |
| AUDITORIUM                                   | 740      |                       | 121,506.00           |                         |                      |                     |                       |                     | 121,506.00            |
| DCU  | 750      |                       | 223,763.00           |                         | 266,401.00           |                     |                       |                     | 490,164.00            |
| WORKFORCE DEVELOPMENT                        | 31S      |                       |                      |                         |                      |                     |                       |                     | -                     |
| CONTINGENCY                                  | 900      |                       | 5,800,000.00         |                         |                      |                     |                       |                     | 5,800,000.00          |
| <b>TOTAL TAX LEVY APPROPRIATION</b>          |          | <b>307,546,158.00</b> | <b>81,729,042.00</b> | <b>305,000.00</b>       | <b>45,646,826.00</b> | <b>0.00</b>         | <b>110,189,259.00</b> | <b>7,852,814.00</b> | <b>553,269,099.00</b> |
| CHARTER SCHOOLS                              |          |                       |                      |                         |                      |                     |                       |                     | 27,608,969.00         |
| OTHER INTERGOVERNMENTAL                      |          |                       |                      |                         |                      |                     |                       |                     | 3,428,200.00          |
| FIVE POINT PLAN TRANSFERS OUT                |          |                       |                      |                         |                      |                     |                       |                     | 13,635,732.00         |
| GOLF COURSE                                  |          |                       |                      |                         |                      |                     |                       |                     | 150,000.00            |
| <b>TOTAL TRANSFERS AND INTERGOVERNMENTAL</b> |          |                       |                      |                         |                      |                     |                       |                     | <b>44,822,901.00</b>  |
| SEWER  | 440      | 3,180,771.00          | 21,867,449.00        | 24,500.00               | 8,594,615.00         | 3,551,718.00        | 3,277,779.00          | 240,000.00          | 40,736,832.00         |
| WATER  | 450      | 6,390,431.00          | 3,626,023.00         | 25,000.00               | 11,762,190.00        | 2,236,383.00        | 4,756,354.00          | 630,000.00          | 29,426,381.00         |
| GOLF COURSE                                  | 710      | 231,083.00            | 778,513.00           |                         | 225,196.00           | 30,600.00           | 115,473.00            |                     | 1,380,865.00          |
| <b>TOTAL ENTERPRISE APPROPRIATION</b>        |          | <b>9,802,285.00</b>   | <b>26,271,985.00</b> | <b>49,500.00</b>        | <b>20,582,001.00</b> | <b>5,818,701.00</b> | <b>8,149,606.00</b>   | <b>870,000.00</b>   | <b>71,544,078.00</b>  |