



CITY OF WORCESTER



FISCAL 2012
ANNUAL BUDGET
Michael V. O'Brien, City Manager
Worcester, Massachusetts

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Michael V. O'Brien
City Manager

CITY OF WORCESTER

cm2010apr27183503

Attachment for Item # SUPPLEMENTAL

May 3, 2011

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

In the last few years, we have been faced with significant financial challenges due to the national and international recession. We have seen our four revenue sources—property taxes (with new construction growth), local receipts (Motor Vehicle Excise, building permits, etc.), State Local Aid, and other available funds—steadily decrease, while our fixed costs (inclusive of employee benefits) continue to rise. State Aid has been cut by nearly 35%, a loss of \$22M in annual, recurring revenue; while, local receipts have fallen nearly 12%, a loss of \$5M in annual, recurring revenue.

In this same time period, we have been required to become a much smaller organization due to these revenue declines and budget-busting employee benefit and other fixed cost growth. Our workforce has been reduced by more than 300 positions through lay-offs and attrition. We have frozen wage increases for three consecutive years. We have restructured, redeployed, reformed, reduced, introduced new technology, and cast new partnerships. Our employees continue to rise to the challenges and we have stabilized services to our community. Through it all, we have also stayed committed to our Five Point Financial Plan – demonstrating strong financial controls and a commitment to long-term stability.

My FY2012 Budget Recommendation before you identifies significant cuts to personnel and City services, reducing department and division budgets by more than 5% on average. It preserves the \$10M in unused tax levy capacity and meets the parameters for fiscal responsibility established by the City's Five Point Financial Plan.

In January, I presented to you revenue and expenditure challenges that would culminate into a \$14.3M projected budget deficit for Fiscal Year 2012. I subsequently identified a number of actions to reduce the projected deficit to \$7M, including freezing all remaining vacancies and early retirement positions. Most of the revenue forecasts have proven accurate, but our revenue growth continues to slow, particularly in the area of State Aid, while fixed costs have risen at a faster pace. The following charts summarize projected revenues and expenditures.



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Revenue Summary	FY10 Actual	FY2011 Budget	FY2012 Budget	FY12 %
Property Tax Levy	204,640,944	215,151,680	223,669,013	4.0%
State Aid City	41,207,910	39,751,245	36,658,469	-7.8%
State Aid Education	176,884,068	187,838,166	201,135,279	7.1%
State Aid Charter Schools	4,807,799	4,132,681	4,392,162	6.3%
State MSBA Reimbursement	19,129,087	16,113,046	15,203,374	-5.6%
Local Receipts	41,402,950	37,988,830	36,236,330	-4.6%
Other Available Funds	1,295,494	1,295,494	1,295,494	0.0%
Free Cash	-	523,333	-	
Total Revenues	489,368,252	502,794,475	518,590,121	3.1%

Expenditure Summary	FY10 Actual	FY2011 Budget	FY2012 Budget	FY12 %
Fixed Costs				
Pensions (and POB)	28,964,635	26,548,456	29,128,035	9.7%
Health Insurance (Comp/IOD)	22,836,443	27,027,442	28,890,643	6.9%
Unemployment	653,311	370,000	850,000	129.7%
Debt Service	29,871,493	29,809,384	30,760,825	3.2%
Intergovernmental Charges	3,160,975	3,391,121	3,458,944	2.0%
Streetlights	1,887,828	1,976,828	1,987,828	0.6%
Snow Removal	4,434,077	2,733,529	3,156,883	15.5%
Five Point Plan Funding	12,030,263	14,994,768	14,797,112	-1.3%
Total Fixed Costs	103,839,025	106,851,528	113,030,270	5.8%
Education				
Worcester Public Schools	248,455,034	260,047,012	273,856,413	5.3%
Charter Schools	23,660,337	25,083,545	26,297,661	4.8%
Total Education	272,115,371	285,130,557	300,154,074	5.3%
City Operations Total	111,290,858	110,812,391	105,405,777	-4.9%
Total Expenditures	487,245,254	502,794,475	518,590,121	3.1%

My focus remains on identifying reforms that will preserve jobs and services in light of these economic realities. My Administration and I began the thoughtful work of developing reasonable and sustainable reforms in our provision of employee health care (in an effort to address one of the fastest-growing cost centers). This work was further supported by the Governor's and the Legislature's health care reform proposals to give municipalities the authority to develop plan designs/ co-payment structures that the State currently enjoys ("GIC-like" local plans) or to join the State's Group Insurance Commission (GIC).

My Administration moved ahead and developed three "GIC-like" options with our health insurance providers that would provide our employees with high-quality, affordable health benefits and coverage, while generating \$5 million in cost-increase avoidance for the City and \$6-8 million in cost-increase avoidance for the Worcester Public Schools. These reforms will allow for the elimination of the bulk of the FY2012 budget gap and mitigate the need for lay-offs. These health care options were presented to all City-side and Worcester Public School (WPS) employees. As you

know, I implemented these health care changes, with no wage increase, for all non-union employees beginning July 1st, preserving their jobs.

I continue to negotiate in good-faith with City-side collective bargaining unions to reach agreement on these health care changes. To date, I have been unable to reach agreements with the majority of the collective bargaining unions, with the exception of Local 170 (DPW Clerical). As a result, this FY2012 Budget Recommendation identifies 129 layoffs to resolve the \$7M deficit and present a balanced budget to your Honorable Body. I have provided department impact statements (under a separate cover), which demonstrate the degree to which our City services will be affected by the loss of these positions. My hope remains that we can secure common ground in the days ahead and reverse the lay-off processes now underway.

This Budget Recommendation will have a positive impact on the Worcester Public Schools (WPS) for FY2012. The City will provide for an additional \$1.46M to meet minimum required school funding. State Aid (Chapter 70 Education) funding increased by \$13.3M for WPS; however, the loss of Stimulus funding results in a net gain of approximately \$8.2M. As previously mentioned, the employee health insurance changes, as proposed, would generate up to \$8M in cost increase avoidance that could be re-directed to the classrooms.

As always, we will adapt as necessary to the reductions as identified in this Budget Recommendation in the event we are unable to reach accord with our City-side unions. I commit to you that we continue to dedicate ourselves to the highest level of service to our taxpayers within the limited resources available if these deep cuts must materialize. We will then focus our attention on the employee health care reforms currently in the legislative budget processes at Beacon Hill. The final outcome of their work may provide the means to restore jobs and services during FY2012, particularly if the House of Representative's version of these reforms is the final form included in the State Budget and signed into law by the Governor in late June/ early July 2011.

I respectfully recommend your approval of the appropriations shown in the Statement of Amounts included in the attached Annual Budget for Fiscal Year 2012. This recommendation calls for total expenditures of \$580,582,135. The largest item of this total expenditure recommendation is the Operating Budget (General Fund) of \$518,590,121 million. The total expenditure recommendation for all Enterprise Accounts is \$61,992,014. The accompanying budget documentation outlines the amounts and purposes for all recommended appropriations as well as estimated revenues required to support those appropriations.

Respectfully submitted,



Michael V. O'Brien
City Manager

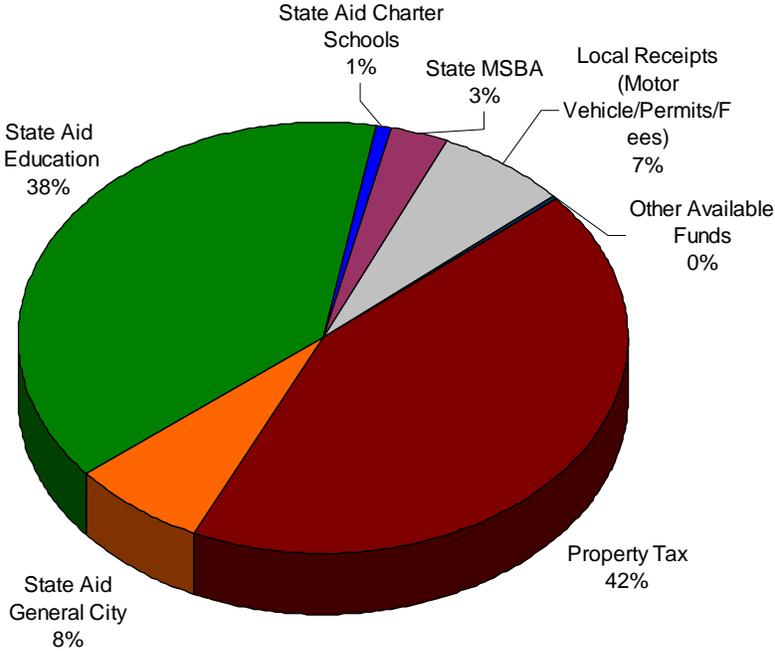
Fiscal Year 2012 Revenues

Revenue Overview

The Fiscal Year 2012 budget is funded through \$518.6M in revenues. This is comprised of \$223M in property taxes, \$36.7M in Unrestricted State Aid for City operations, \$205.5M in State Aid for Education, \$15.2M in reimbursements for schools construction, \$36.2M in local receipts including motor vehicles excise taxes, and \$1.3M in other available funds. This revenue projections recognizes reductions or more than 7% in Unrestricted State Aid for City operations based on current budget information available from the Commonwealth. That represents more than a 22% reduction since Fiscal Year 2008 in this revenue component. State Funding for Education has been increased by \$13.3M over Fiscal Year 2011. Property taxes show increases consistent with Proposition 2 ½ and New Growth projections. The revenue projection leaves \$10M in unused tax levy capacity, unchanged from Fiscal Year 2011. Transfers in from reserve funds which are appropriated in to the general fund budget are estimated at the same level as Fiscal Year 2011. Each revenue category is discussed in detail in the following sections of this document.

Revenue Summary	FY10 Actual	FY11 Budget	FY12 Budget
Property Tax Levy	204.6	215.2	223.7
State Aid General City	41.2	39.8	36.7
State Aid Education	192.8	187.8	201.1
State Aid Charter Schools	4.8	4.1	4.4
State MSBA	19.1	16.1	15.2
Local Receipts (Motor Vehicle)	41.4	38.0	36.2
Other Available Funds	1.3	1.3	1.3
Free Cash	-	0.5	-
Total Revenues	505.3	502.79	518.6

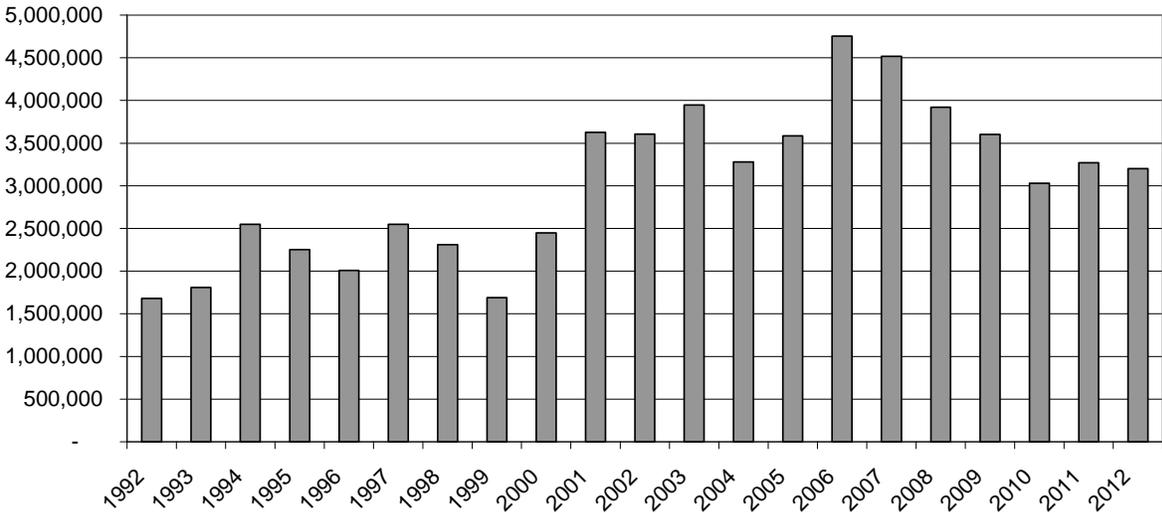
FY12 Revenue Breakdown



Property Taxes

The Fiscal Year 2012 budget includes property tax revenue increases consistent with the provisions of Proposition 2 1/2, recognizing a 2.5% increase in the property tax levy as well as the value of New Construction Growth projected to be certified by the Commonwealth. The Fiscal Year 2012 budget assumes new growth of \$3.2M, consistent with the Fiscal 2011 New Growth amount of \$3.27M. The tax levy amount recognized for the Fiscal 2012 budget maintains \$10M in unused levy capacity.

History of New Growth



Property Tax Statutes

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

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

The “Levy Ceiling” is the upper limit of the two separate means to restrict the tax levy to be raised. Proposition 2 ½ provides that a community’s tax levy cannot exceed 2.5% of the total taxable assessed value of the community. The “Levy Ceiling” is the absolute limit to how much tax levy a community may raise. The Levy Ceiling would be reached when a community has a single tax rate of 25.00 per thousand, or 2.5% of assessed valuation. The valuation for all taxable real and personal property is determined annually by the City Assessor. Once determined, it must be reviewed and certified by the Massachusetts Commissioner of Revenue before tax bills are issued.

Any community may choose to “override” the levy limit. This is accomplished by scheduling an override vote to approve or reject the proposed override, but in no event may the increase exceed the “Levy Ceiling”.

Overlay Reserve for Abatements and Exemptions

The overlay reserve is raised by the City Assessor in excess of appropriations and other charges for the purpose of creating a fund to cover abatements and exemptions which are applicable under state requirements. The Commonwealth of Massachusetts reimburses the City for loss of taxes because of real estate exemptions to the elderly, veterans, surviving spouses, and the legally blind. Under Chapter 59 of the Massachusetts General Laws, municipalities are partially reimbursed for the exemptions that are granted. Abatements are granted in circumstances where real or personal property has been overvalued or disproportionately valued and appropriate adjustments are made to the original assessed value. The overlay for Fiscal Year 2012 is set at \$3.5M. The following table includes all elements of the City’s property tax revenue estimate for Fiscal Year 2011.

Property Tax Revenues

	2010	2011	2012
Prior Year Levy	199,191,001	207,502,880	218,261,680
Amended Growth	24,733		
2.5% Increase	5,280,571	5,488,363	5,707,333
New Growth	3,031,096	3,270,437	3,200,000
New Limit	219,534,516	228,293,316	237,200,649
Use of Unused Capacity		2,000,000	
New Total Levy	207,502,880	218,261,680	227,169,013
Less Overlay	(3,100,000)	(3,110,000)	(3,500,000)
Available Tax Levy	204,402,880	215,151,680	223,669,013

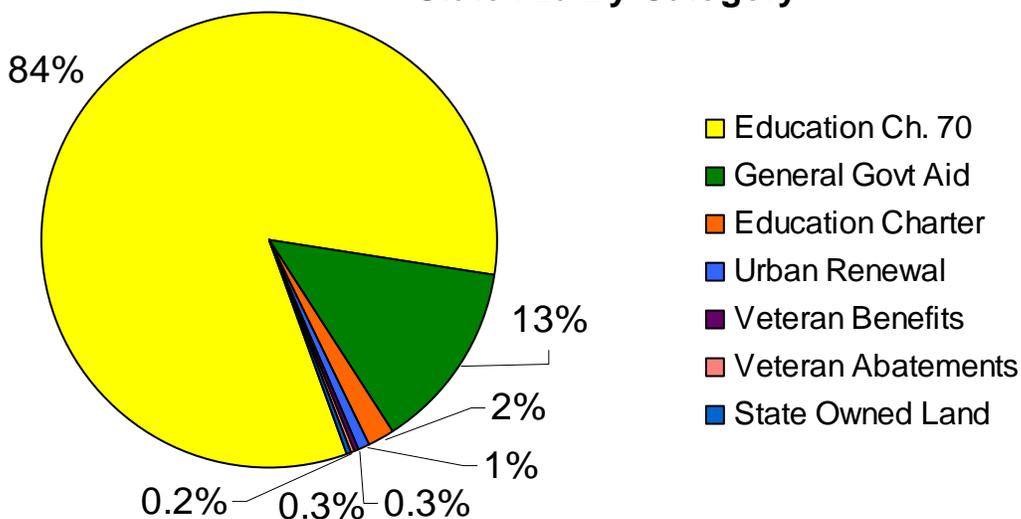
State Aid (Cherry Sheet)

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

State Aid Overview and trends

The Fiscal Year 2012 budget proposal includes estimates for State Aid based on the House Ways and Means proposed budget. The following chart indicates the breakdown of state funding among the aid categories based on that proposal for Fiscal Year 2012. 85% of the City’s aid from the state is directed toward public education. 15% is allocated for direct general government aid:

State Aid By Category

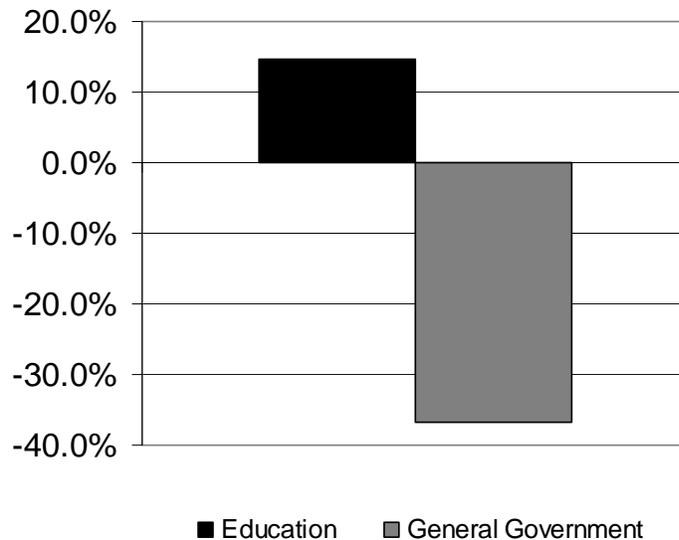


State Aid Category	FY08 Actual	FY12 Budget	FY08 to FY12 %
Education Chapter 70	174,025,314	201,135,279	15.6%
Education Charter School	5,082,267	4,392,162	-13.6%
Education Subtotal	179,107,581	205,527,441	14.8%

State Aid Category	FY08 Actual	FY12 Budget	FY08 to FY12 %
General Revenue Sharing	51,721,578	32,400,025	-37.4%
Urban Renewal	2,410,000	2,410,000	0.0%
Veteran's Benefits	347,564	780,376	124.5%
Vet/Eld Abatements	668,998	638,678	-4.5%
State Owned Land	615,428	429,390	-30.2%
Regional Lib	119,655	0	-100.0%
Quinn Bill	2,190,117	0	-100.0%
Subtotal General	58,073,340	36,658,469	-36.9%

These tables show the general trend since Fiscal Year 2008 for state funding for the City of Worcester. Over this period, Education aid has increased by 14.8 percent. The trend for state aid to support general municipal services over this period has shown a deep decline, an overall net reduction of recurring revenue of greater than 36%. This represents the loss of more than \$21M in recurring revenues as shown in the following table:

% Change in Local Aid FY08 to FY12



State Aid Categories—The following describes each of the line items on the Cherry Sheet, the state aid amounts anticipated by the City for Fiscal Year 2012.

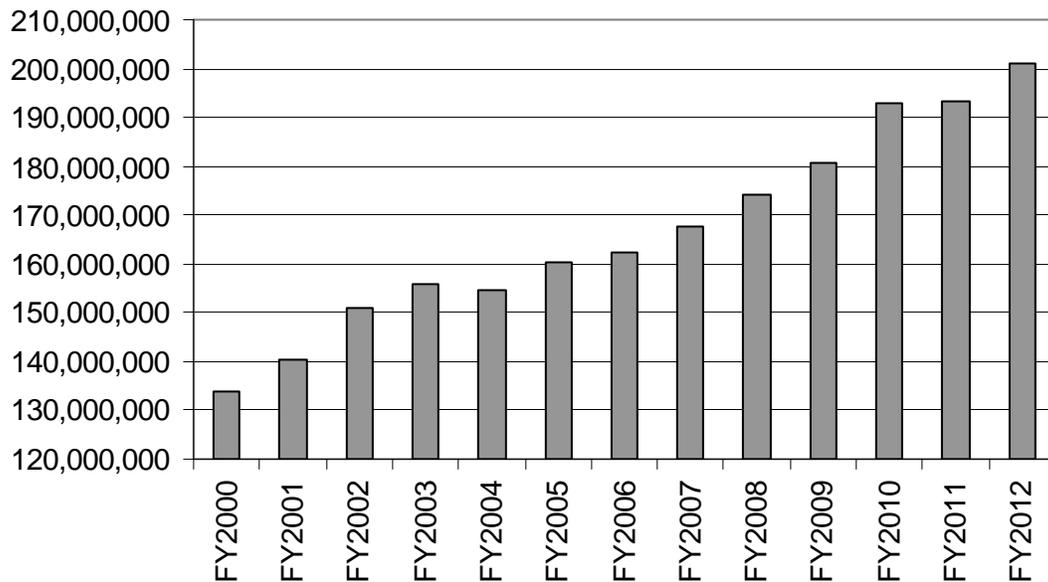
Education Aid—Chapter 70 (Including SFSF State Stimulus Funds)

Massachusetts General Laws Chapter 70 Education Aid provides financial assistance to cities and towns in order to promote the equalization of the burden of school costs across the state. Chapter 70 School Aid is based on a formula that generates a “foundation budget” representing

the spending required to provide an adequate education per state law. The state then uses a separate formula to determine the city’s ability to pay for education with local revenues using the Department of Revenue’s Municipal Revenue Growth Factor (MRGF). 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 201,135,279 for Fiscal 2012.. Stimulus funds have been used by the State over the last three years to maintain the state obligation to fund foundation budgets, but are not included in the Fiscal Year 2012 allocation. The SFSF funds are not subject to appropriation and are not included in the line item budget for that reason, but the funds are included in the summary presentation. The table below includes SFSF for Fiscal Years 2009 (\$18.9M) , 2010 (\$15.9M) and 2011 (\$3.7M).

State Education Aid FY00 to FY12



Charter School Reimbursement

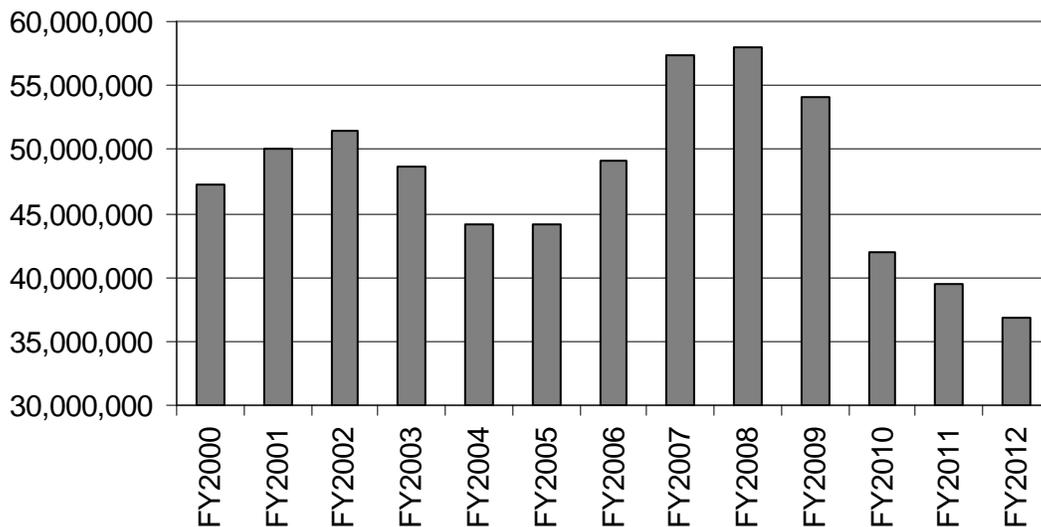
The Commonwealth provides a declining reimbursement amount to cities and towns for each student that chooses to attend a Charter School. The state provides full reimbursement of any new charter school costs each year based upon the tuition formula, but gradually phases out the level of reimbursement over a three-year period. The purpose of the reimbursement is to reduce the impact of the lost revenue on the sending district’s operating budget. The Fiscal 2011 the Charter Tuition Reimbursement and school choice tuition is budgeted at \$4,392,192.

Other State Aid Categories:

General Revenue Sharing

This aid category, formerly “Lottery Aid” and “Additional Assistance”, represents the bulk of non-educational aid to cities and towns in the Commonwealth. The City of Worcester, by formula, receives approximately 3.9% of the total state appropriation for this aid category. The City of Worcester relies heavily on this revenue source which comprised more than 20% of the city’s non-educational budget in Fiscal Year 2008. Recent budget reductions have increased the percentage of the City budget that is funded through property taxes and reduced the percent of the City’s budget funded through this aid category. This revenue source has been reduced by 37% since Fiscal Year 2008.

State General Government Aid FY00 to FY12



Police Career Incentive (Quinn Bill)

The current budget estimate assumes the complete elimination of this budgetary line item in the state’s budget process. This recognizes the state’s elimination of the state reimbursement program for Police career development through education (Quinn Bill). In Fiscal Year 2008, the City received more than \$2M in state funding to offset the cost of the Quinn Bill in Worcester. The Fiscal Year 2012 House Ways and Means budget proposal did not include an allocation for this revenue category.

Urban Renewal

Worcester receives through the Cherry Sheet aid from the state for The Urban Renewal Project; better know as Worcester’s Medical Complex. Authorization of this category of revenue falls under Chapter 121 of the Massachusetts General Laws. This allotment is the state’s share to pay

for half of the \$54 million in long-term bonds issued by the city to finance this project. The Fiscal 2012 preliminary cherry sheet reports that the funds to the city will remain level funded at \$2,410,000.

Veterans Benefits

The Commonwealth of Massachusetts reimburses the City of Worcester 75% of the cost of veterans benefits. These reimbursements are received approximately one year after they are paid. As a result, this revenue source represents 75% of the City's spending on Veteran's benefits for the past 12 months, not an estimate of the coming twelve months. Benefits are paid consistent with Massachusetts General Laws Chapter 115 and have been escalating in recent years. The Fiscal Year 2012 revenue estimate for this revenue source is \$780,376.

State Owned Land

The Commonwealth provides a reimbursement to cities and town for tax revenues lost due to state owned land. The reimbursement is based on state calculated values and is based solely on the value of the land itself, not the structures on the property. This receipt is estimated at \$429,390.

Regional Public Library

Regional Public Library receives a state aid allocation for the city's participation in the state wide Regional Library program. Due to a change in the state statute, the Central Massachusetts Regional Library System has become an independent non-profit entity that receives funding directly from the Massachusetts Board of Library Commissioners. Previously, this board contracted with the cities of Worcester and Fitchburg to provide services to the public libraries in central Massachusetts. The state also provided funding to the City through the Cherry Sheet to compensate for these services. The Central Massachusetts Regional Library System now serves all types of libraries, including those in schools, colleges, hospitals and businesses. The Cherry Sheet no longer includes an allocation for regional library.

Public Libraries

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

Veterans, Elderly and Disabled Tax Exemption aid

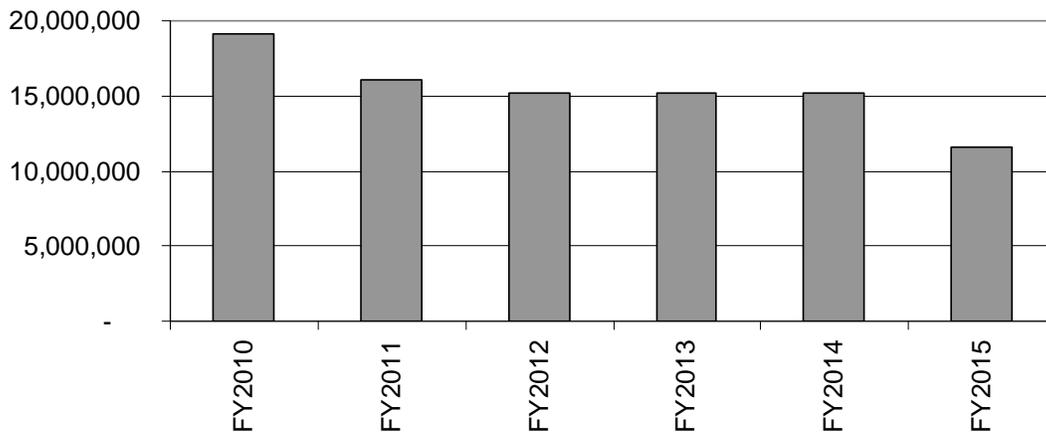
Under Chapter 59, Section 5, clause 41C of Massachusetts General Laws, as amended by Section 5 of Chapter 653 of the Acts of 1982, persons over the age of seventy with a yearly maximum earnings of \$13,000 for a single person, or \$15,000 for a married person, minus minimum social security exclusions, residing in their property for five years and in the state for ten years with an estate, not in excess of \$28,000 if single, or in excess of \$30,000 if married, with any income producing portion which exceeds one dwelling unit of the domicile being included in the total of the estate, will receive a flat tax exemption of \$500-\$1,000. The Fiscal Year 2012 budget includes a Cherry Sheet allocation of \$638,678 for these state funded exemptions.

School Construction Reimbursement

Massachusetts School Building Authority (MSBA) reimbursements are based on city expenditures associated with school construction costs and interest payments. The reimbursement amount for Fiscal 2012 is estimated to be \$15,203,375. Reimbursements are provided over a period of time, up to twenty years.

The School Building authority now uses a different model for the funding of school construction projects that includes direct funding rather than reimbursements. As a result, this funding source will be reduced and eventually eliminated. The follow chart shows the recent history and future of school building reimbursements:

School Construction Reimbursement



Local Receipts

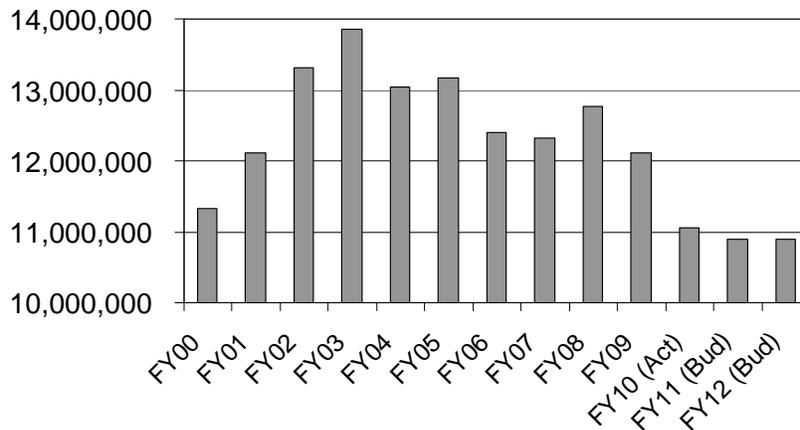
The last major category of City revenues is local receipts, comprised of locally generated taxes, fees, and charges. These include Motor Vehicle Excise taxes, building and other permits, licenses, as well as various fines and fees. The following table summarizes all local receipt categories and shows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

Category	FY10 Actuals	FY11 Budget	FY12 Budget
Motor Vehicle	11,062,522	10,900,000	10,900,000
Other Excise	1,731,200	2,175,000	2,840,000
Penalties and Interest	2,273,110	2,572,000	2,372,000
In lieu	1,144,356	1,200,000	850,000
Charges Trash	3,535,160	3,400,000	3,200,000
Other Charges	268,592	65,000	235,000
Fees	1,611,799	1,487,920	1,442,420
Federal Reimbursement (Medicaid)	7,169,791	5,000,000	3,500,000
Dept Rev Cemeteries	230,602	189,500	230,000
Dept Rev Rec.	72,780	50,000	50,000
Other Dept	214,157	180,000	259,000
Licenses and Permits	4,890,145	4,361,410	4,037,910
Special Assessments	332,526	330,000	370,000
Fines and Forfeits	3,187,865	3,050,000	2,750,000
Investment Income	613,627	600,000	600,000
Misc Recurring	3,064,719	2,428,000	2,600,000
Misc Non	0	0	0
Total Local Receipts	41,402,950	37,988,830	36,236,330

Motor Vehicle Excise Taxes

The Motor Vehicle Excise Tax is billed annually through the Assessor's Office with payments being received through the Treasurer's Office. The city or town in which a vehicle is garaged at the time of registration collects the excise tax. Chapter 6A, Section 1, of the Massachusetts General Laws sets the rate of this tax at \$25 per \$1,000 valuation. The City collects the money based on data provided by the Massachusetts Registry of Motor Vehicles. The Registry determines valuation using a statutory formula based on the manufacturer's list price and year of manufacture. This revenue source has been declining over the last four years, but has shown signs of reaching a bottom in Fiscal Year 2011. As a result, the Fiscal Year 2012 revenue estimate is maintained at of \$10.9M.

Motor Vehicle Excise

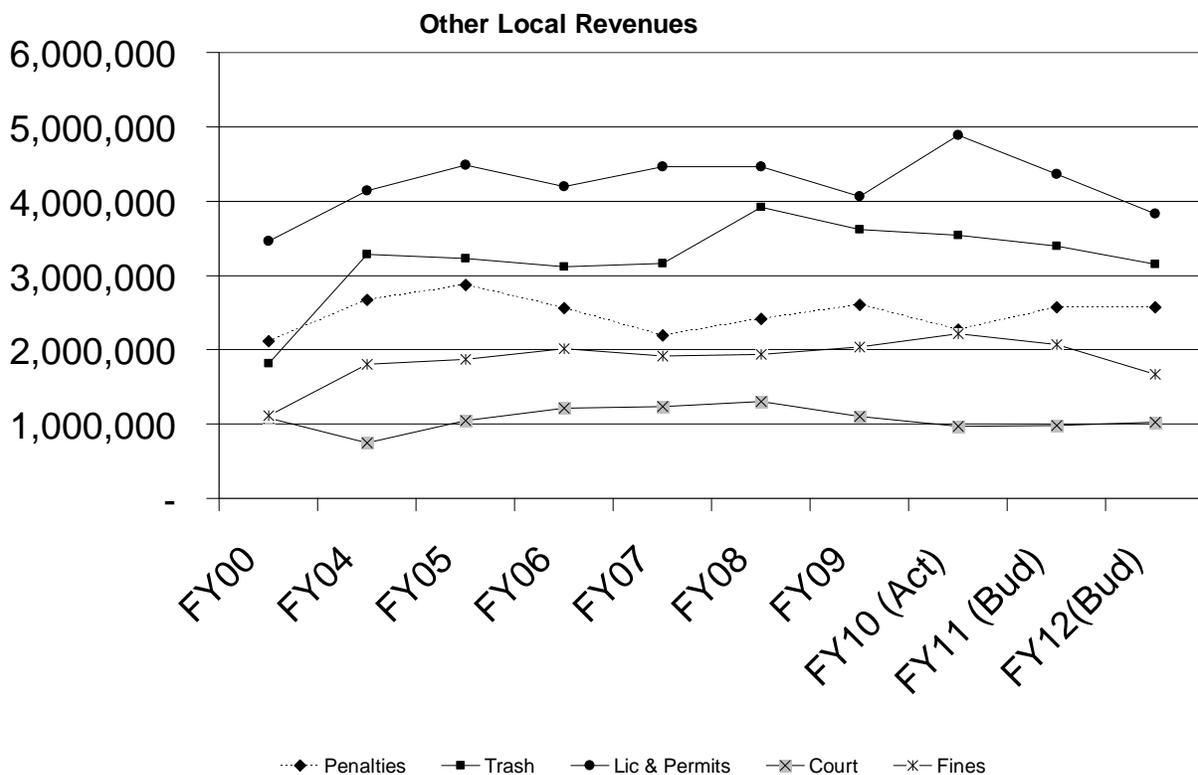


Other Excise: Hotel and Meals Taxes

Hotel taxes of 6% are collected by the Commonwealth and disbursed to the City of Worcester quarterly. Meals taxes of 0.75% are also collected by the Commonwealth and distributed to the City quarterly. This revenue source was first implemented during the last three quarters of Fiscal Year 2010. The hotel and meals tax is estimated to be \$2.84M in Fiscal Year 2011, an increase of nearly \$700,000 from Fiscal Year 2010. Fiscal Year 2012 will be the first year where all twelve months of the revenue source will be recognized in the fiscal year.

Other Local Receipts:

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



Penalties and Interest

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

Trash Fees

On November 29, 1993, the City instituted a "pay as you throw" trash collection program. The City of Worcester Pay as You Throw trash program partially funds the cost of curbside garbage pickup through the collection of a fee attached to the sale of official city trash bags. These bags are \$7.50 per pack of 5 large or 10 small bags. The revenues offset some of the cost of trash

collection and the City’s recycling operation. To use the city’s collection program, residents must dispose of solid waste in City approved yellow trash bags. The revenue estimate has been reduced to \$3.2M for this category due to reduced usage of the bags.

Licenses and Permits

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

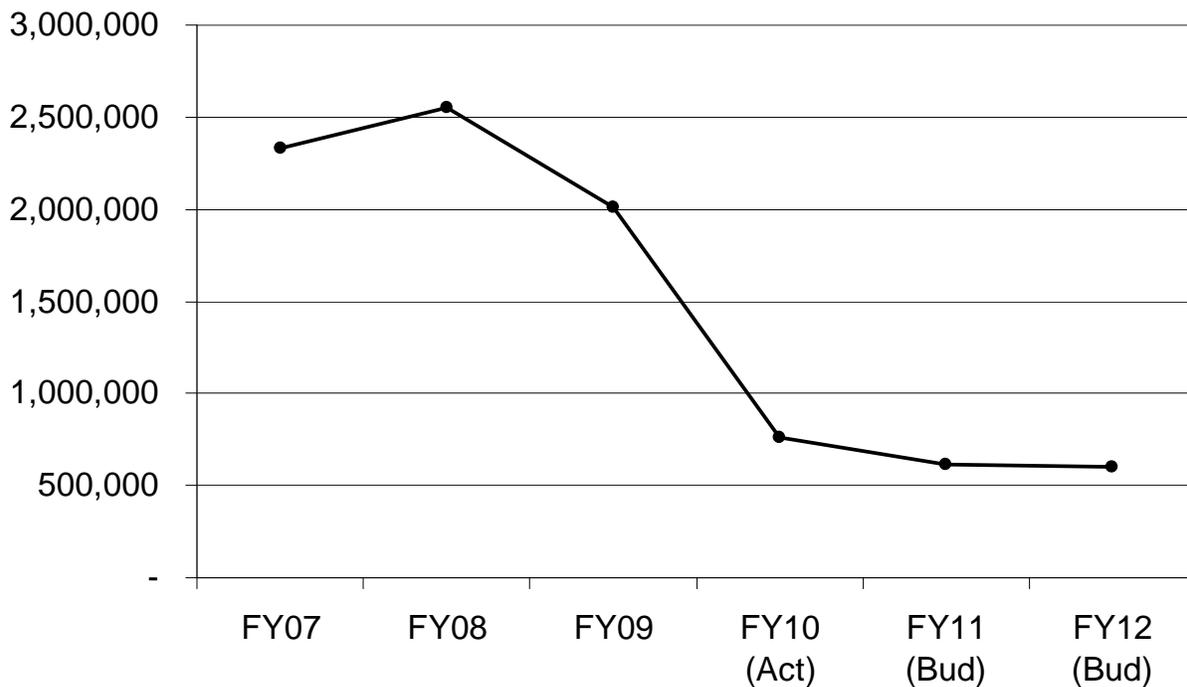
Fines and Forfeits

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

Investment Income (Interest)

The City regularly invests temporarily idle cash and receives interest on these funds. Interest rates, and hence interest earnings, are subject to market conditions. This category of revenues has taken a significant negative turn in the last two years as interest rates have been maintained at historic lows. This revenue source has fallen from a high of \$4.5M in Fiscal Year 2005 to its current level of less than \$750,000. Interest income has reached a low point that is now carried forward in the Fiscal Year 2012 revenue estimate.

Investment Income



Payment In Lieu of Taxes

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

Federal Reimbursements (Medicaid)

Medicaid reimbursements for school based health services is the source for this revenue estimate. The City, through the Public School system, is eligible to file for federal reimbursement for health related services provided to special education students with Medicaid benefits. With the approval of the Massachusetts Division of Medical Assistance, the Worcester Public Schools is now a "Medicaid Eligible Provider", and is enrolled in the Medicaid Program. The Medicaid reimbursement program allows for the submission of claims, on a per diem rate per day for various categories of special education students. Recent changes to the Federal Medicaid Reimbursement Program will allow the city to increase the population pool the city can seek reimbursement for by increasing eligibility thresholds, obtaining eligibility information from the state, and expanding the number of activities considered eligible for Federal Medicaid reimbursement. Administrative Costs incurred by the School System to provide these health-based services are also captured and incorporated into claims and submitted for reimbursement. Due to changes in State and Federal Regulations and reimbursement structures it is anticipated that this revenue source will decline in Fiscal Year 2012.

Federal Grant Administration (Miscellaneous Recurring)

In Fiscal Year 2010, the City assesses a 3% federal and state grant assessment on all eligible grants. This assessment is applied to the financial and certain administrative departments for the services provided for financial, legal, and human resource related services. This assessment of 3% is included in the Fiscal Year 2012 revenue estimate.

Cemetery Fees

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

Recreation Fees

The City charges various organizations and individuals for the use of City parks through the department of Parks and Recreations. Fees range from \$3 to \$10 depending on whether renters want a blanket or individual permit or a lit or unlit field. Other revenue is generated from tennis permits, concession receipts from various parks throughout the City, picnicking, woodcutting, wedding permits, and miscellaneous receipts.

General Fees

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

Other Revenues

The City collects revenue from the sale of surplus properties (usually equipment) sold to the highest bidder. Contained within this category are revenues received from the Federal Emergency Management Services. Also, towing contract revenues received from vendors who individually bid on the 10 specific zones of the City are an operation of the Emergency Management Administration and 50% of the cost are placed in this account category.

Charges for Services

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

Special Assessments

Special assessments are collected from property owners to provide funds to implement capital improvement projects such street betterments. The special assessment rates are set by the City Council, and are paid in full or financed over a period of years

Other Revenue/ Funding Sources

Free Cash

Free cash is certified by the Department of Revenue by the Bureau of accounts based upon the submission of a community's June 30 balance sheet. A community will receive notification of the amount certified, and subsequently, the amount available for appropriation. No Free Cash is projected for appropriation in the Fiscal Year 2012 Budget.

Other Available Funds

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

Expenditure Overview

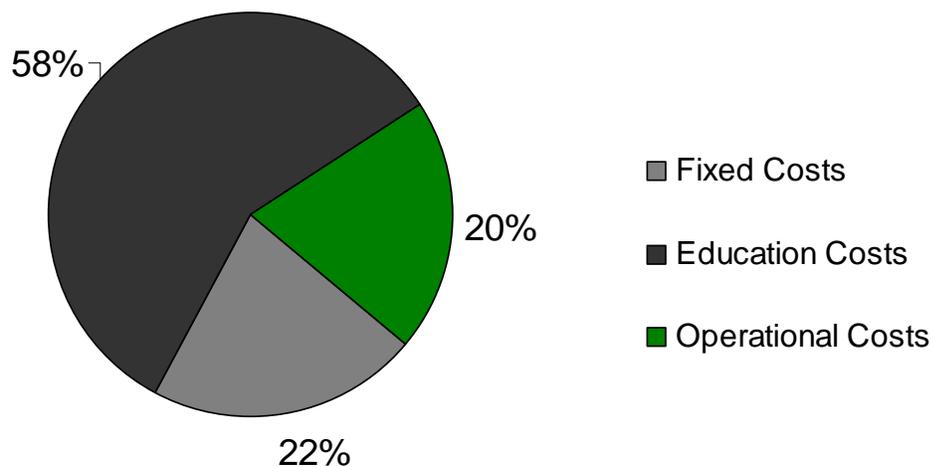
No other revenue sources are included in the Fiscal Year 2012 Budget. Any alternation to these revenue sources would have to be recognized prior to the Department of Revenue Tax Rate Recapitulation and Certification of tax rates

Other Available Funds (Non Local Receipt)		FROM	FY2011	FY2012
DPW Engineering	Chapter 90 Funds		73,000.00	73,000.00
DPW Engineering	Conservation Commission	330-15	30,730.00	30,730.00
DPW Engineering	Construction Inspection Fee	330-12	145,000.00	145,000.00
DPW Engineering	Sewer Connection	330-10	117,930.00	117,930.00
DPW Engineering	Off Street Parking	330-03	169,442.00	169,442.00
DPW Engineering	Parking Meters	330-04	183,562.00	183,562.00
DPW Streets	Chapter 90 Funds		300,000.00	300,000.00
Subtotal DPW Engineering Funding			1,019,664.00	1,019,664.00
		FROM		
Treasury Parking Ticket Processing		330-04	10,000.00	10,000.00
Treasury Parking Ticket Processing		330-03	90,000.00	90,000.00
Parks/Hope Cemetery	Lots & Graves	332-01	43,750.00	43,750.00
Parks/Hope Cemetery	Perpetual Care Trust	359-76	50,000.00	50,000.00
Hope Cemtery Debt	Princ. Service		52,241.23	52,241.23
Hope Cemtery Debt	Interest Service		29,838.59	29,838.59
			275,829.82	275,829.82
Total Other Available Funds (Non Local Receipts)			1,295,493.82	1,295,493.82

Fiscal Year 2012 Expenditure Overview

The Fiscal Year 2012 budget appropriates \$518.6M in revenues to fund the following cost centers. The following chart shows the breakdown of these expenditures in the broadest categories, of Educational expenditures, City operational expenditures and City fixed costs. The City's expenditure budget is broken into three large categories—Education (Including Worcester Public Schools and Charter School Tuition), City Operations, and City Fixed Costs.

Expenditure Breakdown



Education costs account for 57% of all city expenditures. Fixed costs, including debt service, pensions, health benefits, and snow removal, account for 21% of the overall budget. The remaining 22% is available to fund city departmental operating, covering the salary and ordinary maintenance costs of all city departments.

Education Funding

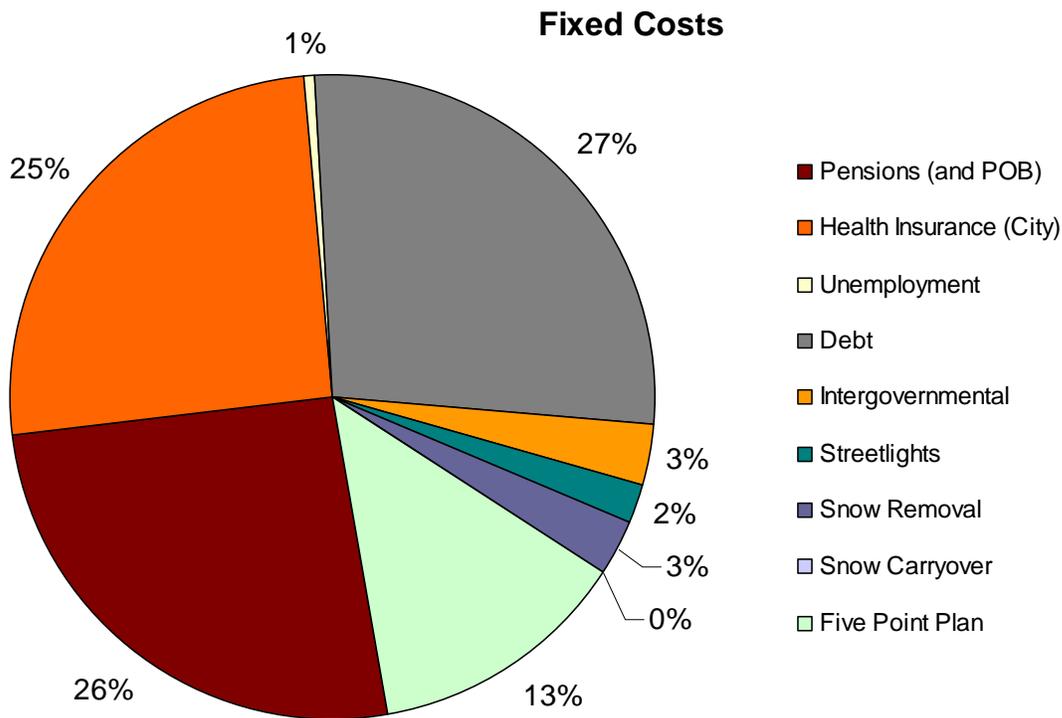
Education Costs are driven by the state's calculation of the Foundation Budget for the Worcester Public Schools. This formula determines the state mandated adequate level of funding for education in Worcester. The state determines a local contribution level and funds the balance with state aid. The current budget of \$273.8M. The increase in required local contribution is calculated using the Department of Revenue's municipal growth factor which takes into account local revenue increases for property taxes, state aid, local receipts, and other miscellaneous sources and generates a percentage increase based on those factors. In addition the City appropriates \$26.3M for the funding for tuition at Public Charter and Choice schools, for a total budget for education of \$300.1M.

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

The biggest component of the city’s fixed costs is Health Insurance. This cost is split between the City and Worcester Public Schools budget, but the total, over \$70M, dwarfs the next largest category, debt service. The City side health insurance cost for Fiscal Year 2012 is budgeted at \$28.6. This amount includes cost for employee and retiree premiums, public safety Injured On Duty medical claims, Workers Compensation claims, and Federal Medicare costs.

Pensions

The combined pension contribution required for the City of Worcester is \$32.7M. In addition the City must make a debt service payment of \$16M on the Pension Obligation Bonds issued in 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 tax levy obligation for combined pension assessment and pension obligation bond debt service payments is \$29.1M for Fiscal Year 2012. This reflects a pension funding schedule that is extended out to Fiscal Year 2040. The Debt service on the Pension Obligation Bond will cease after Fiscal Year 2028.



Debt Service

The City’s borrowing for equipment, infrastructure improvements including streets and sidewalks, public buildings including the construction and rehabilitation of public schools are funded through municipal bond issues. Debt service payments meet the City’s obligation for these borrowings. \$30.76M is the City’s budget for debt service payments for Fiscal Year 2012

Snow Removal/Snow Carryover

Per the City's Five Point Plan, the Snow removal budget has increased each year by at least 10% with the goal of achieving adequate funding for an average snowfall, approximately 65 inches. The Snow budget for Fiscal Year 2012 is \$3.15M which recognizes both the 10% and the final \$150,000 payment of the emergency loan used to pay for the December 2008 Ice Storm expenditures.

Unemployment

The City must fund unemployment benefits for workers who have lost their jobs. Recent state and federal benefit extensions have increased the amount of time laid-off workers can remain on the roles, increasing the exposure that the city will have to pay these benefits for a longer period of time. The Fiscal Year 2012 budget for unemployment is estimated at \$850,000, an increase from Fiscal Year 2011 due to layoffs required to balance the Fiscal Year 2012 budget.

Street lighting

The City has acquired ownership and maintenance control of the City's street lighting network. The cost of the electricity and maintenance contracts for the street lighting network are a fixed cost and known at the beginning of the fiscal year. With the City's completed takeover of the streetlight system, this budget is funded with Fiscal Year 2012 at \$1,987,828.

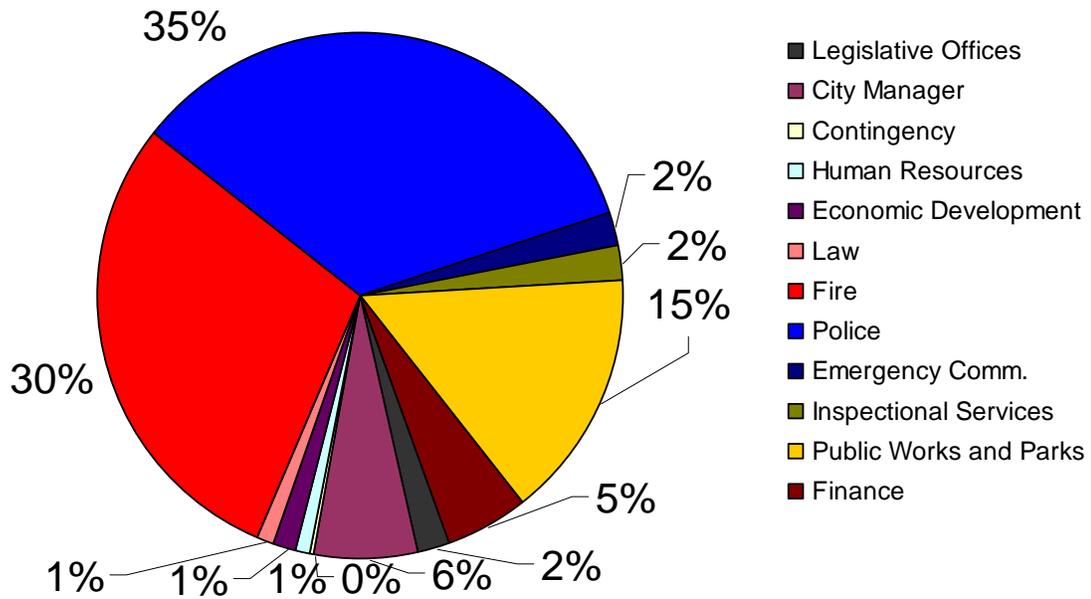
Intergovernmental Charges

The Commonwealth of Massachusetts mandates certain intergovernmental charges, including charges for the Regional Transit Authority, and Registry of Motor Vehicle fees. This also includes the city's funding for the Central Mass Regional Planning Commission. These are projected to be \$3,458,944 in Fiscal Year 2012, a 2% increase from Fiscal Year 2011.

Operational Budgets

The City's budget for operational departments is based on the funds remaining after all fixed costs have been addressed and the City's allocation for public education has been identified. In Fiscal Year 2012, this budget is 105.4M.

Operational Expenditures



Details of each of the operational budgets are included in the complete budget document. The proposed tax levy appropriation totals are listed in the summary table at the conclusion of this overview. The line item budget can be found at the end of the budget book, indicating tax levy appropriations for salaries, overtime, ordinary maintenance, debt service, capital outlay, and fringe benefits.

Gross Revenue and Expenditure Overview Fiscal Year 2011 to Fiscal Year 2012

In total, City revenues increased \$15.8M from Fiscal Year 2011 to Fiscal Year 2012. This increase was the net effect of an \$8.5M in Property Tax revenues, and a \$13.5M increase in state aid for education. These increases are offset in part by the following revenue reductions: a \$3.1M reduction in all state aid categories, a \$342,000 reduction in School Building reimbursements, a reduction of \$523,333 in free cash, and a \$1.75M reduction in local receipts.

Overall expenditures increased \$15.8M from Fiscal Year 2011 to 2012. This increase was the net effect of the following changes in major expenditure categories:

Fixed Costs increased \$6.1M reflecting increases in Health Insurance, Snow Removal, Streetlights, Pensions, and Debt Service.

Education costs increased \$15.0M due to an increase in Charter School assessments of \$1.2M and an increase in the Worcester Public Schools appropriation of \$13.8M.

Finally, Operational Departmental budgets were reduced \$5.4M in order to maintain a balanced budget for Fiscal Year 2012. These reductions were achieved primarily through layoffs enacted citywide.

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

Revenue and Expenditure Summary Table

Enterprise Fund Overview—

Water Revenues

Water revenues are projected to increase consistent with rate escalation required to meet anticipated expenditures for Fiscal Year 2012. The following table shows the revenue increases anticipated for the Water Enterprise. Water revenues associated with user fees for in town and out of town usage are expected to increase to \$26,134,973.00. Miscellaneous Revenue (Includes fire service charges, backflow inspections, Hydrant use, water connection permits, timber sales, water service repairs , and other categories) are estimated to remain level at \$780,000. These revenue sources are expected to cover operational costs for fiscal Year 2012, requiring no tax levy subsidy for this enterprise division.

Sewer

Sewer revenues associated with fees for use of the system (billed at 80% of water usage) are estimated to increase to \$33,073,071. In additional, other departmental revenue is estimated to increase to remain level with Fiscal 2011 at \$775,243. These revenues are expected to cover 100% of operational costs in Fiscal Year 2011, requiring no tax levy subsidy for this enterprise division.

Golf

Revenues associated with the Worcester Municipal Golf Course at Green Hill are projected to increase to \$1,228,727M inclusive of concessions and merchandise. This will be sufficient to cover anticipated expenditures of that same amount.

Enterprise Revenue and Expenditure Summary

Revenue	Water		Sewer		Golf	
User Charges	\$	26,134,973	\$	33,073,071	\$	1,228,727
Other	\$	780,000	\$	775,243	\$	-
Total Estimated Revenue	\$	26,914,973	\$	33,848,314	\$	1,228,727
Expenditure	Water		Sewer		Golf	
Salary	\$	5,354,225	\$	2,765,823	\$	212,970
Overtime	\$	600,000	\$	196,000	\$	-
OM	\$	3,439,023	\$	18,380,510	\$	710,265
Capital	\$	25,000	\$	24,500	\$	-
Debt	\$	10,796,752	\$	6,041,843	\$	190,564
Benefits	\$	4,639,914	\$	3,247,885	\$	105,008
Transfer of Services	\$	2,060,059	\$	3,191,753	\$	9,920
Total	\$	26,914,973	\$	33,848,314	\$	1,228,727

Revenue and Expenditure Summary Table

Revenue Summary	FY10 Actual	FY2011 Budget	FY2012 Budget	FY12 %
Property Tax Levy	204,640,944	215,151,680	223,669,013	4.0%
State Aid City	41,207,910	39,751,245	36,658,469	-7.8%
State Aid Education	176,884,068	187,838,166	201,135,279	7.1%
State Aid Charter Schools	4,807,799	4,132,681	4,392,162	6.3%
State MSBA Reimbursement	19,129,087	16,113,046	15,203,374	-5.6%
Local Receipts	41,402,950	37,988,830	36,236,330	-4.6%
Other Available Funds	1,295,494	1,295,494	1,295,494	0.0%
Free Cash	-	523,333	-	
Total Revenues	489,368,252	502,794,475	518,590,121	3.1%
Expenditure Summary	FY10 Actual	FY2011 Budget	FY2012 Budget	FY12 %
Fixed Costs				
Pensions (and POB)	28,964,635	26,548,456	29,128,035	9.7%
Health Insurance (Comp/IOD)	22,836,443	27,027,442	28,890,643	6.9%
Unemployment	653,311	370,000	850,000	129.7%
Debt Service	29,871,493	29,809,384	30,760,825	3.2%
Intergovernmental Charges	3,160,975	3,391,121	3,458,944	2.0%
Streetlights	1,887,828	1,976,828	1,987,828	0.6%
Snow Removal	4,434,077	2,733,529	3,156,883	15.5%
Five Point Plan Funding	12,030,263	14,994,768	14,797,112	-1.3%
Total Fixed Costs	103,839,025	106,851,528	113,030,270	5.8%
Education				
Worcester Public Schools	248,455,034	260,047,012	273,856,413	5.3%
Charter Schools	23,660,337	25,083,545	26,297,661	4.8%
Total Education	272,115,371	285,130,557	300,154,074	5.3%
Expenditure Summary	FY10 Actual	FY2011 Budget	FY2012 Budget	FY12 %
City Operations				
Legislative Offices	1,840,515	2,048,119	2,007,416	-2.0%
City Manager's Office	7,017,490	6,839,136	6,446,958	-5.7%
Public Health		152,597	199,633	
City Manager's Contingency	-	436,000	250,000	-42.7%
Human Resources	1,068,461	1,044,958	984,236	-5.8%
Economic Development	1,112,938	1,103,991	1,269,404	15.0%
Law	1,297,495	1,486,425	1,310,732	-11.8%
Fire	33,157,901	32,262,798	30,971,290	-4.0%
Police	38,909,617	38,902,032	36,266,289	-6.8%
Emergency Communications	1,906,274	1,998,841	2,065,285	3.3%
Inspectional Services	2,714,935	2,832,148	2,491,132	-12.0%
Public Works and Parks	15,542,355	15,768,407	15,632,073	-0.9%
Administration and Finance	5,539,951	5,936,938	5,511,329	-7.2%
City Operations Total	111,290,858	110,812,391	105,405,777	-4.9%
Total Expenditures	487,245,254	502,794,475	518,590,121	3.1%

FISCAL 2012 BUDGET PROCEDURE

The preparation of the Annual Budget for the City of Worcester is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget process for Fiscal 2012 was initiated in October 2010, and at that time, the budget staff met with the City Manager to establish the general budgetary guidelines and expectations for the coming year.

Following this session, the Administration and Finance Department Budget Division updated the City's Five Year Fiscal forecast after budget meetings with city departments and divisions. In conjunction with the City's budget staff, each department then prepared Fiscal 2012 operating budget. The operating budgets, including expenditure and revenue estimates, were submitted to the City Manager in March 2011.

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

The City of Worcester budget recommendation is developed in a manner consistent with the City's adopted Five Point Financial Plan. The Budget is also developed in a manner that seeks to achieve excellence in the following areas recommended by the Government Finance Officers Association:

- 1) Policy Document: The City's annual budget includes key financial policies.
- 2) Financial Plan: The city's budget indicates all revenue sources to be employed to sustain the identified appropriations.
- 3) Operations Guide: The budget document shows the organization and operational divisions of each city department including tables of organization and divisional breakdowns.
- 4) Communications Device. The budget document includes clear and comprehensible revenue and expenditure overviews which describe the overall budget including historical analysis as well as current year projections and explanations of year over year changes in major revenue and expenditure categories. The entire budget is available online as soon as it is available for public review by the City Council.

By statute, the budget must be submitted to the City Council within 170 days after the council organizes in early January. The City Manager will submit the Fiscal 2012 Annual Budget to the City Council on May 3, 2010, 119 days after the first City Council assembly.

The City Council has jurisdiction to make reductions, but cannot increase the proposed budget without the recommendation of the City Manager. Following submission of the budget, the City Council has 45 days in which to approve or reduce the proposed appropriation order. Should the Council fail to act within 45 days, the City Manager's recommended budget is appropriated. The Fiscal 2012 Annual Budget becomes effective on July 1, 2011.

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

The following Calendar summarizes the Budget Process for development and adoption of the Fiscal Year 2011 budget:

October 2010: Current year budget status meetings are held with departments to address current fiscal year issues and identified implications for Fiscal Year 2012

November 2010: The finance office develops initial budget projections and develops a complete Five Year Forecast, establishing initial revenue and expenditure estimates for the coming fiscal year. Department meetings begin formal budget process, assessing needs and budgetary issues citywide.

December 2010– March 2011: 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 2011-May 2011: Finance Office finalizes budget document for submission to council

FISCAL 2012 FINANCE POLICIES

City Charter Article Five—Financial Policies (Operating Budget)

Section 5-1. SUBMISSION OF BUDGET

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

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

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

Section 5-2. ACTION ON THE BUDGET

(a) Public hearing:

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

(b) Adoption:

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

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

(c) Failure to submit budget recommendations:

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

Section 5-3. SUPPLEMENTARY APPROPRIATIONS

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

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

Section 5-4. TRANSFER OF APPROPRIATIONS

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

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

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

- 1) Supports the tenets of the five point plan as articulated by the City Managers report including reporting and authorizes the creation of the North High Construction Fund and the Bond Rating Stabilization Fund.
- 2) Establishes a dedicated reserve building funding source associated with ten years of Massachusetts School Building Authority reimbursements for constructions costs incurred by the city in years past.
- 3) Establishes an annual borrowing cap (originally \$16.8M to be increased by inflation)
- 4) Establishes a reserve policy that places a limit on the appropriation of net free cash that no more than 50% of net free cash. The remaining free cash must be appropriated to the Bond Rating Stabilization Fund to build reserves to 5% of City Revenues.
- 5) Directs the City Auditor to isolate net free cash as the amount generated from the most recent fiscal year only.

Fund Balance: Definition, Actual results and budget projections:

Per the City of Worcester official financial statements as included in the Comprehensive Annual Financial Report produced by the City Auditor, the City's fund balance is identified as the reserves held within the City's General Fund and undesignated for other purposes. As result, the City's fund balances as reported in the following do not include stabilization fund balances that are being set aside for specific debt service expenses. Nor does the City's definition of fund balance include the funds held within the City's health claims trust fund nor funds received through grants, donations. The following summary reflects the actual results from the Fiscal Year ending June 30, 2010 and as presented in the City's audited financial statements. The amounts shown for Fiscal Years 2011 and 2012 are budgeted levels. Increases in fund balance shown are due to budgeted appropriations into general fund reserve accounts with the specific intent of building overall City fund balance. Similarly for the City's enterprise funds, only those funds in the enterprise operating fund are considered for the calculation of fund balance. Grant funds, capital funds, or other reserves for appropriation—including the Sewer Connection Fee account are not shown in this summary.

FISCAL 2012 FUND BALANCE SUMMARY

Summary Budgeted Changes in Fund Balance: FY10, FY11 and FY12

General Fund	Actual FY 10	Budget FY11	Budget FY12
Revenue	487,650,758	502,794,475	518,590,121
Expenditure	(474,109,932)	(487,799,707)	(503,793,009)
Transfer In	5,787,396	-	0
Transfer Out	(14,088,290)	(14,044,768)	(13,847,112)
Beginning Fund Balance	5,308,005	10,547,937	11,497,937
Ending Fund Balance	10,547,937	11,497,937	12,447,937
Change in Fund Balance	5,239,932	950,000	950,000

Enterprise Golf	Actual FY 10	Budget FY11	Budget FY12
Revenue	986,994	1,254,460	1,228,727
Expenditure	(1,138,924)	(1,254,460)	(1,228,727)
Transfer In	176,561	-	-
Transfer Out	(24,631)	-	-
Beginning Fund Balance	-	-	-
Ending Fund Balance	-	-	-
Change in Fund Balance	-	-	-

Enterprise Sewer	Actual FY 10	Budget FY11	Budget FY12
Revenue	28,756,425	32,992,878	33,848,314
Expenditure	(29,121,400)	(32,992,878)	(33,848,314)
Transfer In	913,879	-	-
Transfer Out	(564,982)	-	-
Beginning Fund Balance	-	-	-
Ending Fund Balance	(16,078)	0	-
Change in Fund Balance	(16,078)	-	-

FISCAL 2012 FUND BALANCE SUMMARY

Enterprise Water	Actual FY 10	Budget FY11	Budget FY12
Revenue	24,030,681	27,115,269	\$ 27,194,973.00
Expenditure	(24,750,845)	(27,115,269)	(27,194,973.00)
Transfer In	808,443	-	-
Transfer Out	(788,452)	-	-
Beginning Fund Balance	706,780	6,607	6,607
Ending Fund Balance	6,607	6,607	6,607
Change in Fund Balance	(700,173)	0	-

WORCESTER CITY COUNCIL

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

Mayor Joseph C. O'Brien

Councilor Joffrey A. Smith - *District 1*

Councilor Philip P. Palmieri - *District 2*

Councilor Paul P. Clancy, Jr. - *District 3*

Councilor Barbara G. Haller - *District 4*

Councilor William J. Eddy - *District 5*

Councilor Frederick C. Rushton

Councilor Joseph M. Petty

Councilor Konstantina B. Lukes

Councilor Kathleen M. Toomey

Councilor Michael J. Germain

Divisional Overview:

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

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

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

TAX LEVY BUDGET				
	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 301,708.63	\$ 324,000.00	91000	\$ 324,000.00
OVERTIME	-	-	97000	-
ORDINARY MAINTENANCE	18,446.23	26,867.00	92000	26,867.00
TOTAL	\$ 320,154.86	\$ 350,867.00		\$ 350,867.00
TOTAL POSITIONS				
	11	11		11

BUDGET SUMMARY INFORMATION

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The recommended Fiscal 2012 budget for the Office of the City Council is \$350,867.00, which represents a level funded budget compared the Fiscal 2011 budget. The total Personal Services budget is recommended to be level funded at \$324,000.00. The Total Ordinary Maintenance budget for Fiscal 2012 is also level funded at \$26,867.00.



CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
CITY COUNCIL- DEPARTMENT #010

FY11				FY12	
TOTAL	APPROVED	PAY		TOTAL	RECOMMENDED
POSITIONS	FY11 AMOUNT	GRADE	TITLE	POSITIONS	FY12 AMOUNT
1	\$ 34,000.00	FL	MAYOR	1	\$ 34,000.00
10	290,000.00	FL	COUNCILOR	10	290,000.00
11	<u>324,000.00</u>	010-91000	TOTAL RECOMMENDED PERSONAL SERVICES	11	<u>324,000.00</u>
<hr/>					
	\$ 26,867.00		ORDINARY MAINTENANCE		\$ 26,867.00
	<u>\$ 26,867.00</u>	010-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 26,867.00</u>
<hr/>					
	<u>\$ 350,867.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 350,867.00</u>

OFFICE OF THE MAYOR

Joseph C. O'Brien, Mayor

City Hall - Room 305

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1153

Departmental Overview:

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 101,653.44	\$ 98,870.00	91000	\$ 100,798.00
OVERTIME	-	-	97000	-
ORDINARY MAINTENANCE	5,197.77	5,205.00	92000	5,205.00
TOTAL	\$ 106,851.21	\$ 104,075.00		\$ 106,003.00
TOTAL POSITIONS	3	3		3

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total Fiscal 2012 budget for the Office of the Mayor is recommended to be \$106,003.00, which represents an increase of \$1,928.00 from the Fiscal 2011 budget amount of \$104,075.00. This net increase is the result of step increases in the Mayor's office.

The Ordinary Maintenance budget for Fiscal 2012 is recommended to be level funded at \$5,205.00.



JOSEPH C. O'BRIEN, MAYOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF MAYOR- DEPARTMENT #030**

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 49,071.04	39	SECRETARY TO MAYOR	1	\$ 50,998.00
2	49,798.80	35	ASSISTANT SECRETARY TO MAYOR	2	49,800.00
3	\$ 98,869.84	030-91000	TOTAL RECOMMENDED PERSONAL SERVICES	3	\$ 100,798.00
<hr/>					
	\$ 5,205.00		REGULAR ORDINARY MAINTENANCE		\$ 5,205.00
	\$ 5,205.00	030-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 5,205.00
<hr/>					
	\$ 104,074.84		TOTAL RECOMMENDED TAX LEVY		\$ 106,003.00

OFFICE OF THE CITY CLERK

David J. Rushford

City Clerk

City Hall - Room 206

455 Main Street

Worcester, Massachusetts 01608

(508) 799 - 1121

Departmental Mission Statement:

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

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

Departmental Overview:

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

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 573,025.30	\$ 577,905.04	91000	\$ 507,778.00
OVERTIME	4,772.25	1,000.00	97000	1,000.00
ORDINARY MAINTENANCE	25,704.24	36,024.00	92000	36,024.00
TOTAL	\$ 603,501.79	\$ 614,929.04		\$ 544,802.00
TOTAL POSITIONS	12	11		11
ELIMINATED POSITIONS	0	0		1
TOTAL FUNDED POSITIONS	12	11		10

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The City Clerk’s tax levy budget for Fiscal 2012 is recommended to be \$544,802.00 which is a decrease of \$70,127.04 from the budget for Fiscal 2011 of \$614,929.04.

The Personal Services budget for Fiscal 2012 is recommended to be \$507,778.00 which is a decrease of \$70,127.04 from the Fiscal 2011 budget amount of \$577,905.04. This decrease is a result of the vacancy factor being restored to \$5,250 and the offices of the City Clerk and Elections have been reorganized, resulting in the elimination of one of the two positions of Assistant City Clerk in the Clerk’s office and the creation of an Administrative Assistant position in the Elections Office for a savings of \$65,969.16. This savings is offset by an increase as a result of automatic step increases for staff positions that are not at the maximum for a total of \$1,092.12.

The Overtime budget of \$1,000 is recommended to be level funded in Fiscal 2012.

The recommended Ordinary Maintenance budget for Fiscal 2011 is recommended to level funded at \$36,024.



DAVID J. RUSHFORD, CITY CLERK
RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF THE CITY CLERK
FISCAL YEAR ACTIVITY REPORT

Divisional Activity Reporting

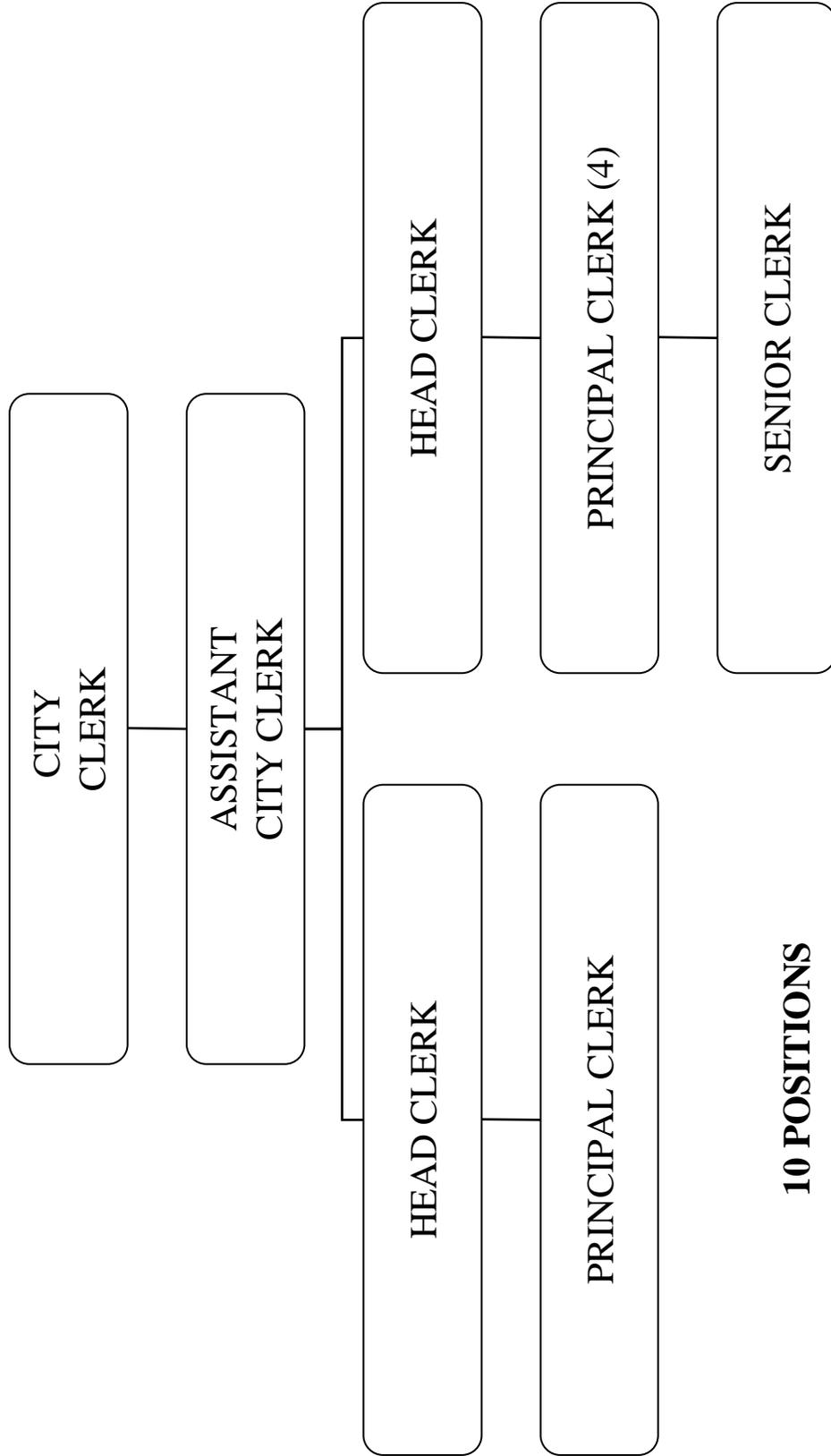
The mission of the Office of the City Clerk is to Facilitate the operations of the City of Worcester as a municipal corporation and to act as the official keeper and archivist of City records.

	Act. FY10	Proj FY11	Proj FY12
City Clerk-Elections Division		<i>2 employees</i>	
voter registration records maintained		92,494	
voter turnout November, 2009		20,912	
voter turnout December 2009		15,162	
voter turnout January 2010		38,320	
poll workers recruited and deployed		300	
Accu-Vote machines cleaned and prepped		156	
Auto-Mark machines cleaned and prepped		154	
candidate nomination papers processed		360	
ballot question papers processed		4,011	
candidate and question signatures certified		23,791	
Board of Election Cmsnrs. Meetings staffed		15	
City Clerk		<i>10 employees</i>	
new birth records established		6,297	
new marriage records established		1,320	
new death records established		3,042	
new marriage intentions processed		1,212	
vital records corrected		592	
certified copies of vital records issued		39,820	
resident copies of vital records processed		5,590	
state copies of vital records processed		10,551	
dogs licensed		6,520	
kennels licensed		14	
auctions licensed		6	
raffles, bazaars and casinos licensed		37	
new businesses registered		499	
physicians registered		46	
public meetings posted		1,170	
City Council mtgs scheduled & staffed w agenda		42	
Standing Cmte mtgs scheduled & staffed w agenda		90	
ordinances prepped, advertised & ordained		165	
loan orders prepped, advertised & made final		54	
claims against the city processed		520	
oaths administered to appointees		260	
board & commission applications filed		390	
board & commission decisions filed		215	
board & commission decision copies issued		215	

CITY OF WORCESTER

DEPARTMENT OF CITY CLERK

CITY CLERK DIVISION



10 POSITIONS



DAVID J. RUSHFORD, CITY CLERK
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF THE CITY CLERK
DIVISION OF THE CITY CLERK - DIVISION #100

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 125,259.12	56EM	CITY CLERK	1	\$ 125,260.00
2	131,929.16	44EM	ASSISTANT CITY CLERK	1	65,960.00
2	85,482.72	30	HEAD CLERK	2	85,484.00
5	188,917.60	27	PRINCIPAL CLERK	5	190,007.00
1	32,635.44	22	SENIOR CLERK TYPIST	1	32,636.00
<u>11</u>	<u>\$ 564,224.04</u>		TOTAL SALARIES	<u>10</u>	<u>\$ 499,347.00</u>
	9,681.00		EM INCENTIVE PAY		9,681.00
	4,000.00		STIPENDS - CITY CLERK, CLERK OF THE CITY COUNCIL		4,000.00
	-		VACANCY FACTOR		(5,250.00)
<u>11</u>	<u>\$ 577,905.04</u>	100-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 507,778.00</u>
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	<u>\$ 1,000.00</u>	100-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 1,000.00</u>
	\$ 36,024.00		CITY CLERK ORDINARY MAINTENANCE		\$ 36,024.00
	<u>\$ 36,024.00</u>	100-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 36,024.00</u>
	<u>\$ 614,929.04</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 544,802.00</u>

BOARD OF ELECTION COMMISSIONERS

David J. Rushford

City Clerk

455 Main Street, Room 208

Worcester, Massachusetts 01608

(508) 799-1134

Divisional Mission Statement:

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

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

Divisional Overview:

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

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2009	Budget for	Account	Appropriation
EXPENDITURES		Fiscal 2010	Number	Fiscal 2011
SALARIES	\$ 125,067.63	\$ 283,572.96	91000	\$ 339,099.00
OVERTIME	-	-	97000	-
ORDINARY MAINTENANCE	77,950.18	84,885.00	92000	110,885.00
TOTAL	\$ 203,017.81	\$ 368,457.96		\$ 449,984.00
<hr/>				
TOTAL POSITIONS	7	7		8
NEW POSITION	0	0		1
UNFUNDED POSITIONS	0	0		1
TOTAL FUNDED POSITIONS	7	7		7

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The gross departmental tax levy budget for Fiscal 2012 is \$449,984.00, which is an increase of \$81,526.04 from the Fiscal 2011 amount of \$368,457.96.

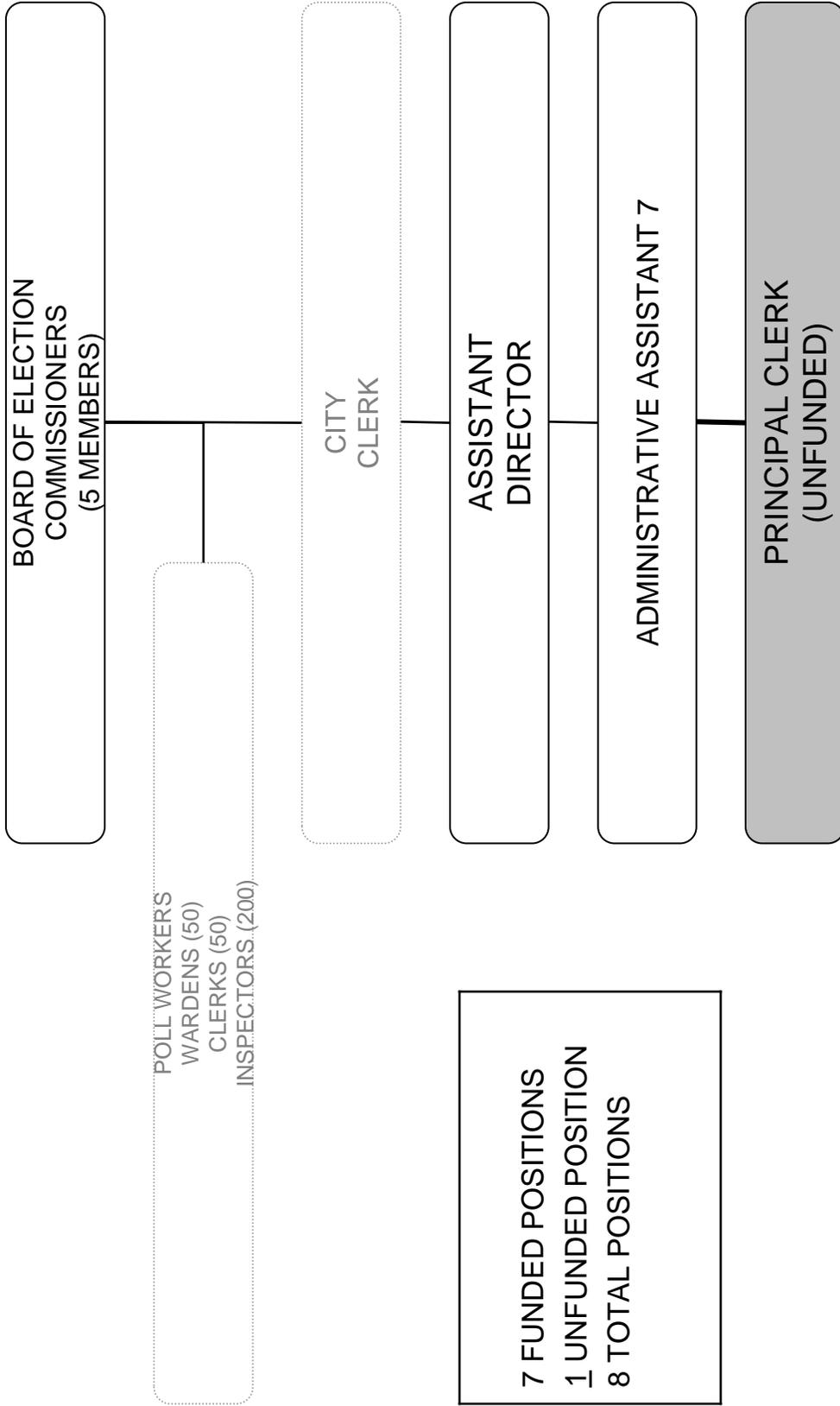
The recommended personal services tax levy budget for Fiscal 2012 is \$339,099.00, which is an increase of \$55,526.04 from the Fiscal 2011 amount of \$283,572.96. This increase is a result of an increase in Miscellaneous Salaries mainly due to an increase in the hourly rate for poll workers for a total of \$14,972; the offices of the City Clerk and Elections have been reorganized, resulting in the elimination of one of the two positions of Assistant City Clerk in the Clerk's office and the creation of an Administrative Assistant position in the Elections Office for a cost of \$40,946.00; step increases for staff positions that are not at the maximum in the amount of \$1,915.16; and the Election this year is local which eliminates any State reimbursement which was \$36,300 in FY11. This increase is offset by the elimination of a Principal Clerk position due to the Early Retirement Incentive for a savings of \$38,607.12.

The Fiscal 2012 tax levy Ordinary Maintenance budget is recommended to be \$110,885 which is an increase of \$26,000 from the Fiscal 2011 tax levy amount of \$84,885. This increase will fund the confirmation mailing (2nd mailing) for the street listing.

CITY OF WORCESTER

DEPARTMENT OF CITY CLERK

ELECTION COMMISSION DIVISION





DAVID J. RUSHFORD, CITY CLERK

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF THE CITY CLERK

DIVISION OF ELECTION COMMISSION - DIVISION #150

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
5	\$ 4,500.00	FL	ELECTION COMMISSIONER	5	\$ 4,500.00
1	52,737.84	38M	ASSISTANT DIRECTOR OF ELECTIONS	1	54,653.00
0	-	35	ADMINISTRATIVE ASSISTANT 7	1	40,946.00
1	38,607.12	27	PRINCIPAL CLERK	0	-
7	\$ 95,844.96		REGULAR SALARIES	7	\$ 100,099.00
AUTHORIZED POSITIONS WITHOUT FUNDING:					
0	-	27	PRINCIPAL CLERK	1	-
0	-			1	-
7	95,844.96		TOTAL REGULAR SALARIES	8	100,099.00
	225,028.00		MISCELLANEOUS SALARIES		240,000.00
	(1,000.00)		VACANCY FACTOR		(1,000.00)
7	\$ 319,872.96		TOTAL RECOMMENDED SALARIES	8	\$ 339,099.00
FUNDING SOURCES:					
	(36,300.00)		STATE REIMBURSEMENTS FOR STATEWIDE ELECTION		-
	(36,300.00)		TOTAL FUNDING SOURCES		-
7	\$ 283,572.96	150-91000	TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 339,099.00
	\$ 5,200.00		ELECTION COMMISSION ORDINARY MAINTENANCE		5,200.00
	32,685.00		ELECTIONS ORDINARY MAINTENANCE		32,685.00
	11,000.00		ELECTION SYSTEMS MAINTENANCE		11,000.00
	36,000.00		STREET LISTING		62,000.00
	\$ 84,885.00		TOTAL ORDINARY MAINTENANCE		\$ 110,885.00
	\$ 84,885.00	150-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 110,885.00
	\$ 368,457.96		TOTAL RECOMMENDED TAX LEVY		\$ 449,984.00

AUDITING DEPARTMENT

James A. DelSignore
City Auditor
City Hall - Room 102
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1053

Departmental Mission Statement:

The mission of the Auditing Department is to:

- Perform pre-audits of all invoices and payrolls submitted for payment by the City departments.
- Producing timely and accurate financial reports.
- Enforce the City's budget.

Departmental Overview:

The City Auditor and employees of the Auditing Department act as the fiscal "watchdog" for the City Council for whom the Auditor is an employee. The City Auditor is the "ex-officio" member of the Worcester Retirement Board. The Auditing Department has three primary function areas: Accounting, Accounts Payable, and Payroll.

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

The responsibilities of the *Accounts Payable* section are to pre-audit every invoice paid by the City for accuracy and propriety as well as to ensure funds are available for payment. It also verifies that funds are available before the City enters into various contracts and monitors payments against those contracts. Further, this section data enters the City's expenditures, journal entries, and cash receipts and disbursements packages into City ledgers. This section also stores vendor invoices and accounting journals.

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

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2010	Budget for	Account	Appropriation
		Fiscal 2011	Number	Fiscal 2012
EXPENDITURES				
SALARIES	\$ 589,210.13	\$ 525,038.57	91000	\$ 471,008.00
OVERTIME	406.66	2,193.00	97000	2,193.00
ORDINARY MAINTENANCE	85,151.11	82,559.00	92000	82,559.00
TOTAL	\$ 674,767.90	\$ 609,790.57		\$ 555,760.00
TOTAL POSITIONS				
	10	9		9

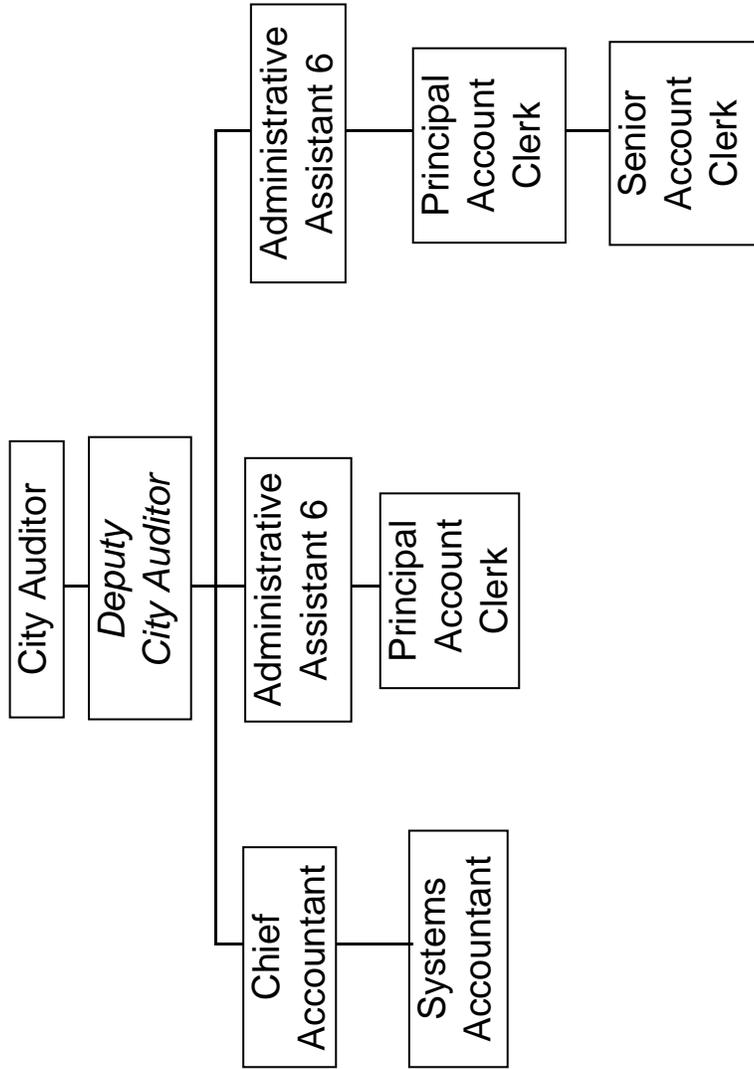
FISCAL 2012 BUDGET OVERVIEW

Expenditures: The Auditing Department’s tax levy budget for Fiscal 2012 is recommended to be \$555,760.00 an overall decrease of \$54,030.57 from the Fiscal 2011 budget of \$609,790.57. The recommended Personal Services budget is \$471,008.00, a decrease of \$54,030.57 from the Fiscal 2011 budget of \$525,038.57. This decrease is due to the unfunded Deputy Auditor position for Fiscal Year 2012 and a decrease in EM Incentive Pay due to this position being vacant. This decrease is offset by step increases, an increase of \$30,000.00 in the Professional Services line item, an increase of \$10,000.00 in the Contractual Stipends and Extras line item as well as decreases in the enterprise credits.

The recommended tax levy overtime budget for Fiscal 2012 is recommended to be level funded at \$2,193.00.

The tax levy ordinary maintenance budget for Fiscal 2012 is recommended to be level funded at \$82,559.00.

AUDITING DEPARTMENT ORGANIZATIONAL CHART



8	FUNDED POSITIONS
1	UNFUNDED POSITIONS
9	TOTAL POSITIONS



JAMES A. DELSIGNORE, CITY AUDITOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

AUDITING DEPARTMENT - DEPARTMENT #650

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 127,284.48	56EM	CITY AUDITOR	1	\$ 127,285.00
1	98,073.36	48EM	DEPUTY AUDITOR	0	-
1	70,449.12	42M	CHIEF ACCOUNTANT	1	70,450.00
1	56,929.04	38	SYSTEM ACCOUNTANT	1	57,984.00
2	93,054.08	33	ADMINISTRATIVE ASSISTANT 6	2	94,769.00
2	80,179.20	28	PRINCIPAL ACCOUNT CLERK	2	80,180.00
1	31,370.56	25	SENIOR ACCOUNT CLERK	1	32,437.00
<u>9</u>	<u>\$ 557,339.84</u>		REGULAR SALARIES	<u>8</u>	<u>\$ 463,105.00</u>

AUTHORIZED POSITIONS WITHOUT FUNDING:

0	\$ -	48EM	DEPUTY AUDITOR	1	\$ -
0	\$ -		REGULAR SALARIES	1	\$ -
	-		PROFESSIONAL SERVICES		30,000.00
	764.73		CONTRACTUAL STIPENDS AND EXTRAS		10,765.00
	8,888.00		EM INCENTIVE PAY		5,020.00
	(2,809.00)		VACANCY FACTOR		(2,809.00)
<u>9</u>	<u>564,183.57</u>		TOTAL SALARIES	<u>9</u>	<u>506,081.00</u>

FUNDING SOURCES:

(21,965.00)	WATER REVENUES	(19,687.00)		
(15,585.00)	SEWER REVENUES	(13,968.00)		
(1,595.00)	GOLF COURSE REVENUES	(1,418.00)		
<u>(39,145.00)</u>	TOTAL FUNDING SOURCES	<u>(35,073.00)</u>		
<u>9</u>	<u>\$ 525,038.57</u>	650-91000 TOTAL RECOMMENDED PERSONAL SERVICES	<u>9</u>	<u>\$ 471,008.00</u>

2,193.00	OVERTIME	2,193.00
<u>2,193.00</u>	650-97000 TOTAL RECOMMENDED OVERTIME	<u>2,193.00</u>

\$ 9,300.00	REGULAR ORDINARY MAINTENANCE	\$ 9,300.00
76,000.00	CITY AUDIT	76,000.00
<u>\$ 85,300.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 85,300.00</u>

(67.00)	CREDIT FROM GOLF COURSE	(67.00)
(996.00)	CREDIT FROM SEWER	(996.00)
<u>(1,678.00)</u>	CREDIT FROM WATER	<u>(1,678.00)</u>
<u>(2,741.00)</u>	TOTAL FUNDING SOURCES	<u>(2,741.00)</u>

<u>\$ 82,559.00</u>	650-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 82,559.00</u>
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<u>\$ 609,790.57</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 555,760.00</u>
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CONTRIBUTORY PENSIONS - DEPARTMENT #161

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

Departmental Overview:

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

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

In accordance with the provisions of Chapter 32, it has been determined that the City of Worcester will need to appropriate \$19.68 million for its normal retirement costs (retirement costs for existing city employees and amortization of the unfunded actuarial accrued liability) and early retirement incentive liabilities for Fiscal 2011. This amount is exclusive of any payments to be made by the Worcester Public Schools system and the Worcester Housing Authority.

	Actual Budget for Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
CONTRIBUTORY	\$ 16,585,948.78	\$ 15,975,033.58	96000	\$ 18,512,712.00
TOTAL	\$ 16,585,948.78	\$ 15,975,033.58		\$ 18,512,712.00

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The City of Worcester's tax levy pension assessment for Contributory retirement cost for Fiscal 2012 is \$18,512,712 which is an increase of \$2,537,678.42 from the Fiscal 2011 amount of \$15,975,033.58. The Fiscal Year 2011 amount is understated by \$2,000,000.00 which was transferred in from departments in recognition of departmental savings from the early retirement

CONTRIBUTORY PENSIONS

program implemented in Fiscal Year 2011. The budget also recognizes assessment to properly fund the Early Retirement Initiative from Fiscal Year 2011. This assessment of \$556,347.00 will be funded in part by the city's enterprise funds in the amount of \$180,007.00 and the Worcester Public Schools will also be assessed for the portion of the ERI assessment associated with School employees in the amount of \$106,535.00.



**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2012
CONTRIBUTORY PENSIONS- DEPARTMENT #161**

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 17,305,801.00	CONTRIBUTORY PENSIONS	\$ 18,976,307.00
<u>1,335,700.58</u>	BUDGET ADJUSTMENT	-
<u>18,641,501.58</u>	TOTAL FRINGE BENEFITS	<u>18,976,307.00</u>
	FUNDING SOURCES:	
(2,000,000.00)	EARLY RETIREMENT TRANSFER	-
(128,621.00)	AIRPORT REVENUES	(127,855.00)
(30,448.00)	GOLF REVENUES	(32,858.00)
(890,595.00)	SEWER REVENUES	(974,809.00)
(1,227,356.00)	WATER REVENUES	(1,298,087.00)
<u>(448,607.00)</u>	FEDERAL GRANT	<u>(389,677.00)</u>
<u>(4,725,627.00)</u>	TOTAL FUNDING SOURCES	<u>(2,823,286.00)</u>
<u>\$ 13,915,874.58</u>	161-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 16,153,021.00</u>
<u>\$ 13,915,874.58</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 16,153,021.00</u>



CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2012
CONTRIBUTORY PENSIONS- DEPARTMENT #161
EARLY RETIREMENT COSTS

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 1,052,724.00	EARLY RETIREMENT CONTRIBUTIONS- FY03	\$ 1,052,724.00
372,235.00	EARLY RETIREMENT CONTRIBUTIONS- FY04	372,235.00
-	EARLY RETIREMENT CONTRIBUTIONS- FY11	449,812.00
<u>\$ 1,424,959.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 1,874,771.00</u>
	FUNDING SOURCES:	
-	AIRPORT REVENUES	(20,929.00)
(996.00)	GOLF REVENUES	(986.00)
(191,618.00)	SEWER REVENUES	(211,392.00)
(183,524.00)	WATER REVENUES	(296,296.00)
<u>(376,138.00)</u>	TOTAL FUNDING SOURCES	<u>(529,603.00)</u>
<u>\$ 1,048,821.00</u>	161-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 1,345,168.00</u>
<u>\$ 1,048,821.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,345,168.00</u>



CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2012
CONTRIBUTORY PENSIONS- DEPARTMENT #161
SECTION 90 PENSIONS

TITLE

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
<u>\$ 1,067,316.00</u>	SECTION 90 CONTRIBUTORY PAYMENTS	<u>\$ 1,067,316.00</u>
<u>1,067,316.00</u>	TOTAL FRINGE BENEFITS	<u>1,067,316.00</u>
	FUNDING SOURCES:	
(474.00)	AIRPORT REVENUES	(474.00)
(74.00)	GOLF REVENUES	(57.00)
(22,340.00)	SEWER REVENUES	(21,051.00)
<u>(34,090.00)</u>	WATER REVENUES	<u>(31,211.00)</u>
<u>(56,978.00)</u>	TOTAL FUNDING SOURCES	<u>(52,793.00)</u>
<u>\$ 1,010,338.00</u>	161-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 1,014,523.00</u>
<u>\$ 1,010,338.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,014,523.00</u>



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

<u>DEPARTMENT</u>	<u>FY12 NORMAL</u>	<u>FY12 2003 ERI</u>	<u>FY12 2004 ERI</u>	<u>FY12 2011 ERI</u>	<u>FY12 SECTION 90</u>	<u>FY12 UNFUNDED LIABILITY</u>	<u>FY12 NEW NORMAL</u>
<u>LEGISLATIVE OFFICES:</u>							
COUNCIL	42,023.20	-	-	-	1,118.00	-	43,141.20
MAYOR	14,814.36	1,506.00	-	-	-	-	16,320.36
AUDITING	104,444.77	15,513.00	-	20,461.00	1,920.00	-	142,338.77
CITY CLERK	121,970.61	1,709.00	-	-	1,619.00	-	125,298.61
ELECTION COMMISSION	-	-	-	5,522.00	-	-	5,522.00
TOTAL	283,252.94	18,728.00	-	25,983.00	4,657.00	-	332,620.94
<u>CITY MANAGER'S OFFICE:</u>							
CITY MANAGER	142,113.46	4,791.00	-	-	-	-	146,904.46
TOTAL	142,113.46	4,791.00	-	-	-	-	146,904.46
<u>HUMAN RESORUCES:</u>							
HUMAN RESOURCES	162,498.53	14,416.00	25,687.00	-	1,388.00	-	203,989.53
TOTAL	162,498.53	14,416.00	25,687.00	-	1,388.00	-	203,989.53
<u>OFFICE OF ECONOMIC DEVELOPMENT:</u>							
ECONOMIC DEVELOPMENT	120,241.53	-	-	-	-	-	120,241.53
NEIGHBORHOOD SERVICES	118,903.05	-	-	-	-	-	118,903.05
PLANNING & REGULATORY SERVICES	75,930.24	-	-	-	-	-	75,930.24
CABLE SERVICES	20,829.30	-	-	-	-	-	20,829.30
AIRPORT	127,855.41	-	-	20,929.00	474.00	-	149,258.41
WORKFORCE DEVELOPMENT	408,198.02	-	-	-	-	-	408,198.02
TOTAL	871,957.55	-	-	20,929.00	474.00	-	893,360.55
<u>LAW DEPARTMENT:</u>							
LAW	163,196.94	-	-	-	-	-	163,196.94
TOTAL	163,196.94	-	-	-	-	-	163,196.94
<u>PUBLIC SAFETY:</u>							
POLICE	6,073,325.69	112,960.00	-	13,502.00	366,575.00	-	6,566,362.69
FIRE	5,127,748.00	297,105.00	-	-	426,980.00	-	5,851,833.00
COMMUNICATIONS	397,580.91	5,498.00	-	-	-	-	403,078.91
TOTAL	11,598,654.60	415,563.00	-	13,502.00	793,555.00	-	12,821,274.60
<u>INSEPCIONAL SERVICES:</u>							
INSPECTIONAL SERVICES	506,391.58	-	15,652.00	31,635.00	-	-	553,678.58
TOTAL	506,391.58	-	15,652.00	31,635.00	-	-	553,678.58
<u>HEALTH & HUMAN SERVICES:</u>							
ELDER AFFAIRS	56,124.23	5,188.00	-	-	3,857.00	-	65,169.23
HUMAN SERVICES	-	-	-	-	-	-	-
HEALTH	111,053.84	43,855.00	95,175.00	6,677.00	24,418.00	-	281,178.84
HHS ADMINISTRATION	-	-	-	-	-	-	-
LIBRARY	659,481.75	72,264.00	9,939.00	51,630.00	8,008.00	-	801,322.75
VETERANS	-	-	-	-	-	-	-
TOTAL	826,659.82	121,307.00	105,114.00	58,307.00	36,283.00	-	1,147,670.82
<u>PUBLIC WORKS & FACILITIES:</u>							
ADMINISTRATION	326,355.35	29,080.00	42,875.00	48,099.21	4,056.00	-	450,465.56
ENGINEERING	540,638.83	32,601.00	13,494.00	15,138.21	3,728.00	-	605,600.04
STREETS	483,979.61	58,910.00	-	-	21,089.00	-	563,978.61
CENTRAL GARAGE	111,661.02	10,341.00	15,669.00	17,578.23	-	-	155,249.25
SANITATION	155,312.53	72,905.00	38,707.00	43,423.35	16,458.00	-	326,805.88
TRAFFIC ENGINEERING	-	28,357.00	-	-	-	-	28,357.00
PARKS	433,429.79	49,038.00	49,210.00	11,714.00	6,574.00	-	549,965.79
CITY MESSENGER	7,598.16	1,434.00	-	-	-	-	9,032.16
SEWER	492,667.77	74,603.00	40,800.00	32,987.00	11,358.00	-	652,415.77
WATER	974,571.70	99,052.00	18,187.00	126,091.00	25,864.00	-	1,243,765.70
GOLF	20,604.87	-	-	-	-	-	20,604.87
TOTAL	3,546,819.63	456,321.00	218,942.00	295,031.00	89,127.00	-	4,606,240.63
<u>ADMINISTRATION & FINANCE:</u>							
ASSESSOR	79,536.05	3,214.00	-	-	1,609.00	-	84,359.05
BUDGET	139,793.43	-	-	-	-	-	139,793.43
PURCHASING	49,058.19	18,384.00	-	-	-	-	67,442.19
TECHNICAL SERVICES	300,059.20	-	-	-	-	-	300,059.20
TREASURY	242,231.38	-	6,840.00	4,425.00	5,015.00	-	258,511.38
TOTAL	810,678.25	21,598.00	6,840.00	4,425.00	6,624.00	-	850,165.25
<u>OTHER DEPARTMENTS:</u>							
RETIREMENT	64,083.43	-	-	-	2,169.00	-	66,252.43
CITY HOSPITAL	-	-	-	-	126,610.00	-	126,610.00
BELMONT HOME	-	-	-	-	6,429.00	-	6,429.00
TOTAL	64,083.43	-	-	-	135,208.00	-	199,291.43
TOTAL CITY DEPARTMENTS	18,976,306.73	1,052,724.00	372,235.00	449,812.00	1,067,316.00	-	21,918,393.73
PUBLIC SCHOOL	7,210,756.29	356,315.00	113,390.00	106,535.00	49,667.00	-	7,836,663.29
WHA	2,802,697.00	148,593.00	-	-	-	-	2,951,290.00
TOTAL WITH SCHOOL & WHA	28,989,760.02	1,557,632.00	485,625.00	556,347.00	1,116,983.00	-	32,706,347.02

NON-CONTRIBUTORY PENSIONS

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

Departmental Overview:

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Budget for Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
NON-CONTRIBUTORY	\$ 154,729.39	\$ 163,947.00	96000	\$ 147,920.00
TOTAL	\$ 154,729.39	\$ 163,947.00		\$ 147,920.00

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total tax levy budget in fiscal year 2012 for Non-Contributory pensions is projected to be \$147,920 which is decrease a decrease of \$16,027 from the fiscal year 2011 budget of \$163,947. The 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 \$12,000 salary and a decrease in the reimbursement from the State.



**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2012
NON-CONTRIBUTORY PENSIONS- DEPARTMENT #162**

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
<u>\$ 172,427.00</u>	NON-CONTRIBUTORY PENSIONS	<u>\$ 157,188.00</u>
<u>172,427.00</u>	TOTAL FRINGE BENEFITS	<u>157,188.00</u>
	FUNDING SOURCES:	
<u>(8,480.00)</u>	SEWER REVENUES	<u>(9,268.00)</u>
<u>(8,480.00)</u>	TOTAL FUNDING SOURCES	<u>(9,268.00)</u>
<u>\$ 163,947.00</u>	162-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 147,920.00</u>
<u>\$ 163,947.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 147,920.00</u>

OFFICE OF THE CITY MANAGER

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

Department Mission Statement:

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

- Become the most livable medium sized city in the northeast by providing municipal standards both effectively and efficiently.
- Secure the health, safety and welfare of all citizens.
- Encourage economic development that will broaden the tax base and expand employment opportunities.
- Work with educational and cultural institutions to enrich the lives of all members of our community.
- Embrace cultural diversity.
- Promote civic pride and civility.
- Advocate to meet the needs of homeless individuals and families by coordinating local, state, and federal resources to implement the strategies outlined in the City Manager's Three Year Plan to End Homelessness in Worcester.
- Promote equal opportunity.
- Encouraging citizens to participate in the democratic process.
- Ensure that all city residents are treated fairly and equally by reducing bias, bigotry and prejudices.
- Promote ways to increase respect in our community and safeguards equal access and opportunity for all through outreach, educational programs, events and advocacy
- Ensure that all Worcester residents and visitors with disabilities have access to city programs and services by providing information and referral, advocacy, outreach and educational programs.
- Provide eligible veterans and their families with immediate financial aid, medical assistance and referral services such as housing, employment opportunities, health and education.

Department Overview:

The City Manager is appointed by the Worcester City Council to be the chief executive and administrative officer of the City. The City Manager, under the powers and duties of the Worcester City Charter, shall be responsible to the City Council for the proper administration of

EXECUTIVE OFFICE OF THE CITY MANAGER

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

In Fiscal Year 2010, the City Manager's organization was reconfigured to include the Human Services Division as a direct report to the City Manager's office. The Human Services Division of the Office of the City Manager interacts with the most vulnerable segment of our community. This division provides a comprehensive portfolio of client outreach, service assistance, referral opportunities, and citizen support to those who are least able to help themselves. This matrix of citizen assistance serves as critical support to individuals in an effort to improve the residence's quality of life. In Fiscal 2012, the position Director of Transitional Housing position has been transferred to Neighborhood and Housing. Also, the Principal Staff that handles the License program has been transferred to Planning. A new Disability Intake Coordinator position has been created to handle Human Rights Disability cases.

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2010	Budget for	Number	Appropriation
		Fiscal 2011		Fiscal 2012
EXPENDITURES				
SALARIES	\$ 676,552.01	\$ 651,763.92	91000	\$ 597,491.00
ORDINARY MAINTENANCE	1,233,802.22	1,334,280.00	92000	1,334,280.00
TOTAL	\$ 1,910,354.23	\$ 1,986,043.92		\$ 1,931,771.00
TOTAL POSITIONS	11	11		10

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

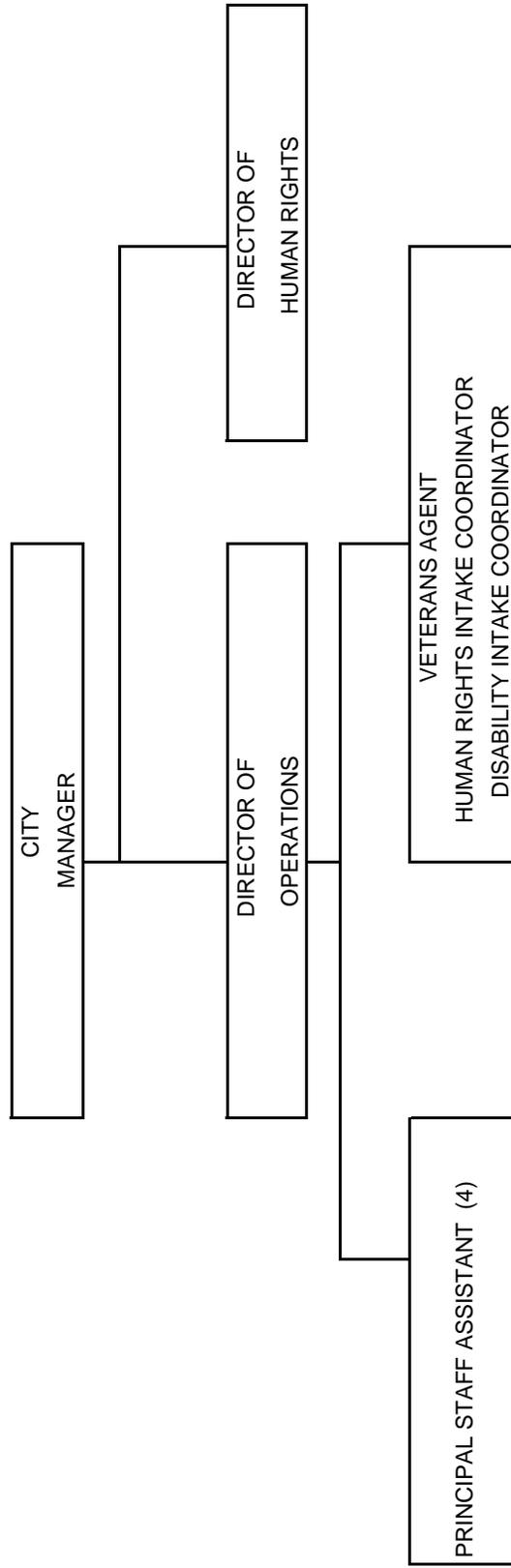
The gross recommended tax levy budget for the Office of the City Manager for Fiscal 2012 is recommended to be \$1,931,771.00, which is a decrease of \$54,272.92 compared to the Fiscal 2011 amount of \$1,986,043.92.

The personal service tax levy budget for Fiscal 2012 is recommended to be \$597,491.00, representing a decrease of \$54,272.92 from the Fiscal 2011 amount of \$651,763.92. The net recommended Personal Services budget also includes automatic step increases for staff positions that are not at the maximum step.

The tax levy ordinary maintenance budget for the City Manager's Office for Fiscal 2012 is recommended to be level funded at \$1,334,280. This amount includes a level funded budget of \$1,218,150 for Veterans Services. This account received a modest \$130,000 increase in Fiscal 2011 as a result of additional funding in Veteran's Benefits. This increase is attributed to the increased number of veteran's receiving benefits through the Veteran's Services Office. The Commonwealth reimburses the City of Worcester at a rate of 75% for Veteran's Benefits which are received approximately 12 months after benefits are paid to veterans.

The balance of \$116,130 in Ordinary Maintenance cost will fund the City Manager and Human Rights office. This amount will fund various programs to include association dues and neighborhood sponsored events.

EXECUTIVE OFFICE OF THE CITY MANAGER





MICHAEL V. O'BRIEN, CITY MANAGER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF ADMINISTRATION- DIVISION #040

FY11				FY12	
TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 182,776.21	FL	CITY MANAGER	1	\$ 182,777.00
1	74,061.36	47EM	DIRECTOR OF OPERATIONS	1	74,062.00
5	286,766.64	40M	PRINCIPAL STAFF ASSISTANT	4	242,591.00
7	543,604.21		TOTAL REGULAR SALARIES	6	499,430.00
	(6,750.00)		VACANCY FACTOR		(6,750.00)
	4,501.88		EM INCENTIVE PAY		4,502.00
	12,000.00		DEFERRED COMPENSATION		12,000.00
7	\$ 553,356.09		TOTAL RECOMMENDED PERSONAL SERVICE	6	\$ 509,182.00
1	\$ 64,915.08	42EM	DIRECTOR HUMAN RIGHTS	1	\$ 27,437.00
1	56,523.83	42EM	VETERANS AGENT	1	61,524.00
1	55,018.80	42M	DIRECTOR OF TRANSITIONAL HOUSING	0	-
1	20,106.24	FL	HUMAN RIGHTS COORDINATOR	1	20,107.00
0	-	FL	DISABILITY INTAKE COORDINATOR	1	9,396.00
4	196,563.95		TOTAL RECOMMENDED PERSONAL SERVICE	4	118,464.00
	(1,750.00)		VACANCY FACTOR		(1,750.00)
	1,701.88		EM INCENTIVE PAY		1,702.00
	196,515.83		TOTAL SALARIES		118,416.00
	(55,019.00)		TRANSITIONAL HOUSING FUNDING		-
	(10,000.00)		MASS. COMMISSION AGAINST DISCRIMINATION		(10,000.00)
	(33,089.00)		HUD GRANT		(20,107.00)
	(98,108.00)		TOTAL FUNDING SOURCES		(30,107.00)
11	\$ 651,763.92	040-91000	TOTAL RECOMMENDED PERSONAL SERVICE	10	\$ 597,491.00
	\$ 80,000.00		CITY MANAGER ORDINARY MAINTENANCE		\$ 80,000.00
	25,680.00		MASSACHUSETTS MUNICIPAL ASSOCIATION DUES		25,680.00
	5,000.00		NEIGHBORHOOD EVENT SPONSORSHIP		5,000.00
	110,680.00		TOTAL CITY MANAGER'S ORDINARY MAINTENANCE		110,680.00
	17,850.00		FLAGS & WREATHS FOR VETERAN'S GRAVES		17,850.00
	10,300.00		VETERAN'S ORDINARY MAINTENANCE		10,300.00
	1,190,000.00		VETERAN'S BENEFITS		1,190,000.00
	1,218,150.00		TOTAL VETERAN'S ORDINARY MAINTENANCE		1,218,150.00
	5,450.00		HUMAN RIGHTS ORDINARY MAINTENANCE		5,450.00
	5,450.00		TOTAL HUMAN RIGHTS ORDINARY MAINTENANCE		5,450.00
	\$ 1,334,280.00	040-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 1,334,280.00
	\$ 1,986,043.92		TOTAL RECOMMENDED TAX LEVY		\$ 1,931,771.00

CITY MANAGER'S CONTINGENCY

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

Departmental Overview:

The Fiscal 2012 Budget includes a gross amount of \$250,000 for the City Manager's Contingency Account. This is a reduction of \$186,000 from the total appropriation into contingency in Fiscal 2011. These funds have been identified as a mitigation fund for increasing fuel costs. The City has a locked-in price per gallon for auto fuel through December of 2011. If prices have not come down significantly by January of 2012, these funds will need to be transferred to departments with anticipated OM shortfalls to due fuel cost increases.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2010	Budget for	Account	Appropriation
		Fiscal 2011	Number	Fiscal 2012
EXPENDITURES				
SALARIES	\$ -	\$ 436,000.00	91000	\$ 250,000.00
TOTAL	\$ -	\$ 436,000.00		\$ 250,000.00



MICHAEL V. O'BRIEN, CITY MANAGER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
CITY MANAGER'S CONTINGENCY - DEPARTMENT #900

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 436,000.00	TOTAL CONTINGENCY	\$ 250,000.00
<u>\$ 436,000.00</u>	92000 TOTAL CONTINGENCY SALARIES	<u>\$ 250,000.00</u>
<hr/>		
<u>\$ 436,000.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 250,000.00</u>

OFFICE OF ELDER AFFAIRS

Amy Vogel Waters

Director

128 Providence Street

Worcester, Massachusetts 01604

(508) 799-1232

Divisional Mission Statement:

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

Divisional Overview:

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

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

The consistent growth and success of the Senior Center is a tribute to the level of services provided, as well as the creative partnerships developed with over 180 instructors and organizations that provide over 270 different programs. Leasing space to elder service providers generates income as well as enhances service delivery. Continual attention to diversity issues maintain a lively multi-cultural atmosphere in which thousands of seniors take charge of their health and thrive. The City's most vulnerable seniors are identified

by the Division’s innovative collaboration, the Senior Support Team, which provides follow up services to emergency response calls involving seniors in an effort to prevent further calls to 911 and to improve their quality of life. The demographic combination of people living longer and the “baby boomers” turning 60, indicate a growing need for support for seniors and their caregivers. Responding to crisis, be it sheltering during an ice storm or helping individuals maximize their income during a tight economy, are hallmarks of the Division’s commitment to serving the City as a strong community resource.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2010	Budget for	Account	Appropriation
		Fiscal 2011	Number	Fiscal 2012
EXPENDITURES				
SALARIES	\$ 265,602.15	\$ 261,460.16	91000	\$ 284,942.00
OVERTIME	1,523.25	4,124.00	97000	2,124.00
ORDINARY MAINTENANCE	283,847.10	293,153.00	92000	297,704.00
TOTAL	\$ 550,972.50	\$ 558,737.16		\$ 584,770.00
TOTAL POSITIONS				
	8	8		8

FISCAL 2012 BUDGET OVERVIEW

Expenditures: The total tax levy recommended budget for Fiscal 2012 for the Division of Elder Affairs is \$584,770.00, an increase of \$26,032.84 from the Fiscal 2011 amount of \$558,737.16.

The personal service tax levy budget is recommended to be \$284,942.00, an increase of \$23,481.84 from the Fiscal 2011 amount of \$261,460.16. This increase is due to automatic step increases for staff positions that are not at the maximum step. The increase is also due to the reduction of the interdepartmental credit as well as a reduction in State Council on Aging Grant funding.

The overtime tax levy budget is recommended to be \$2,124.00, which is a decrease of \$2,000.00 from the Fiscal 2011 amount of \$4,124.00. This reduction is consistent with the actual use of overtime in Fiscal 2010 and Fiscal 2011.

The department’s tax levy ordinary maintenance account for Fiscal 2012 is \$297,704.00, an increase of \$4,551.00 from the Fiscal 2011 amount of \$293,153.00. This increase is due to adjustments to the divisions utility budgets made to reflect actual usage and costs.



AMY VOGEL WATERS - DIRECTOR

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

Divisional Activity Reporting

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

	Act. FY 10	Proj. FY 11	Proj FY12
Maintain a broad array of information, referral, advocacy, and support services			
General Information Units Provided	5,677	5,600	5,600
Direct Services Units Provided	38,771	48,300	43,000
Unduplicated Beneficiaries (estimated)	5,004	5,600	5,300

Notes:

Maintain a broad array of health promotion programs and services			
Different types of health programs provided	115	88	100
Unduplicated Beneficiaries (estimated)	3,233	2,640	3,000

Notes

Maintain a broad array of educations programs			
Different educational, arts, cultural, intergenerational and recreational programs provided	197	157	180
Unduplicated Beneficiaries (estimated)	4,820	4,710	4,765

Notes

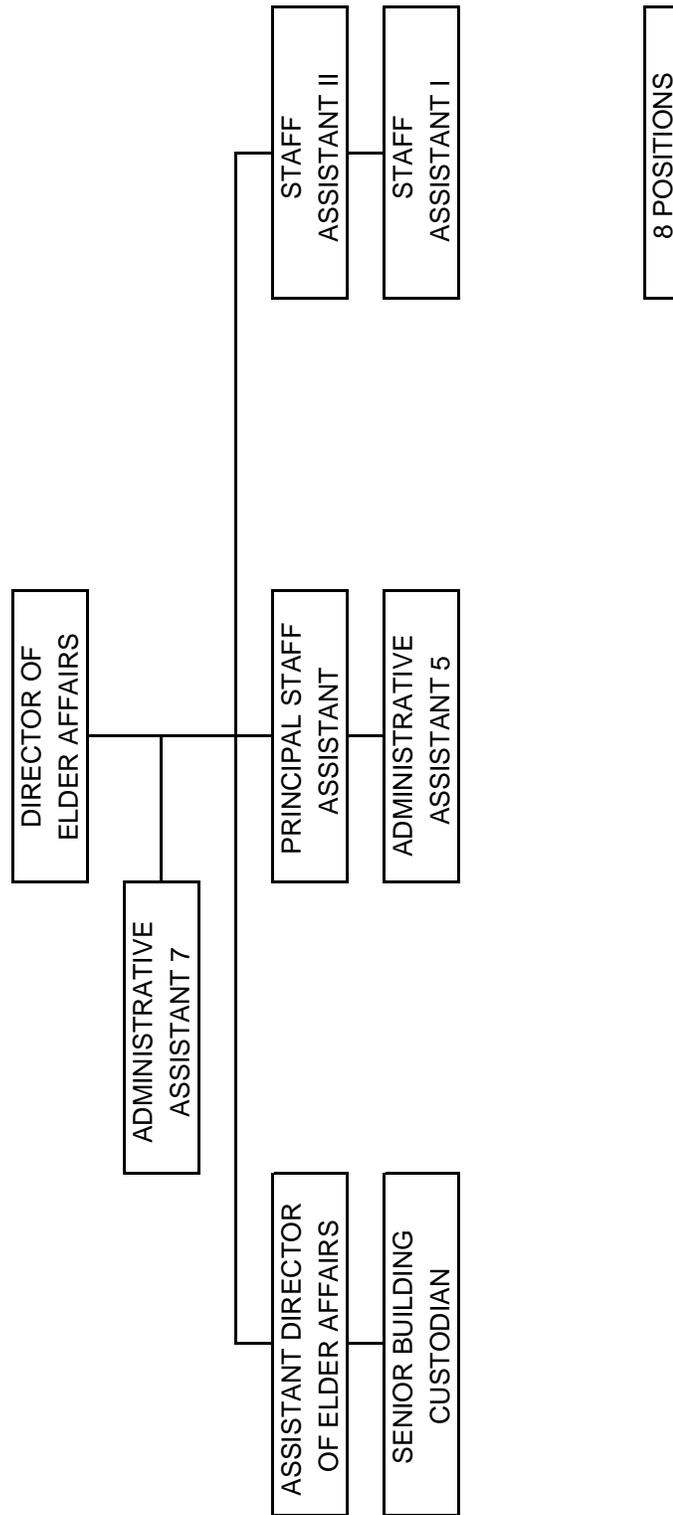
Promote cost effective and quality service provisions			
Partnerships to provide programs and services	242	230	236
Annual Consumer Satisfaction Survey	98%	98%	98%
Federal, State and Private Funding for programs and services	\$ 265,257	\$ 262,698	\$ 200,000
Revenue Generated through rentals and fees	\$ 46,436	\$ 45,000	\$ 45,000

Notes

CITY OF WORCESTER

EXECUTIVE OFFICE OF THE CITY MANAGER

ELDER AFFAIRS DIVISION



8 POSITIONS



AMY VOGEL WATERS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER

DIVISION OF ELDER AFFAIRS - DIVISION #340

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 76,817.52	44EM	DIRECTOR OF ELDER AFFAIRS	1	\$ 76,818.00
1	65,646.72	40M	ASSISTANT DIRECTOR OF ELDER AFFAIRS	1	65,647.00
1	59,152.80	40M	PRINCIPAL STAFF ASSISTANT	1	61,290.00
1	51,886.80	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	51,887.00
1	45,163.44	35	STAFF ASSISTANT 2	1	44,702.00
1	46,655.28	32	STAFF ASSISTANT 1	1	46,667.00
1	43,138.24	31	ADMINISTRATIVE ASSISTANT, GRADE 5	1	36,838.00
1	38,883.36	30	SENIOR BUILDING CUSTODIAN	1	40,342.00
8	427,344.16		REGULAR SALARIES	8	424,191.00
	(1,250.00)		VACANCY FACTOR		(1,250.00)
	(15,163.00)		INTERDEPARTMENTAL CREDIT		-
	2,813.00		EM INCENTIVE PAY		2,813.00
8	413,744.16		TOTAL RECOMMENDED SALARIES	8	425,754.00
	(152,284.00)		FUNDING SOURCES: STATE COUNCIL ON AGING GRANT		(140,812.00)
	(152,284.00)		TOTAL FUNDING SOURCES		(140,812.00)
8	\$ 261,460.16	340-91000	TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 284,942.00
	4,124.00		OVERTIME		2,124.00
	\$ 4,124.00	340-97000	TOTAL RECOMMENDED OVERTIME		\$ 2,124.00
	\$ 5,674.53		ORDINARY MAINTENANCE		\$ 7,674.00
	99,958.47		PROGRAMS		99,959.00
	69,360.00		NATURAL GAS		70,748.00
	58,140.00		ELECTRICITY		59,303.00
	60,020.00		SENIOR CENTER OPERATION		60,020.00
	293,153.00		ORDINARY MAINTENANCE		297,704.00
	\$ 293,153.00	340-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 297,704.00
	\$ 16,384.00		FRINGE BENEFITS: HEALTH INSURANCE		\$ 33,352.00
	13,082.00		RETIREMENT		14,715.00
	29,466.00		TOTAL FRINGE BENEFITS		48,067.00
	(29,466.00)		FUNDING SOURCES: STATE GRANTS		(48,067.00)
	(29,466.00)		TOTAL FUNDING SOURCES		(48,067.00)
	\$ -	340-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
	\$ 558,737.16		TOTAL RECOMMENDED TAX LEVY		\$ 584,770.00

WORCESTER PUBLIC LIBRARY

Mark J. Contois

Head Librarian

3 Salem Square

Worcester, Massachusetts 01608

(508) 799-1655

Divisional Mission Statement:

The mission of the Worcester Public Library is to:

- 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

Divisional Overview:

In an information rich and culturally diverse society, the Worcester Public Library is a source of civic activity and pride, offering opportunities for the development of a literate and informed citizenry. Today's library is a vital and vibrant place of information and learning, used and valued by people of all ages, backgrounds and abilities. All three libraries and library staff are devoted to assisting Worcester's citizens in this information rich society in which we live.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Budget for Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 3,033,469.58	\$ 2,891,825.32	91000	\$ 2,565,281.00
OVERTIME	83,862.23	65,232.00	97000	65,232.00
ORDINARY MAINTENANCE	1,319,401.15	1,336,098.00	92000	1,298,704.00
TOTAL	\$ 4,436,732.96	\$ 4,293,155.32		\$ 3,929,217.00
TOTAL POSITIONS	89	83		78

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total gross budget for the Worcester Public Library for Fiscal 2012 is recommended to be \$3,929,217.00, which is a decrease of \$363,938.32 from the Fiscal 2011 amount of \$4,293,155.32.

The total recommended personal services tax levy for Fiscal 2012 is recommended to be \$2,565,281.00, which is a decrease of \$326,544.32 from the Fiscal 2011 amount of \$2,891,825.32. Personal services decreases are reflective of the elimination of five positions: one Division Head, two Graduate Librarian Grade 2 and two Librarian Grade 1 positions. The Fiscal 2012 budget also reflects the elimination of funding for five positions that were vacated in Fiscal 2011 during the Early Retirement Incentive Program. These positions include: one Graduate Librarian Grade 4, one Graduate Librarian Grade 2, two Librarian Grade 2 positions and one Librarian Grade 1. Also contributing to this decrease is the reduction of the vacancy factor for Fiscal 2012. This decrease is offset by the addition of the Associate Head Librarian position as well as step increases for positions that have not reached their maximum step.

The tax levy overtime for Fiscal 2012 is recommended to be level funded at \$65,232.00.

The tax levy ordinary maintenance for Fiscal 2012 is recommended to be \$1,298,704.00, which is a decrease of \$37,394.00 from the Fiscal 2011 amount of \$1,336,098.00. This decrease is due to the library's obligation to acquire library materials consistent with state requirements.



Mark J. Contois, Head Librarian

**City of Worcester
Worcester Public Library
Fiscal Year Activity Report**

Vision

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

Mission

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

	Act. FY10	Proj. FY11	Proj. FY12
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Hours Opens

Total Hours Main Library Open	2,898	3,179	3,179
Total Hours Branches Open	3,182	3,076	3,076
Total Hours Open on Saturday	392	447	447
Total Hours Open on Sunday	417	115	115

Usage

Reference Transactions	116,919	120,510	121,540
Attendance in Library	683,976	854,900	865,200

Programs

Number of children's programs held	258	463	103
Number of adult and YA programs held	270	247	62
Total Programs	528	710	165

Attendance

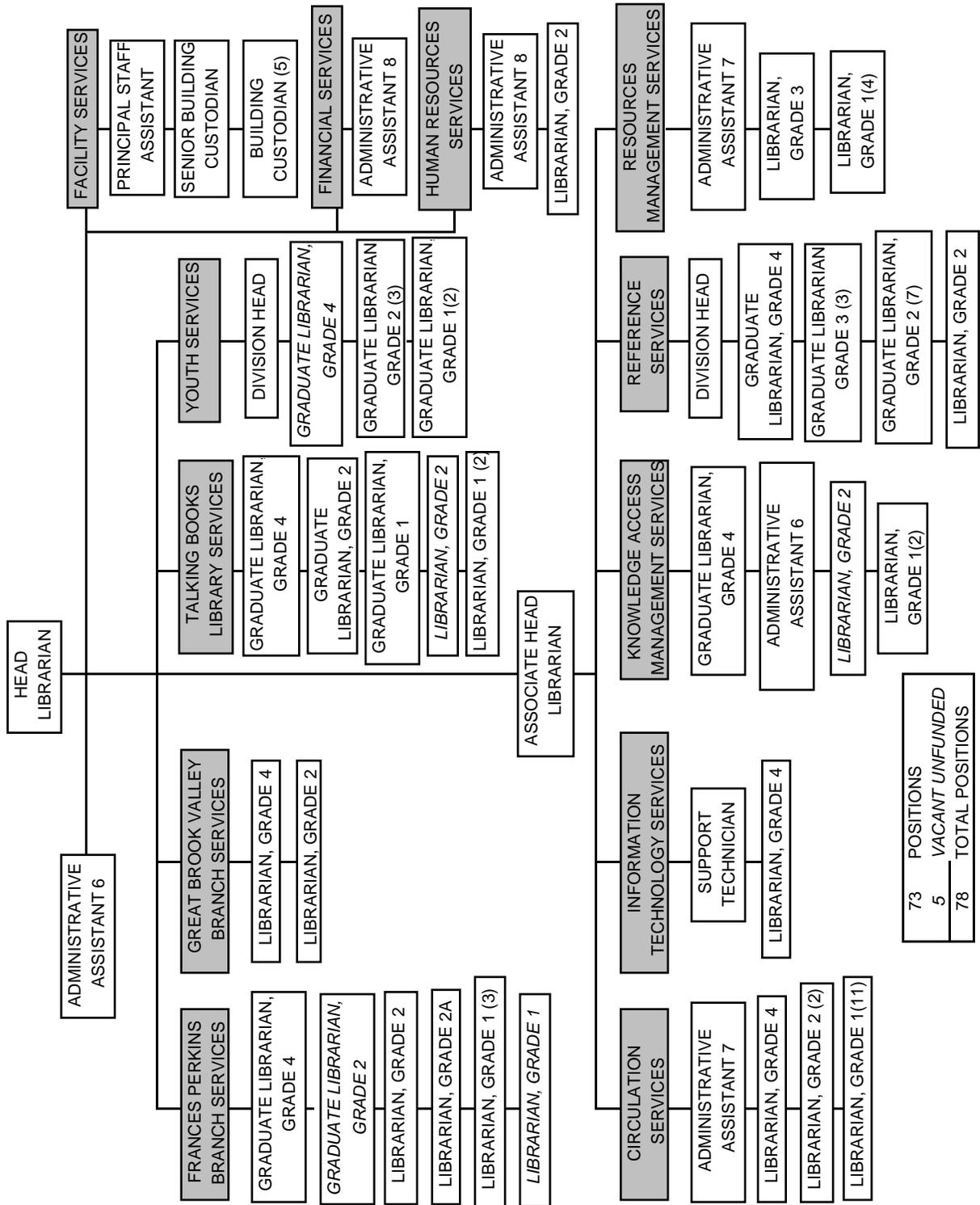
Total attendance at all children's programs	12,548	14,420	3,204
Total attendance at all adult and YA programs	4,525	5,115	1,314
Total Programs	17,073	19,535	4,518

Volunteers

Total number of persons volunteering	137	134	134
Estimated number of hours volunteered	13,750	10,712	10,712

	Act. FY10	Proj. FY11	Proj. FY12
Borrowers			
Number of Registered Borrowers	103,153	110,725	113,300
Meeting Rooms			
Number of meetings	1,027	1,081	1,030
Circulations/Books			
Adult & YA	326,517	304,630	309,000
Children	194,999	194,894	206,000
Circulations/Magazines			
Adult & YA	6,468	8,191	8,755
Children	1,392	1,597	1,648
Circulations/Audio Visuals			
Adult & YA	225,048	226,620	247,200
Children	43,926	43,791	46,350
Circulations/Electronic Formats			
Adult & YA	4,901	1,683	1,854
Children	1,324	1,503	1,545
Circulations/Miscellaneous			
Adult & YA	8,657	1,343	1,339
Children	3,259	2,154	2,060
TOTAL Circulations			
Adult & YA	571,591	542,467	568,148
Children	244,900	243,939	257,603
TOTAL	816,491	786,406	825,751

CITY OF WORCESTER WORCESTER PUBLIC LIBRARY





MARK CONTOIS, HEAD LIBRARIAN

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF PUBLIC LIBRARY- DIVISION #550**

FY11				FY12			
TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT		
1	\$ 108,200.16	53EM	HEAD LIBRARIAN	1	\$ 98,053.00		
0	-	48M	ASSOCIATE HEAD LIBRARIAN	1	78,843.00		
3	223,252.00	44M	DIVISION HEAD	2	150,010.00		
4	255,297.60	40P	GRADUATE LIBRARIAN, GRADE 4	3	183,745.00		
1	65,646.72	40M	PRINCIPAL STAFF ASSISTANT	1	65,647.00		
2	122,189.76	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	2	122,190.00		
3	184,474.80	37P	GRADUATE LIBRARIAN, GRADE 3	3	184,476.00		
13	745,948.96	36P	GRADUATE LIBRARIAN, GRADE 2	10	586,627.00		
1	55,833.12	37	SUPPORT TECHNICIAN	1	55,834.00		
2	90,747.36	35	ADMINISTRATIVE ASSISTANT, GRADE 7	2	94,255.00		
2	96,924.96	33	ADMINISTRATIVE ASSISTANT, GRADE 6	2	94,595.00		
1	40,210.80	31P	GRADUATE LIBRARIAN, GRADE 1	1	41,726.00		
3	133,498.72	31	LIBRARIAN, GRADE 4	3	135,036.00		
1	44,724.96	30	SENIOR BUILDING CUSTODIAN	1	44,725.00		
1	43,179.84	29	LIBRARIAN, GRADE 3	1	43,180.00		
1	37,625.76	26	LIBRARIAN, GRADE 2A	1	37,626.00		
5	185,608.80	25	LIBRARIAN, GRADE 2	4	148,163.00		
5	175,482.40	25	BUILDING CUSTODIAN	5	178,917.00		
20	617,159.60	21	LIBRARIAN, GRADE 1	17	542,291.00		
<u>69</u>	<u>3,226,006.32</u>		TOTAL REGULAR SALARIES WITHOUT PAGES	<u>61</u>	<u>2,885,939.00</u>		
	51,333.00		TOTAL PAGES SALARIES		51,333.00		
AUTHORIZED POSITIONS WITHOUT FUNDING:							
0	\$ -	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ -		
0	-	36P	GRADUATE LIBRARIAN, GRADE 2	1	-		
0	-	25	LIBRARIAN, GRADE 2	1	-		
0	-	21	LIBRARIAN, GRADE 1	1	-		
<u>0</u>	<u>-</u>		REGULAR SALARIES	<u>4</u>	<u>-</u>		
<u>69</u>	<u>3,277,339.32</u>		REGULAR SALARIES WITH PAGES	<u>65</u>	<u>2,937,272.00</u>		
	(135,514.00)		VACANCY FACTOR		(121,991.00)		
<u>69</u>	<u>3,141,825.32</u>		TOTAL RECOMMENDED SALARIES	<u>65</u>	<u>2,815,281.00</u>		
FUNDING SOURCES:							
	(250,000.00)		PILOT		(250,000.00)		
	(250,000.00)		TOTAL FUNDING SOURCES		(250,000.00)		
<u>69</u>	<u>\$ 2,891,825.32</u>	550-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>65</u>	<u>\$ 2,565,281.00</u>		
	17,632.00		REGULAR OVERTIME		17,632.00		
	47,600.00		SUNDAY OVERTIME		47,600.00		
	<u>65,232.00</u>	550-97000	RECOMMENDED OVERTIME		<u>65,232.00</u>		
\$	235,966.00		ELECTRICITY	\$	240,685.00		
	75,944.00		NATURAL GAS		77,463.00		
	30,105.00		TELEPHONE		30,105.00		
	309,123.00		OPERATIONAL		309,164.00		
	139,781.00		BUILDING MAINTENANCE		139,781.00		
	545,179.00		LIBRARY MATERIALS		501,506.00		
<u>\$</u>	<u>1,336,098.00</u>	550-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$</u>	<u>1,298,704.00</u>		
<u>\$</u>	<u>4,293,155.32</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$</u>	<u>3,929,217.00</u>		



MARK CONTOIS, HEAD LIBRARIAN
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF PUBLIC LIBRARY- DIVISION #550

FY11				FY12	
TOTAL POSITIONS	PROPOSED FY11 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	PROPOSED FY12 AMOUNT
LIBRARY RESOURCES					
1	\$ 68,444.64	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 68,445.00
1	50,043.12	36P	GRADUATE LIBRARIAN, GRADE 2	0	-
1	40,210.80	31P	GRADUATE LIBRARIAN, GRADE 1	1	41,726.00
2	75,251.52	25	LIBRARIAN, GRADE 2	2	75,252.00
3	94,608.88	21	LIBRARIAN, GRADE 1	3	95,551.00
8	328,558.96		REGULAR SALARIES	7	280,974.00
8	\$ 328,558.96		TOTAL RECOMMENDED PERSONNEL SERVICES	7	\$ 280,974.00
	71,517.25		FRINGE BENEFITS		71,517.25
	\$ 400,076.21		TOTAL EXPENSES- LIBRARY RESOURCES		\$ 352,491.25
	(328,558.96)		FUNDING SOURCES-STATE REVENUES:		
	(71,517.25)		SALARIES		(280,974.00)
	(400,076.21)		FRINGE BENEFITS		(71,517.25)
			TOTAL CREDITS- LIBRARY RESOURCES		(352,491.25)
	\$ -		TOTAL RECOMMENDED TAX LEVY		\$ -
TALKING BOOK SERVICES					
1	\$ 68,444.64	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 68,445.00
1	59,424.48	36P	GRADUATE LIBRARIAN, GRADE 2	1	59,425.00
1	49,673.52	31P	GRADUATE LIBRARIAN, GRADE 1	1	49,674.00
1	37,625.76	25	LIBRARIAN, GRADE 2	0	-
2	65,980.80	21	LIBRARIAN, GRADE 1	2	65,982.00
6	281,149.20		REGULAR SALARIES	5	243,526.00
0	-	25	LIBRARIAN, GRADE 2	1	-
0	-		REGULAR SALARIES	1	-
6	281,149.20		TOTAL REGULAR SALARIES	6	243,526.00
6	\$ 281,149.20		TOTAL RECOMMENDED PERSONAL SERVICES	6	\$ 243,526.00
	1,200.00		TOTAL OVERTIME		1,200.00
	67,920.73		ORDINARY MAINTENANCE		108,951.24
	70,873.07		FRINGE BENEFITS		67,465.76
	\$ 421,143.00		TOTAL EXPENSES- TALKING BOOKS		\$ 421,143.00
	(281,149.20)		FUNDING SOURCES-STATE REVENUES:		
	(1,200.00)		SALARIES		(243,526.00)
	(67,920.73)		OVERTIME		(1,200.00)
	(70,873.07)		ORDINARY MAINTENANCE		(108,951.24)
			FRINGE BENEFITS		(67,465.76)
	\$ (421,143.00)		TOTAL CREDITS- TALKING BOOKS		\$ (421,143.00)
	\$ -		TOTAL RECOMMENDED TAX LEVY		\$ -

DEPARTMENT OF ECONOMIC DEVELOPMENT

Timothy J. McGourthy
Chief Development Officer

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

Department Mission Statement:

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

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

Departmental Overview:

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

Divisions of Business Assistance & Cultural Development

The priorities of the Divisions of Business Assistance & Cultural Development include:

- building the vitality of the downtown core and neighborhood centers through the creation of new business, retail, cultural, and entertainment opportunities
- connecting entrepreneurs and property owners with public financing opportunities
- improving connections between and among the city's many economic generators
- marketing Worcester's assets to the region and beyond.

Office activities to support these priorities include: the promotion of enterprises through financial and site search assistance; outreach to key property owners to encourage and support revitalizing opportunities for land redevelopment; the attraction of new residents and visitors through the promotion of cultural offerings and activities; and, engagement in planning initiatives to create new places for Worcester's growth and expansion.

Divisions of Neighborhood Development & Housing Development

The Divisions of Neighborhood Development & Housing Development provide neighborhood-based ***Public Services and Housing Development*** that focus on the provision of enhanced physical and human infrastructure systems in Worcester's most challenged neighborhood areas. In addition to coordinating intergovernmental programs and projects in these areas, the Divisions facilitate neighborhood redevelopment in collaboration with the neighborhood-based non-profit organizations, numerous neighborhood institutions and stakeholders, regulatory authorities, and other City Departments to address neighborhood needs and concerns. The Divisions of Neighborhood Development and Housing Development secure, manage, and monitor over \$12 million in intergovernmental grant programs that provide for family and individual safety-net services each year. These include workforce readiness, skills and employment training programs, affordable quality housing production, youth programming, and the implementation of comprehensive neighborhood stabilization and revitalization initiatives.

Division of Planning & Regulatory Services

The Division of Planning & Regulatory Services (P&RS) provides board support and development assistance, as well as program and policy analysis and development. The Division also manages the City's Energy Efficiency and Conservation program, and the Division's Director serves as Chairman of the City Manager's Energy Task Force.

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2010	Budget for	Number	Appropriation
		Fiscal 2011		Fiscal 2012
EXPENDITURES				
SALARIES	\$ 570,640.48	\$ 606,915.01	91000	\$ 686,178.00
ORDINARY MAINTENANCE	84,943.03	88,978.00	92000	90,590.00
TOTAL	\$ 655,583.51	\$ 695,893.01		\$ 776,768.00
TOTAL POSITIONS	30	30		31

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The Department of Economic Development’s tax levy budget for Fiscal 2012 is recommended to be \$776,768.00, which is an increase of \$80,874.99 from the Fiscal 2011 amount of \$695,893.01.

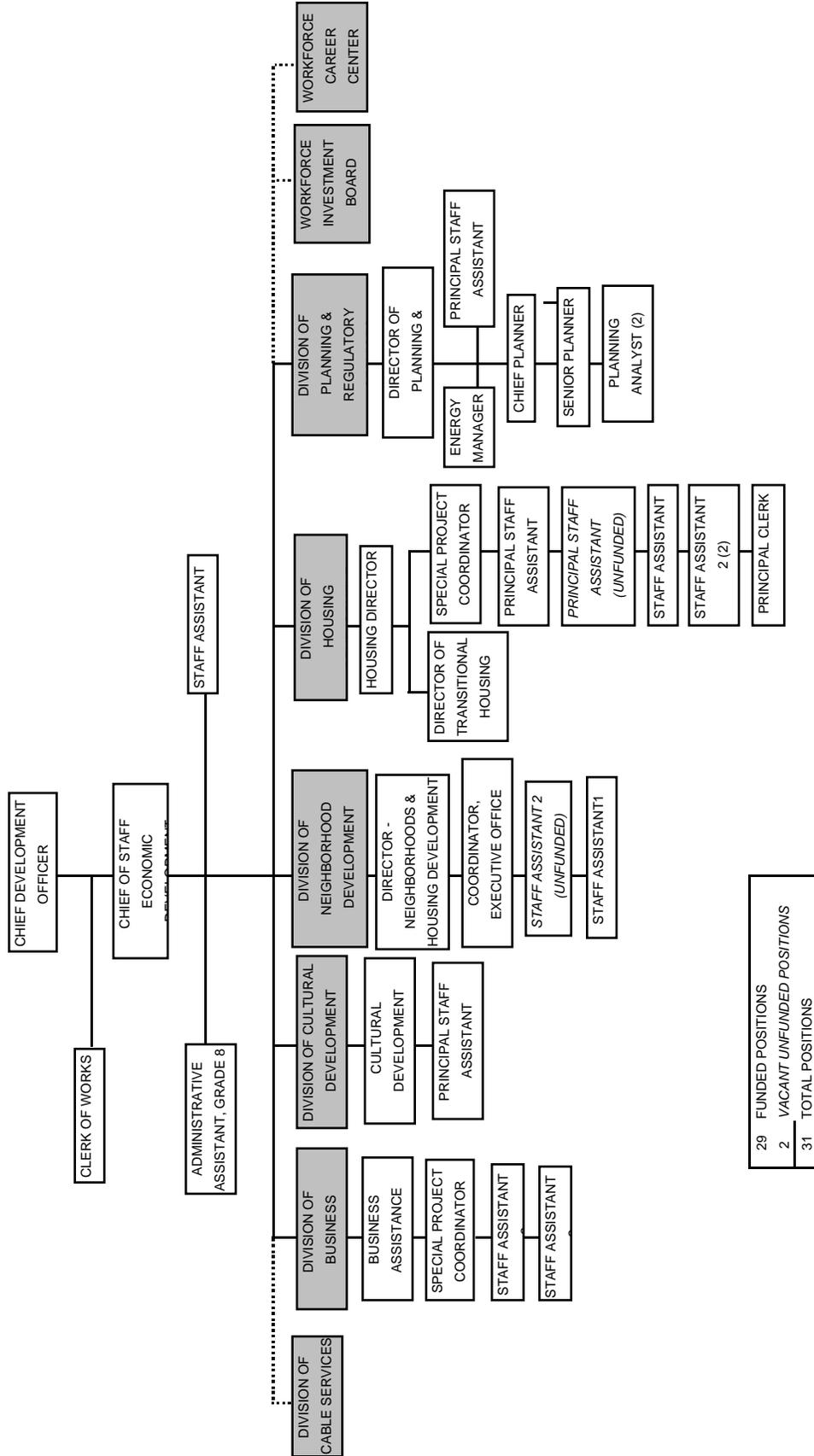
The recommended Fiscal 2012 tax levy personal services budget is \$686,178.00, an increase of \$79,262.99 from the Fiscal 2011 amount of \$606,915.01. This increase is, in part, due to the Department’s reorganization from three divisions into six smaller divisions. To provide improved administrative support throughout the divisions they were combined into one Department where various positions will be crossed trained to provide coverage for all divisions at the administrative level. Various title changes are also being implemented in Fiscal 2012 to better align titles with job functions.

This increase in personal services is also due to a decrease in Cable Revenues, Workforce Development Funds and Federal Grant funding, specifically Community Development Block Grant and Transitional Housing funding. Also contributing to this increase are automatic step increases for staff positions that are not at the maximum step. This increase is offset by an increase in District Improvement Financing funds and positions that were vacated during Fiscal 2011 and refilled at lower steps.

The tax levy Ordinary Maintenance account for Fiscal 2012 is recommended to be \$90,950.00, an increase of \$1,612.00 from the Fiscal 2011 amount of \$88,978.00. This increase is due to decreases in Federal Grant funding, specifically Community Development Block Grant funding.

CITY OF WORCESTER

DEPARTMENT OF ECONOMIC DEVELOPMENT



29	FUNDED POSITIONS
2	VACANT UNFUNDED POSITIONS
31	TOTAL POSITIONS



TIMOTHY J. MCGOURTHY, CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF ECONOMIC DEVELOPMENT #043

FY11				FY12	
TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
DEPARTMENT OF ECONOMIC DEVELOPMENT ADMINISTRATION:					
1	\$ 109,828.80	58CM	ASST. CITY MANAGER ECONOMIC & NEIGHBORHOOD DEVELOP	0	\$ -
0	-	58CM	CHIEF DEVELOPMENT OFFICER	1	109,829.00
1	103,919.76	51EM	CHIEF CLERK OF WORKS	1	103,920.00
1	94,753.44	48EM	DIRECTOR OF ECONOMIC DEVELOPMENT	0	-
0	-	48EM	CHIEF OF STAFF ECONOMIC DEVELOPMENT	1	94,754.00
1	65,646.72	40M	YOUTH OFFICE DIRECTOR	0	-
1	61,094.88	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	61,095.00
0	-	35	STAFF ASSISTANT 2	1	51,887.00
5	\$ 435,243.60		TOTAL REGULAR SALARIES	5	\$ 421,485.00
	3,713.00		EM INCENTIVE PAY		1,906.00
5	\$ 438,956.60		TOTAL RECOMMENDED SALARIES	5	\$ 423,391.00
	\$ (36,674.00)		FEDERAL GRANTS		\$ (152,611.00)
	(103,920.00)		DISTRICT IMPROVEMENT FINANCING		(131,854.00)
	(25,639.00)		CABLE REVENUES		(18,303.00)
	(51,277.00)		WORKFORCE DEVELOPMENT FUNDS		(40,206.00)
	(65,646.72)		YOUTH OFFICE SUPPORT FUNDING		-
	(283,156.72)		TOTAL FUNDING SOURCES		(342,974.00)
5	\$ 155,799.88		TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	5	\$ 80,417.00
DIVISION OF BUSINESS ASSISTANCE:					
1	\$ 74,404.80	45M	BUSINESS ASSISTANCE DIRECTOR	1	\$ 77,288.00
1	39,421.44	45M	SPECIAL PROJECT COORDINATOR	1	39,422.00
1	55,833.12	37	STAFF ASSISTANT 3	1	49,655.00
1	51,886.80	35	STAFF ASSISTANT 2	1	51,887.00
4	\$ 221,546.16		TOTAL REGULAR SALARIES	4	\$ 218,252.00
DIVISION OF CULTURAL DEVELOPMENT:					
1	\$ 76,003.20	45M	CULTURAL DEVELOPMENT OFFICER	1	\$ 78,843.00
1	49,235.04	40M	PRINCIPAL STAFF ASSISTANT	1	49,236.00
2	\$ 125,238.24		TOTAL REGULAR SALARIES	2	\$ 128,079.00
DIVISION OF NEIGHBORHOOD DEVELOPMENT:					
1	\$ 95,880.96	48EM	DIRECTOR - NEIGHBORHOODS & HOUSING DEVELOPMENT	1	\$ 95,881.00
1	78,613.20	42EM	COORDINATOR, EXECUTIVE OFFICE	1	78,614.00
2	103,706.72	35	STAFF ASSISTANT 2	0	-
1	46,666.80	32	STAFF ASSISTANT 1	1	46,667.00
5	\$ 324,867.68		TOTAL REGULAR SALARIES	3	221,162.00
AUTHORIZED POSITIONS WITHOUT FUNDING:					
0	-	35	STAFF ASSISTANT 2	1	-
0	-		REGULAR SALARIES	1	-
DIVISION OF HOUSING DEVELOPMENT:					
0	\$ -	42EM	HOUSING DIRECTOR	1	\$ 78,843.00
1	78,842.88	42EM	COORDINATOR, EXECUTIVE OFFICE	0	-
0	-	42EM	DIRECTOR OF TRANSITIONAL HOUSING	1	55,019.00
1	61,094.88	45M	SPECIAL PROJECT COORDINATOR	1	70,168.00
2	114,649.52	40M	PRINCIPAL STAFF ASSISTANT	1	63,088.00
1	55,833.13	37	STAFF ASSISTANT 3	1	55,834.00
2	93,524.32	35	STAFF ASSISTANT 2	2	90,460.00
1	31,883.76	27	PRINCIPAL CLERK	1	34,265.00
8	435,828.49		TOTAL REGULAR SALARIES	8	447,677.00



TIMOTHY J. MCGOURTHY, CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF ECONOMIC DEVELOPMENT #043

FY11				FY12		
TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT	
AUTHORIZED POSITIONS WITHOUT FUNDING:						
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	-	
0	-		REGULAR SALARIES	1	-	
DIVISION OF PLANNING & REGULATORY SERVICES:						
1	\$ 87,758.64	48EM	DIRECTOR OF PLANNING & REGULATORY SERVICES	1	\$ 87,759.00	
1	76,993.28	45M	ENERGY MANAGER (ESCOS)	1	78,843.00	
1	65,646.72	45M	CHIEF PLANNER	1	68,153.00	
1	70,449.12	42P	SENIOR PLANNER	1	70,450.00	
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	63,309.00	
2	105,636.96	37	PLANNING ANALYST	2	107,363.00	
6	\$ 406,484.72		TOTAL REGULAR SALARIES	7	\$ 475,877.00	
25	1,513,965.29		TOTAL REGULAR SALARIES	26	1,491,047.00	
	(3,714.00)		VACANCY FACTOR		(38,714.00)	
	14,870.00		EM INCENTIVE PAY		9,724.00	
25	\$ 1,525,121.29		TOTAL RECOMMENDED SALARIES	26	\$ 1,462,057.00	
FUNDING SOURCES:						
	(1,005,411.16)		FEDERAL GRANTS		(805,223.00)	
	(61,595.00)		ENERGY PROJECTS (CAP/ESCOS)		(44,073.00)	
	(7,000.00)		MTC FUNDS		(7,000.00)	
	(1,074,006.16)		TOTAL FUNDING SOURCES		(856,296.00)	
25	\$ 451,115.13		TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	26	\$ 605,761.00	
30	\$ 606,915.01	043-91000	TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	31	\$ 686,178.00	
	74,616.00		ORDINARY MAINTENANCE		67,590.00	
	116,000.00		LEASES & RENTALS		35,000.00	
	\$ 190,616.00		TOTAL ORDINARY MAINTENANCE		\$ 102,590.00	
FUNDING SOURCES:						
	(101,638.00)		FEDERAL GRANTS		(12,000.00)	
	(101,638.00)		TOTAL FUNDING SOURCES		(12,000.00)	
	\$ 88,978.00	043-92000	TOTAL RECOMMENDED TAX LEVY ORDINARY MAINTENANCE		\$ 90,590.00	
FRINGE BENEFITS:						
	\$ 164,071.00		HEALTH INSURANCE		\$ 196,916.00	
	129,905.00		RETIREMENT		126,650.00	
	293,976.00		TOTAL FRINGE BENEFITS		323,566.00	
FUNDING SOURCES:						
	(287,050.00)		FEDERAL GRANTS		(292,284.11)	
	-		DIF FUNDING		(31,281.89)	
	(6,926.00)		ST. VINCENT DONATION		-	
	(293,976.00)		TOTAL FUNDING SOURCES		(323,566.00)	
	\$ -	043-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -	
	\$ 695,893.01		TOTAL RECOMMENDED TAX LEVY		\$ 776,768.00	

UNION STATION

Michael V. O'Brien

City Manager

City Hall Room 309

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

Departmental Overview:

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

In Fiscal Year 2012, continued emphasis will focus on management and maintenance of the historic facility and attracting new tenants to the remaining leasable space in the Station. Over the past few years, the Worcester Redevelopment Authority has marketed this glorious building both directly and through brokers to secure a complementary mixed use tenant base. As a result, Union Station is now the home to Central Massachusetts Regional Planning Commission (CMRPC), Vanasse Hagen Brustlin (VHB), Maxwell Silverman's Banquet & Conference Center, and Byblos Lounge, while the Bus Terminal houses Greyhound and Peter Pan Bus Lines.

The construction of the new 500 space Union Station parking garage was completed and has been fully operational for three years come this July and the MassDOT Washington Square roundabout project was completed two years ago. The roundabout has enhanced access to Union Station along with access to and egress from the downtown, creating a link to Shrewsbury Street and the Canal District. It has also created the opportunity to assemble additional development parcels in Washington Square. Implementation of the redevelopment strategy for potential reuse of those parcels is underway in conjunction with the tenant initiatives for Union Station and the surrounding area.

For the past year, the Worcester Redevelopment Authority has been working with the Worcester Regional Transit Authority (WRTA) to better integrate intra-city bus activity within the Union Station intermodal complex. As a result, WRTA is refining plans to relocate its administrative offices, customer service, paratransit brokerage, ADA eligibility center, and travel training as well as construct a dedicated bus pavilion for up to eight (8) buses simultaneously to Parcel 3 (the former surface parking lot at Union Station). Although City Hall will continue to serve as an important bus stop for downtown residents and business activity, the WRTA would move the

hub of its services and transfer activities to Union Station. The estimated total cost for this development is \$11 million. Design plans will be finalized by the end of 2011 with construction starting by 2012 and building completion in 2013. Future phases could include additional transit-oriented development opportunities.

Other development initiatives in the area surrounding Union Station continue to move forward with Phase 1A of CitySquare underway, consisting of the demolition of the former Worcester Galleria/Worcester Common Outlets and the construction of a 210,000 square foot commercial office building. Future phases are in the immediate pipeline with the recent announcement by the CitySquare development team and Vanguard, owners of St. Vincent Hospital, of the construction of a new 40,000 square foot cancer center at the site. To the east of Union Station, freight rail company CSX is investing more than \$100 million in the expansion of its terminals.

The construction of the new 500 space Union Station parking garage was completed and has been fully operational for three years come this July and the MA Highway Washington Square roundabout project was completed two years ago. The roundabout has enhanced access to Union Station along with access to and egress from the downtown, creating a link to Shrewsbury Street and the Canal District. It has also created the opportunity to assemble additional development parcels in Washington Square. Implementation of the redevelopment strategy for potential reuse of those parcels is underway in conjunction with the tenant initiatives for Union Station and the surrounding area.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2010	Budget for	Number	Appropriation
		Fiscal 2011		Fiscal 2012
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 872,355.00	\$ 878,210.00	92000	\$ 876,740.00
TOTAL EXPENDITURES	\$ 872,355.00	\$ 878,210.00		\$ 876,740.00
FUNDING SOURCES				
OPERATING REVENUE	\$ 415,000.00	\$ 470,112.00		\$ 456,612.00
GENERAL REVENUE FUNDS	\$ 457,355.00	\$ 408,098.00		\$ 420,128.00
TOTAL FUNDING SOURCE	\$ 872,355.00	\$ 878,210.00		\$ 876,740.00

FISCAL 2012 BUDGET OVERVIEW

The total Fiscal 2012 tax levy appropriation is \$420,128 which is an increase of \$12,030 from the Fiscal 2011 City Council approved tax levy budget of \$408,098 and a decrease of \$37,227 from the Fiscal 2010 City Council approved tax levy budget of \$457,355.

Ordinary Maintenance: Union Station

The recommended Fiscal 2012 Ordinary Maintenance Budget for Union Station totals \$876,740, which is a \$1,470 decrease from the Fiscal 2011 City Council approved budget of \$878,210. The slight decrease is due to an anticipated decrease in utility costs based on last year fiscal year actual expenditures.

There is a decrease in revenue anticipated for Fiscal Year 2012 which is attributable to the closing of the temporary parking lot and the subsequent expiration of the agreement between the Off Street Parking Board and the WRA to pay \$19,000 in FY10 and FY11.

Revenues: Union Station

The projected operating revenue to fund Union Station operations during Fiscal 2012 is \$456,612. This amount is derived from the following existing retail leases, kiosk licenses and special event revenues:

Tenant Leases:	<u>Annual Revenue</u>
CMRPC	\$127,515
VHB	\$137,128
Maxwell Silverman’s Banquet Center	\$ 82,000
Fusion	\$ 37,964
Amtrak	\$ 12,360
Healthy Foods	\$ 3,000
Greyhound	\$ 53,045
Misc.	<u>\$ 3,600</u>
Total Tenant Lease and Special Event Revenue:	\$456,612



MICHAEL V. O'BRIEN, CITY MANAGER

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF UNION STATION- DIVISION #480**

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
<u>UNION STATION AND BUSPORT OPERATIONS</u>		
\$ 108,438.00	JANITORIAL SERVICES	\$ 108,000.00
59,600.00	MAINTENANCE & REPAIR	67,574.00
153,935.00	SECURITY	154,030.00
115,437.00	SNOW REMOVAL & GROUNDS	115,833.00
52,600.00	CONTRACTED PAYROLL	55,203.00
74,400.00	TENANT PARKING	74,400.00
1,500.00	OTHER ORDINARY MAINTENANCE	1,500.00
15,800.00	INSURANCE	15,800.00
16,500.00	GENERAL & ADMINISTRATIVE	16,500.00
280,000.00	UTILITIES	267,900.00
<u>\$ 878,210.00</u>	ORDINARY MAINTENANCE UNION STATION	<u>\$ 876,740.00</u>
FUNDING SOURCES:		
(451,112.00)	TENANT REVENUE	(456,612.00)
(19,000.00)	PARKING REVENUE	-
<u>\$ (470,112.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (456,612.00)</u>
TOTAL RECOMMENDED ORDINARY MAINTENANCE- UNION STATION AND BUSPORTS		
<u>\$ 408,098.00</u>		<u>\$ 420,128.00</u>
<u>\$ 408,098.00</u>	480-92000 TOTAL RECOMMENDED TAX LEVY	<u>\$ 420,128.00</u>

WORKFORCE INVESTMENT BOARD

Jeffery Turgeon, Director

44 Front Street

Worcester, Massachusetts 01608

(508)799-1590

Workforce Investment Board Mission Statement:

The Central Massachusetts Workforce Investment Board is a public/private partnership serving needs of both employers and employees. The board collaboratively develops and implements strategies for job readiness and skills advancement, leveraging community resources that promote economic wellness within the region's 38 cities and towns.

Central Massachusetts Workforce Investment Board assists the City Manager to:

- Create a coherent and integrated workforce development system to effectively serve the employment, education and training needs of employers and the labor force within the thirty eight communities in its workforce development area. In order to accomplish its mission, the Regional Employment Board will establish policy and oversee the operations of the workforce development system.
- The Board will strive to:
 - Provide an employment, education and training system which is efficient, effective, and adaptable to the needs of the changing environment.
 - Service the employment needs of private industry and the economically disadvantaged by providing the private sector with pertinent information and qualified personnel to meet global competition, and individual customers with increased access to useful training leading to self-sufficiency and meaningful jobs.
 - Develop a genuine partnership between public and private sectors based upon common goals, trust and determination to succeed.

Workforce Investment Board Overview:

The Workforce Investment Board shall further exercise leadership throughout the region by developing appropriate policies and responsive programs. Specifically, they will function as:

- An active partner in the economic development of the region.
- An information clearinghouse for the entire range of employment, education and training programs in the region.
- A policy advocacy group for the development of more effective local, state and federal policy on employment, education and training.

BUDGET SUMMARY INFORMATION

	Actuals Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 478,410.83	\$ 492,911.24	91000	\$ 522,350.00
ORDINARY MAINTENANCE	134,700.00	161,800.00	92000	161,800.00
CAPITAL OUTLAY	3,600.00	3,600.00	93000	3,600.00
RECEIPTS	-	-	95000	-
FRINGE BENEFITS	118,729.00	133,756.00	96000	116,585.00
TOTAL	\$ 735,439.83	\$ 792,067.24		\$ 804,335.00
TOTAL TAX LEVY	\$ -	\$ -		\$ 72,508.00
TOTAL POSITIONS	8	8		9

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The departmental budget for Fiscal 2012 is \$804,335.00, which is an increase of \$12,267.76 from the Fiscal 2011 amount of \$792,067.24. Of the \$804,335.00, there will be a tax levy appropriation of \$72,508.00 and a total grant allocation of \$731,827.00

The recommended personal services budget for Fiscal 2012 is \$522,350.00, which is an increase of \$29,438.76 from the Fiscal 2011 amount of \$492,911.24. This increase is due to the additional position of Youth Office Director which was transferred from the Department of Economic Development at the beginning of Fiscal 2012. The increase is also due to automatic step increases for staff positions that are not at the maximum step. This increase is offset by the Business Assistance Director position being reduced from twenty hours to ten hours per week and positions that were vacated during Fiscal 2011 being refilled and budgeted at lower steps.

The total ordinary maintenance budget for Fiscal 2012 is recommended to be \$161,800 which is level funded with the Fiscal 2011 budget.

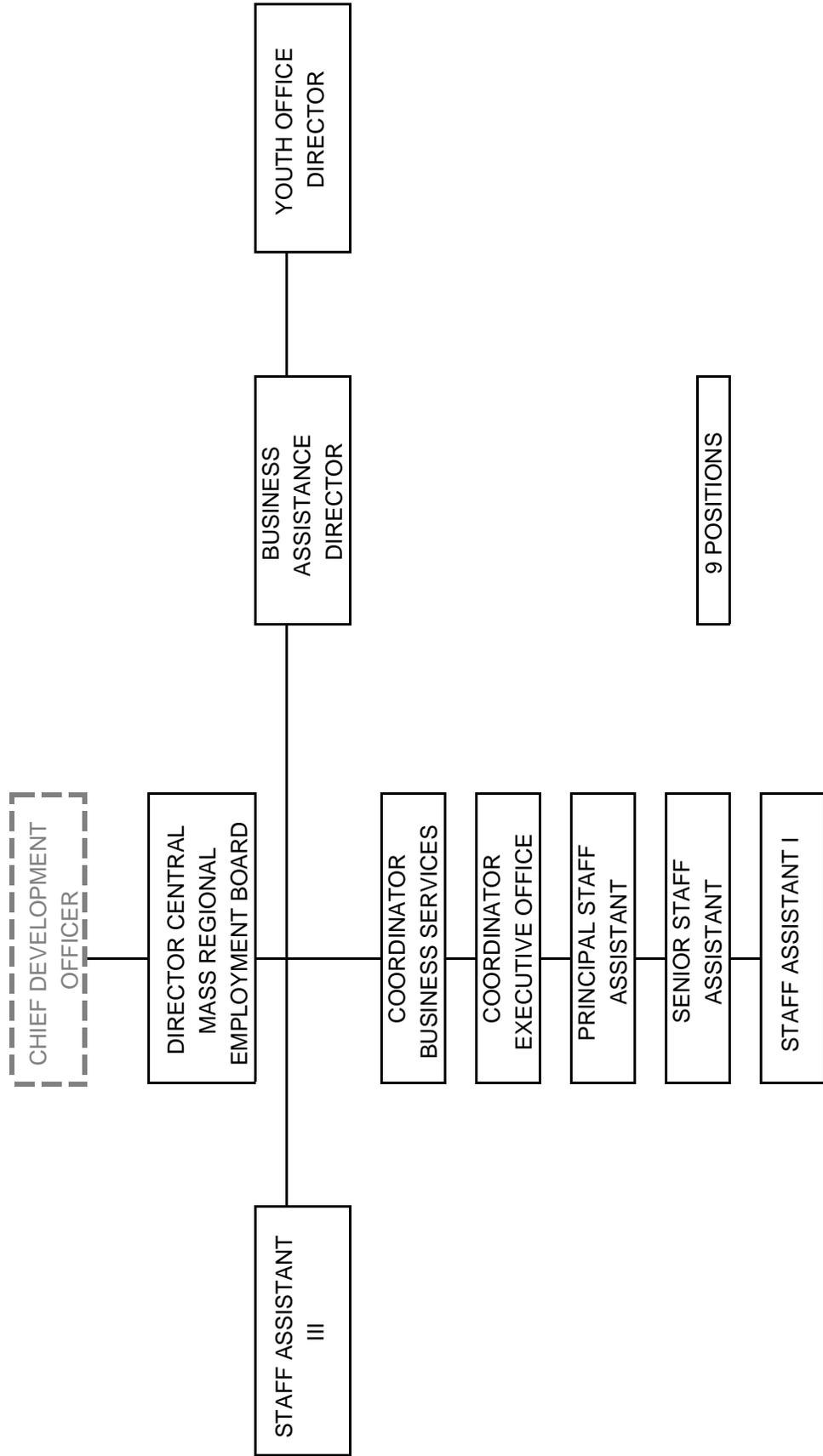
The recommended fringe benefits budget for Fiscal 2012 is \$116,585.00 which is a decrease of \$17,171.00 from the Fiscal 2011 amount of \$133,756.00.

The recommended capital outlay budget for Fiscal 2012 is level funded at \$3,600.00.

CITY OF WORCESTER

DEPARTMENT OF ECONOMIC DEVELOPMENT

WORKFORCE INVESTMENT BOARD DIVISION





TURGEON, JEFFERY - DIRECTOR

CITY OF WORCESTER - NET COST FISCAL 2012

DEPARTMENT OF ECONOMIC DEVELOPMENT

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

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
CENTRAL MASSACHUSETTS WORKFORCE INVESTMENT BOARD (CMWIB):					
1	\$ 86,735.52	48EM	DIRECTOR CENTRAL MASS REGIONAL EMPLOY. BOARD	1	\$ 86,736.00
1	80,513.28	43EM	COORDINATOR OF BUSINESS SERVICES	1	80,514.00
1	62,222.40	42EM	COORDINATOR, EXECUTIVE OFFICE	1	62,223.00
1	39,421.44	45M	BUSINESS ASSISTANCE DIRECTOR	1	19,711.00
0	-	40M	YOUTH OFFICE DIRECTOR	1	65,647.00
1	65,646.72	40M	PRINCIPAL STAFF ASSISTANT	1	65,647.00
1	49,297.68	39M	SENIOR STAFF ASSISTANT	1	49,298.00
1	53,725.92	37	STAFF ASSISTANT 3	1	45,930.00
1	37,709.28	32	STAFF ASSISTANT 1	1	37,710.00
8	\$ 475,272.24		REGULAR SALARIES	9	\$ 513,416.00
8	\$ 475,272.24		TOTAL REGULAR SALARIES	9	\$ 513,416.00
	25,639.00		INTERDEPARTMENTAL CHARGE		2,869.00
	(8,000.00)		VACANCY FACTOR		(8,000.00)
8	\$ 492,911.24	31S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 513,026.00
	\$ 161,800.00		ORDINARY MAINTENANCE		\$ 161,800.00
	\$ 161,800.00	31S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 161,800.00
	\$ 3,600.00		CAPITAL PURCHASE		\$ 3,600.00
	\$ 3,600.00	31S-93000	TOTAL RECOMMENDED CAPITAL		\$ 3,600.00
	\$ 89,377.00		HEALTH INSURANCE		\$ 66,092.00
	44,379.00		RETIREMENT		50,493.00
	\$ 133,756.00	31S-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ 116,585.00
	\$ 792,067.24		TOTAL CENTRAL MASS. WORKFORCE INVESTMENT BOARD BUDGET		\$ 795,011.00
	\$ (792,067.24)		FUNDING SOURCES:		
	\$ (792,067.24)		FEDERAL GRANTS		\$ (722,503.00)
	\$ (792,067.24)		TOTAL FUNDING SOURCES		\$ (722,503.00)
	\$ -	031-91000	TOTAL RECOMMENDED TAX LEVY		\$ 72,508.00

WORKFORCE CENTRAL CAREER CENTER

Donald H. Anderson, Director

44 Front Street

Worcester, Massachusetts 01608

(508)799-1590

Workforce Development Mission Statement:

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

- To be the leading resource in Southern Worcester County for easily accessible, high quality workforce development services and information for all job, training and education seekers, employers and community partners
- To provide planning, grant and contract management in support of the Division's activities
- Provide oversight and coordination of the region's workforce development resources
- Support state and federal workforce development policies advantageous to the region
- Coordinate workforce development with regional economic development initiatives

Workforce Development Overview:

Workforce Central Career Center assists the City Manager to:

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

BUDGET SUMMARY INFORMATION

	Actuals	Approved		Recommended
	Fiscal 2010	Budget for	Account	Appropriation
		Fiscal 2011	Number	Fiscal 2012
EXPENDITURES				
SALARIES	\$ 2,062,223.35	\$ 2,049,108.78	91000	\$ 2,040,518.00
ORDINARY MAINTENANCE	341,800.00	516,000.00	92000	516,000.00
CAPITAL OUTLAY	33,000.00	15,000.00	93000	15,000.00
RECEIPTS	-	-	95000	-
FRINGE BENEFITS	571,058.00	539,669.00	96000	495,246.00
TOTAL	\$ 3,008,081.35	\$ 3,119,777.78		\$ 3,066,764.00
TOTAL POSITIONS	35	35		35

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The departmental budget for Fiscal 2011 is \$3,066,764.00, which is a decrease of \$53,013.78 from the Fiscal 2011 amount of \$3,119,777.78.

The recommended personal services budget for Fiscal 2012 is \$2,040,518.00, which is an increase of \$8,590.78 from the Fiscal 2011 amount of \$2,049,108.78. This increase is due to automatic step increases for staff positions that are not at the maximum step.

The total ordinary maintenance budget for Fiscal 2012 is recommended to be level funded at \$516,000.00.

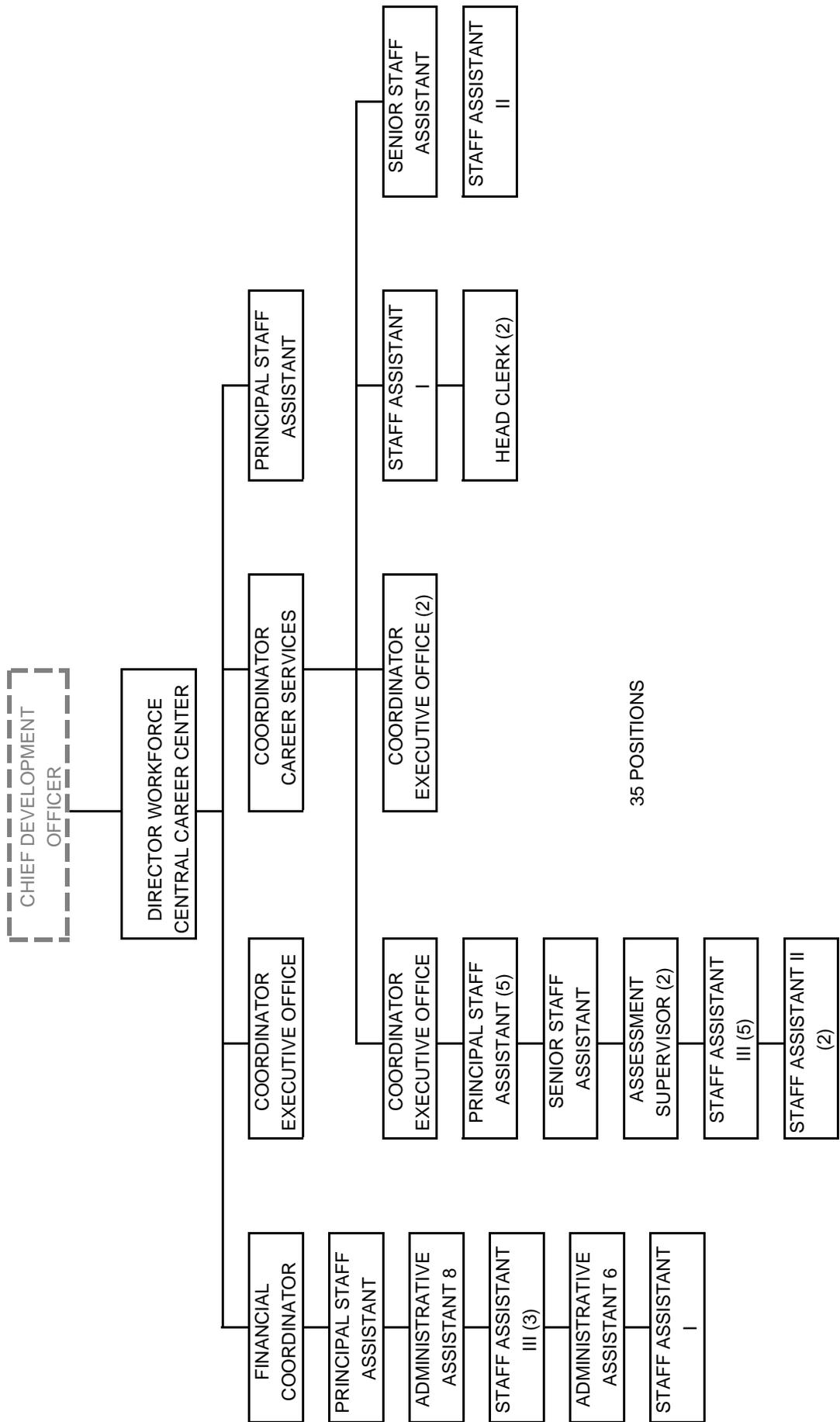
The recommended fringe benefits budget for Fiscal 2012 is \$495,246.00 which is a decrease of \$44,423.00 from the Fiscal 2011 amount of \$539,669.00.

The recommended capital outlay budget for Fiscal 2012 is recommended to be level funded at \$15,000.00.

CITY OF WORCESTER

DEPARTMENT OF ECONOMIC DEVELOPMENT

WORKFORCE CENTRAL CAREER CENTER





DONALD H. ANDERSON, DIRECTOR

CITY OF WORCESTER - NET COST FISCAL 2012

DEPARTMENT OF ECONOMIC DEVELOPMENT

DIVISION OF WORKFORCE CENTRAL CAREER CENTER- DIVISION #31S

FY11 TOTAL POSITIONS	APPROVED FY11	PAY GRADE	TITLE	FY11 TOTAL POSITIONS	RECOMMENDED FY12
WORKFORCE CENTRAL CAREER CENTER (WFCCC):					
1	\$ 91,475.28	48EM	DIRECTOR WORKFORCE CENTRAL CAREER CENTER	1	\$ 91,476.00
1	84,209.04	45EM	COORDINATOR CAREER SERVICE	1	84,210.00
1	80,513.28	43EM	FINANCIAL COORDINATOR	1	80,514.00
4	319,067.28	42EM	COORDINATOR, EXECUTIVE OFFICE	4	319,070.00
7	431,760.82	40M	PRINCIPAL STAFF ASSISTANT	7	431,763.00
2	126,616.32	39M	SENIOR STAFF ASSISTANT	2	126,618.00
1	61,094.88	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	61,095.00
1	55,833.12	37	ASSESSMENT SUPERVISOR	1	55,834.00
5	263,631.12	37	STAFF ASSISTANT 3	5	264,518.00
6	288,883.52	35	STAFF ASSISTANT 2	6	293,731.00
1	29,849.28	32	STAFF ASSISTANT 1	1	37,710.00
2	86,601.28	30	HEAD CLERK	2	78,781.00
1	44,683.20	37	ASSESSMENT SUPERVISOR	1	43,670.00
1	36,741.76	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	38,039.00
1	40,341.60	32	STAFF ASSISTANT 1	1	41,685.00
35	\$ 2,041,301.78		REGULAR SALARIES	35	\$ 2,048,714.00
35	\$ 2,041,301.78		TOTAL REGULAR SALARIES	35	\$ 2,048,714.00
	17,299.00		EM INCENTIVE PAY		11,611.00
	22,508.00		INTERDEPARTMENTAL CHARGE		20,103.00
	(32,000.00)		VACANCY FACTOR		(32,000.00)
35	\$ 2,049,108.78	31S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	35	\$ 2,048,428.00
	\$ 516,000.00		ORDINARY MAINTENANCE		\$ 516,000.00
	\$ 516,000.00	31S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 516,000.00
	\$ 15,000.00		CAPITAL PURCHASE		\$ 15,000.00
	\$ 15,000.00	31S-93000	TOTAL RECOMMENDED CAPITAL		\$ 15,000.00
	\$ 332,000.00		HEALTH INSURANCE		\$ 286,872.00
	207,669.00		RETIREMENT		208,374.00
	\$ 539,669.00	31S-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ 495,246.00
	\$ 3,119,777.78		TOTAL CENTRAL CAREER CENTER BUDGET		\$ 3,074,674.00
	\$ (3,119,777.78)		FUNDING SOURCES:		\$ (3,074,674.00)
	\$ (3,119,777.78)		FEDERAL GRANTS		\$ (3,074,674.00)
	\$ -		TOTAL FUNDING SOURCES		\$ -
	\$ -		TOTAL RECOMMENDED TAX LEVY		\$ -

WORCESTER'S MARKETING CAMPAIGN

Timothy J. McGourthy
Chief Development Officer

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

Divisional Overview:

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

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

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

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 250,000.00	\$ 250,000.00	92000	\$ 150,000.00
TOTAL EXPENDITURES	\$ 250,000.00	\$ 250,000.00		\$ 150,000.00

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The Fiscal 2012 budget recommends funding in the amount of \$150,000.00 to support Destination Worcester. The budget will be financed utilizing \$150,000.00 from the DCU Special District Financing Zone special revenue funds from Hotel/Motel taxes.



TIMOTHY J. MCGOURTHY, CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF ECONOMIC DEVELOPMENT
WORCESTER'S MARKETING CAMPAIGN- DIVISION #041

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 250,000.00	DESTINATION WORCESTER FY12	\$ 150,000.00
<u>\$ 250,000.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 150,000.00</u>
FUNDING SOURCES:		
\$ (250,000.00)	DCU SPECIAL DISTRICT FINANCING ZONE	\$ (150,000.00)
<u>\$ (250,000.00)</u>	041-92000 TOTAL FUNDING SOURCES	<u>\$ (150,000.00)</u>
<hr/>		
<u>\$ -</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ -</u>

CABLE SERVICES

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

Divisional Mission Statement:

The mission of the Cable Services Division is to:

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

Divisional Overview:

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

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

Additional responsibilities of the Cable Services Division include making recommendations annually as to the disbursement of funds received under the cable franchise agreement among the public, educational 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 Advisory Committee and administers and keeps the records of the committee.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 131,168.16	\$ 111,211.20	91000	\$ 111,334.00
OVERTIME	3,000.00	3,000.00	97000	5,000.00
ORDINARY MAINTENANCE	142,750.00	158,753.84	92000	159,638.00
FRINGE BENEFITS	44,869.00	48,074.00	96000	50,773.00
TOTAL	\$ 321,787.16	\$ 321,039.04		\$ 326,745.00
TOTAL POSITIONS	2	2		2

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

Cable Service’s gross recommended Fiscal 2012 budget is \$326,745.00 a \$5,705.96 increase over the approved budget for Fiscal 2011 of \$321,039.04. The recommended budget for Personal Services for Fiscal 2012 is \$111,334.00, which is an increase of \$122.80 from the Fiscal 2011 amount of \$111,211.20. The personal services increase reflects automatic step increases for staff positions that are not at the maximum step.

The recommended budget for Overtime for Fiscal 2012 is \$5,000.00, an increase of \$2,000.00 from the approved Fiscal 2011 budget of \$3,000.00.

The recommended budget for Ordinary Maintenance for Fiscal 2012 is \$159,638.00, which is an increase of \$884.16 from the Fiscal 2011 amount of \$158,753.84. This increase is due to anticipated various operational needs in Fiscal 2012.

The recommended budget for fringe benefits for Fiscal 2012 is \$50,773.00 which is an increase of \$2,699.00 from the Fiscal 2011 amount of \$48,074.00.

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



JUDITH A. WARREN, DIRECTOR OF CABLE SERVICES

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF ECONOMIC DEVELOPMENT

DIVISION OF CABLE SERVICES- DIVISION #04S616

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 70,449.12	45M	DIRECTOR OF CABLE SERVICES	1	\$ 70,450.00
1	40,762.08	28	OPERATIONS SPECIALIST	1	40,884.00
2	\$ 111,211.20		TOTAL RECOMMENDED SALARIES	2	\$ 111,334.00
2	\$ 111,211.20		TOTAL RECOMMENDED SALARIES	2	\$ 111,334.00
	(111,211.20)		FUNDING SOURCES:		(111,334.00)
	\$ (111,211.20)		CABLE LICENSE REVENUES		\$ (111,334.00)
			TOTAL FUNDING SOURCES		\$ (111,334.00)
2	\$ -	04S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	2	\$ -
	\$ 3,000.00		REGULAR OVERTIME		\$ 5,000.00
	\$ 3,000.00		TOTAL RECOMMENDED OVERTIME		\$ 5,000.00
	(3,000.00)		FUNDING SOURCES:		(5,000.00)
	\$ (3,000.00)		CABLE LICENSES REVENUES		\$ (5,000.00)
	\$ (3,000.00)		TOTAL FUNDING SOURCES		\$ (5,000.00)
	\$ -	04S-97000	TOTAL RECOMMENDED OVERTIME		\$ -
	\$ 158,753.84		ORDINARY MAINTENANCE		\$ 157,501.00
	\$ 158,753.84		TOTAL ORDINARY MAINTENANCE		\$ 157,501.00
	(158,753.84)		FUNDING SOURCES:		(157,501.00)
	\$ (158,753.84)		CABLE LICENSE REVENUES		\$ (157,501.00)
	\$ (158,753.84)		TOTAL FUNDING SOURCES		\$ (157,501.00)
	\$ -	04S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ -
	\$ 15,234.00		FRINGE BENEFITS:		
	11,622.00		HEALTH INSURANCE		\$ 17,233.00
	8,389.00		RETIREMENT		11,634.00
	12,829.00		CONTRIBUTORY PENSIONS		10,809.00
	\$ 48,074.00		PENSION OBLIGATION BONDS		13,234.00
			TOTAL FRINGE BENEFITS		\$ 52,910.00
	(48,074.00)		FUNDING SOURCES:		(52,910.00)
	\$ (48,074.00)		CABLE LICENSE REVENUES		\$ (52,910.00)
	\$ (48,074.00)		TOTAL FUNDING SOURCES		\$ (52,910.00)
	\$ -	04S-94000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
	\$ -		TOTAL RECOMMENDED TAX LEVY		\$ -

LICENSE COMMISSION

Peter M. Lukes

Chairman

City Hall - Room 308

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1283

Departmental Mission Statement:

The mission of the License Commission is to:

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

Departmental Overview:

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

During Fiscal 2010 the Commission processed the following liquor applications: seventeen new licenses, nine change of managers, three alteration of premises, six transfer of licenses, one transfer of stock, one change of license type, five change of officers/directors, one change of location, one change of DBA and one hundred and twenty-one special one day liquor permits.



PETER M. LUKES, CHAIRMAN

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

LICENSE COMMISSION- DEPARTMENT #190

APPROVED FY11 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY12 AMOUNT
<u>\$ 1,200.00</u>		LICENSE COMMISSION ORDINARY MAINTENANCE	<u>\$ 1,200.00</u>
<u>\$ 1,200.00</u>	190-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,200.00</u>
<u>\$ 1,200.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,200.00</u>

BUDGET SUMMARY

TAX LEVY BUDGET				
	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 736.49	\$ 1,200.00	92000	\$ 1,200.00
TOTAL	\$ 736.49	\$ 1,200.00		\$ 1,200.00
TOTAL POSITIONS	3	3		3

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The Fiscal 2012 budget for the License Commission is level funded at \$1,200.

PUBLIC HEALTH

Dr. Dale Magee
Commissioner of Public Health
25 Meade Street
Worcester, Massachusetts 01610
(508) 799-8531

Public Health Division Mission Statement:

The mission of the Department of Public Health is to, in collaboration with community and government partners, improve and protect the health and safety of those who live, work, visit and study in Worcester.

Public Health Task Force Recommendations:

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

During this six-month long process the Task Force identified four strategic goals in order to develop an effective urban public health department for the 21st century:

- Improve Organizational Effectiveness
- Mobilize a Coordinated Community Approach
- Make Data-Driven and Evidence-Based Decisions
- Build a Road to Sustainability

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

- strengthens the Board of Health with senior management and staff that sets policy, priorities and expands internal capabilities
- expands data collection and analysis
- expands community engagement
- can convene and lead the larger network of organizations and services that comprise the entire public health system in Worcester
- can pursue multiple funding approaches

- groups all City health-related functions under one department
- becomes a model for an effective urban public health practice that achieves accreditation from the Public Health Accreditation Board

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

Public Health Department Overview:

Currently, the Department is responsible for providing oversight and support for a wide range of community-based public health services, focusing on the preservation and promotion of the community’s health in Worcester. Federal, state, and city policies require the Department to enforce and enhance various public health regulations/programs to prevent the spread of disease and reduce the prevalence of chronic disease within our community.

Public Health Programs and Services:

The public health nursing program is responsible for infectious disease surveillance, enabling us to interrupt the transmission of communicable diseases to susceptible persons, thereby, preventing outbreaks and reducing morbidity and mortality. In addition to these services, the program offers flu immunization clinics to those who are uninsured and under-insured. Public health nursing is a resource to the community that provides valuable health information, referral and education.

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

The Department also houses the central MA public health and medical emergency preparedness grants and programs including Region 2 Public Health Emergency Preparedness (PHEP) program, the Hospital Preparedness Program (HPP), The Partnership for the Enhancement of Regional Preparedness (PERP), and the Worcester Regional Medical Reserves Corps (WRMRC). These programs address components of health and medical preparedness each of which is necessary for a comprehensive integrated response effort within the City of Worcester and Central Massachusetts.

The Task Force recommendation to group all public health related services under one department has not been implemented at this time. Regulatory public health services, including

inspections, permits and complaint management for housing, pools & beaches, camps, food related issues as well as air, water & hazardous materials, body art, tanning and lead poisoning prevention remain under inspectional services since FY 2009. The issuance of burial permits as well as retail tobacco permits are still handled by the DPH

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

The Department continues to assess the needs of the community and is focused on building private/public partnerships to address the most prevalent public health concerns within Worcester. A new reporting system is being developed in collaboration with St. Vincent Hospital, the UMass Memorial System, UMass Medical School, Commonwealth Medicine and Common Pathways. This system will allow for the collection of relevant demographic, environmental, health and medical information and it will permit the DPH as well as partner organizations to develop reports on various aspects of health in Worcester. We also plan on expanding this to include surrounding towns as efforts towards regionalization proceed.

Finally, we have recently been awarded a planning grant by the Massachusetts DPH for regionalization. We are working with surrounding towns to explore ways in which we can cost effectively improve services. At this time we are already providing managerial and communicable disease services for the town of Shrewsbury, and we are near agreement for the town of Millbury. As formal plans for regionalization proceed the Department has already formed partnerships that should bring us closer to the regionalization goal. Our collaboration with the medical school, local colleges and local health systems will allow us to bring a level of service to the region that the smaller towns would not otherwise have access to. By collecting and analyzing data and designing programs that meet the individual needs of our regional communities we can maximize the impact of public health on our region. Further, by pooling resources and accessing grants and incentives we hope to greatly offset the tax burden of these programs.

At this time about two thirds of the approximately \$900,000 cost of operating the Worcester Department of Public Health is being offset by non-tax levy sources. In addition to this, approximately \$100,000 in fees is added to the City’s general fund. With the additional investments that we are requesting this year to build capacity for regionalization the net tax levy is expected to decrease in future years.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 23,690.52	\$ 140,096.80	91000	\$ 179,633.00
OVERTIME	-	-	97000	-
ORDINARY MAINTENANCE	-	12,500.00	92000	20,000.00
TOTAL	\$ 23,690.52	\$ 152,596.80		\$ 199,633.00
TOTAL POSITIONS	10	12		14

FISCAL 2012 BUDGET OVERVIEW**Expenditures:**

The total recommended Fiscal 2012 tax levy budget for the Department of Public Health is \$199,633.00, which represents an increase of \$47,036.20 from the Fiscal 2011 amount of \$152,596.80.

The Department's recommended tax levy budget for personnel services for Fiscal 2012 is \$179,633.00, an increase of \$39,536.20 from the Fiscal 2011 amount of \$140,096.80. This increase is the result of the Department's planned reorganization in Fiscal 2012. This reorganization includes additional positions that will promote the Department's regionalization efforts. These positions include; Regional Community Health Coordinator and Regional Environmental Health Coordinator positions. The Principal Staff Assistant in the Regional Public Health Division is being replaced by these two new positions. The newly created position of Coordinator of Communications, Partnerships and Chronic Disease will also assist with regionalization efforts. The Regional Community Health Coordinator, Regional Environmental Health Coordinator and fifty percent of the Coordinator of Communications, Partnerships and Chronic Disease are funded through regionalization funding. These positions will only be filled as regionalization funding becomes available to the Department.

Other personnel changes that are occurring in Fiscal 2012 due to the reorganization of the Department include the newly created positions of; Region II Public Health Emergency Preparedness Coordinator, Region II Healthcare Preparedness Coordinator, Project Administrator for Substance Abuse, and PERP Coordinator. These positions will replace the Fiscal 2011 approved positions of two Project Director Health positions, HHS Project Administrator II and Staff Assistant for Project Administration. One Public Health Nurse Leader position was vacated in Fiscal 2011 during the Early Retirement Incentive Program and will not be funded in Fiscal 2012. Also contributing to this increase in personnel services are the Regional Health Stipend line item and reductions in the Tobacco Control Grant, Underage Drinking Grant, UMass Memorial Nursing Grant and Trust Funds funding. This increase is

offset by an increase in UMass Memorial Grant funding, the Commissioner of Public Health being funded at a lower amount than Fiscal 2011 and automatic step increases for employees who are not at their maximum step.

The Department's total tax levy ordinary maintenance budget for Fiscal 2012 is recommended to be \$20,000.00, an increase of \$7,500.00 from the Fiscal 2011 amount of \$12,500.00. This increase is attributed to the Citywide Geese Program which is funded at \$15,000.00 in Fiscal 2012.



B. Dale Magee, MD, Commissioner
City of Worcester
Department of Public Health
Fiscal Year Activity Report

Divisional Activity Reporting

The mission of the Division of Public Health is to, in collaboration with community and government partners, improve and protect the health and safety of those who live, work, visit and study in Worcester.

	Act. FY10	Projected FY11	Projected FY 12
PERP Grant Program (purpose to enhance regional health and medical preparedness)			
MassMAP - Long-term care mutual aide plan. (percentage of Region 2 facilities)	100%	n/a	n/a
RMCC planning	100%	n/a	
HMAP expansion (to include home health, rehab hosp, local physicians, and others as identified)	see HPP report	50%	75%
RMCC education and training	10%	50%	75%
HMAP education and training	10%	50%	100%
Quarterly Reports	yes	yes	yes
End of year report	yes	yes	yes

Notes:

Hospital Preparedness Program

Regional Project - Healthcare Mutual Aid Plan (participants signed on)	100%	expansion through PERP	expansion through PERP
Nextel phone program (drill participation)	80%	100%	100%
Region 2 Hosp Expenditure reports completed	9/15/2010	9/15/2011	9/15/2012
Hospital Plans updated (percentage of facilities)	100%	100%	100%
All hospital HVA updates (percentage of facilities)	100%	100%	100%
Regional Hospital HVA completed	5/15/2010	5/15/2011	5/15/2012
Quarterly site visits - 10 regional facilities	yes	yes	yes

Notes:

	Act. FY10	Projected FY11	Projected FY 12
Worcester Regional Medical Reserve Corps			
Volunteers Registered with Program	1,500	1,600	500
Volunteer Activations	10+	3 (standy-by/snow emerg)	unknown
Regional Training opportunities per month	4	6	6

Notes: With the implementation of the new database, some of the volunteers may decline; however, a more accurate assessment will be made on the true number of volunteers

Regional Public Health Emergency Preparedness

Regional Public Health Mutual Aid Agreement (74 cities/towns)	59/74	79%	70/74	95%	74/74	100%
Regional Call-Down Drills (PH emergency response)	74/74	100%	74/74	100%	74/74	100%
Regional EDS Notification Drill	74/74	100%	74/74	100%	74/74	100%
EDS Facility Set-up Drill (new FY11)			74/74	100%	74/74	100%
Technical Assistance Review (TAR) on Emergency Dispensing Sites (EDS) plans - Regional	68/74	91%	70/74	95%	74/74	100%

Notes:

The EDS Facility Set-up was a new deliverable item for the new grant cycle

Communicable Disease Investigation & Exposure Control

<i>Disease Investigations</i>	251	312	300
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Tuberculosis Testing & Case Management

<i>Tuberculosis Cases</i>	16	20	13
<i>PPD Tests</i>	215	136	270
<i>Suspect Cases / Revoked</i>	2	3	4

Immunization

<i>Seasonal Influenza Immunization</i>	2,662	2,690	2,000
<i>H1N1 Immunization</i>	14,765	0	0
<i>Other Immunizations</i>	0	12	0

Community Education	3	6	5
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	Act. FY10	Projected FY11	Projected FY 12
Opioid Overdose Prevention	\$100,000	\$100,000	\$130,000
911 Strategy	Implementation	Implementation	Implementation/Evaluation
Re-entry Strategy	Implementation	Implementation	Implementation/Evaluation
SBIRT Strategy	Implementation	Implementation	Implementation/Evaluation
Capacity Building	Implementation	Implementation	Implementation/Evaluation

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

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

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

Tobacco Control and Prevention	\$134,000	\$134,000	\$ TBD - RFR
2 Youth Compliance Checks (Attempted/Completed/Sales)	769/702/102 (14%)	972/904/118 (13.05%)	517
Retail Inspections	506	1,914	1,551
Smoke Free Workplace	10	12	10
OTP surveys	139	209	Complete
Policy Initiatives	Planning	Implementation	Implementation / Eval
Parent Engagement Project	Planning	Implementation	Implementation / Eval

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

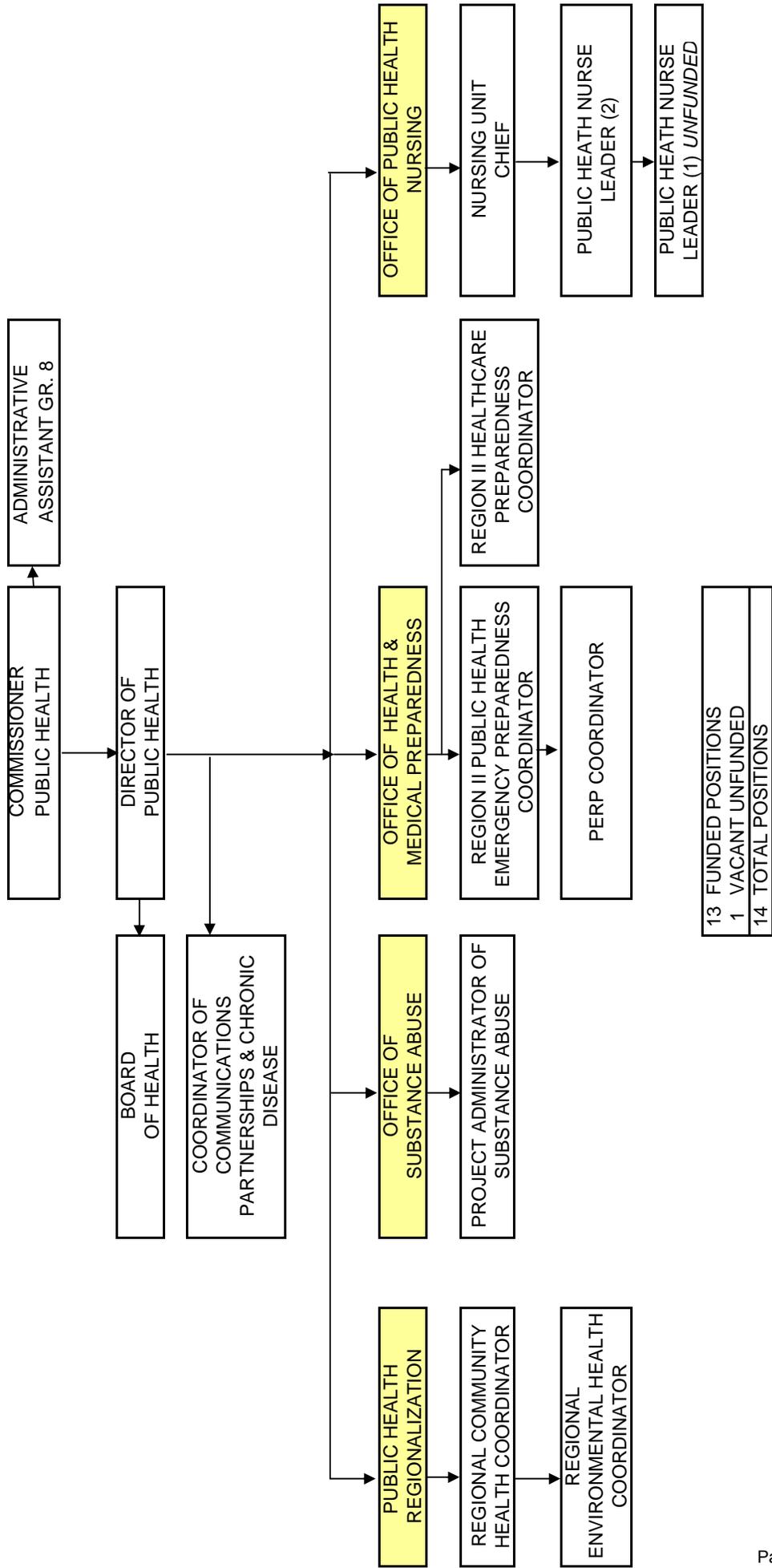
Issuance of Permits			
Burial	3,100	3,100	3,200
Tobacco	259	259	259

Infant Mortality Reduction Grant		\$20,000	20,000
Collection of Race, Ethnic, data	planning	Implement	
Raising Community Awareness	planning	Implement	
Cultural Linguistic Appropriate Services	planning	Implement	
Development of City Wide Birth Registry			Implement
Misc Other			
Safe Needle Disposal "Operation Yellow Box	4 boxes	8 boxes plus other	4 boxes
Teaching "Health Dept"	20 students	16 students	16 students
WPS CPR/AED Program	600 students	700 students	>900 students
Summer Canada Geese Control			implement

CITY OF WORCESTER

EXECUTIVE OFFICE OF THE DEPARTMENT OF THE CITY MANAGER

PUBLIC HEALTH DIVISION



13 FUNDED POSITIONS
1 VACANT UNFUNDED
14 TOTAL POSITIONS



DR. B. DALE MAGEE, COMMISSIONER
DEREK S. BRINDISI, DIRECTOR OF PUBLIC HEALTH
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF PUBLIC HEALTH - DEPARTMENT #330

FY11		PAY		TITLE	FY12	
TOTAL POSITIONS	APPROVED FY11 AMOUNT	GRADE	TOTAL POSITIONS		RECOMMENDED FY12 AMOUNT	
PUBLIC HEALTH DIVISION:						
1	\$ 121,000.12	58CM	1	COMMISSIONER OF PUBLIC HEALTH	\$ 80,034.00	
1	86,234.40	52EM	1	DIRECTOR OF PUBLIC HEALTH	86,235.00	
2	123,754.08	43M	0	PROJECT DIRECTOR, HEALTH	-	
0	-	43M	1	REGION II PUBLIC HEALTH EMERGENCY PREPAREDNESS COORDINA'	65,647.00	
0	-	43M	1	REGION II HEALTHCARE PREPAREDNESS COORDINATOR	63,309.00	
0	-	42M	1	COORDINATOR OF COMMUNICATIONS, PARTNERSHIPS & CHRONIC I	54,915.00	
0	-	42M	1	PROJECT ADMINISTRATOR FOR SUBSTANCE ABUSE	65,647.00	
1	65,646.72	40M	0	HHS PROJECT ADMINISTRATOR II	-	
0	-	40M	1	PERP COORDINATOR	49,298.00	
1	47,627.28	38M	0	STAFF ASSISTANT FOR PROJECT ADMINISTRATION	-	
1	58,965.12	38M	1	ADMINISTRATIVE ASSISTANT, GRADE 8	61,095.00	
7	503,227.72		8	TOTAL PUBLIC HEALTH SALARIES	526,180.00	
PUBLIC HEALTH NURSING DIVISION:						
1	\$ 69,938.72	43M	1	NURSING UNIT CHIEF	\$ 72,577.00	
3	146,139.12	80B	2	PUBLIC HEALTH NURSE LEADER	95,715.00	
4	\$ 216,077.84		3	TOTAL PUBLIC HEALTH NURSING SALARIES	\$ 168,292.00	
REGIONAL PUBLIC HEALTH DIVISION:						
1	51,009.84	40M	0	PRINCIPAL STAFF ASSISTANT	-	
0	-	40M	1	REGIONAL COMMUNITY HEALTH COORDINATOR	53,015.00	
0	-	40M	1	REGIONAL ENVIRONMENTAL HEALTH COORDINATOR	53,015.00	
1	\$ 51,009.84		2	TOTAL REGIONAL PUBLIC HEALTH SALARIES	\$ 106,030.00	
AUTHORIZED POSITIONS WITHOUT FUNDING:						
0	\$ -	80B	1	PUBLIC HEALTH NURSE LEADER	\$ -	
0	\$ -		1		\$ -	
12	\$ 770,315.40		14	TOTAL SALARIES	\$ 800,502.00	
	1,566.00			PUBLIC HEALTH NURSE STIPENDS	1,566.00	
	7,488.00			PHYSICIAN'S SALARIES	7,488.00	
	9,054.00			TOTAL CONTRACTUAL STIPENDS AND EXTRAS	9,054.00	
	(1,250.00)			VACANCY FACTOR	(1,250.00)	
	-			REGIONAL HEALTH STIPEND	8,000.00	
	-			TEMPORARY STAFF	20,000.00	
	2,429.40			EM INCENTIVE PAY	2,430.00	
	\$ 780,548.80			TOTAL SALARIES	\$ 838,736.00	
FUNDING SOURCES:						
	\$ -			REGIONAL PARTNERSHIP - SHREWSBURY	\$ (25,871.00)	
	-			REGIONAL PARTNERSHIP - MILLBURY	(24,000.00)	
	(150,000.00)			REGIONALIZATION FUNDING	(153,488.00)	
	(47,627.00)			PERP GRANT	(49,298.00)	
	(123,754.00)			HEALTH/MEDICAL PRED GRANT	(128,956.00)	
	(67,276.00)			TOBACCO CONTROL GRANT	(58,590.00)	
	(34,769.00)			UNDER AGE DRINKING GRANT	(23,707.00)	
	(59,972.00)			OPIOID GRANT	(60,611.00)	
	(60,500.00)			UMASS MEMORIAL GRANT	(105,619.00)	
	(62,085.00)			UMASS MEMORIAL NURSING GRANT	-	
	(34,469.00)			TRUST FUNDS	(28,963.00)	
	\$ (640,452.00)			TOTAL FUNDING SOURCES	\$ (659,103.00)	
	\$ 140,096.80	330-91000		TOTAL RECOMMENDED PERSONAL SERVICES	\$ 179,633.00	



**DR. B. DALE MAGEE, COMMISSIONER
DEREK S. BRINDISI, DIRECTOR OF PUBLIC HEALTH**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF PUBLIC HEALTH - DEPARTMENT #330**

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDE FY12 AMOUNT
	\$ 5,000.00		REGULAR ORDINARY MAINTENANCE	\$	5,000.00
	7,500.00		CITYWIDE GEESE PROGRAMS		15,000.00
	3,964.00		TOBACCO ORDINARY MAINTENANCE		3,964.00
	<u>\$ 16,464.00</u>		TOTAL ORDINARY MAINTENANCE	<u>\$</u>	<u>23,964.00</u>
			FUNDING SOURCES:		
	\$ (3,964.00)		TOBACCO GRANT	\$	(3,964.00)
	\$ (3,964.00)		TOTAL FUNDING SOURCES	\$	(3,964.00)
	<u>\$ 12,500.00</u>	330-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$</u>	<u>20,000.00</u>
			FRINGE BENEFITS:		
	\$ 63,297.00		HEALTH INSURANCE	\$	59,671.00
	44,930.00		RETIREMENT		44,059.00
	<u>\$ 108,227.00</u>		TOTAL FRINGE BENEFITS	<u>\$</u>	<u>103,730.00</u>
			FUNDING SOURCES:		
	\$ -		REGIONAL PARTNERSHIP - SHREWSBURY	\$	(5,832.00)
	(20,962.00)		PERP GRANT		(21,137.00)
	(12,933.00)		HEALTH/MEDICAL PRED GRANT		(13,476.00)
	(16,879.00)		TOBACCO CONTROL		(15,881.00)
	(9,422.00)		UNDER AGE DRINKING GRANT		(5,989.00)
	(14,500.00)		OPIOID GRANT		(14,567.00)
	(25,920.00)		UMASS MEMORIAL NURSING GRANT		-
	-		UMASS MEMORIAL GRANT		(13,879.00)
	(7,611.00)		CITY HOSPITAL TRUST		(12,969.00)
	<u>\$ (108,227.00)</u>		TOTAL FUNDING SOURCES	<u>\$</u>	<u>(103,730.00)</u>
	<u>\$ -</u>	330-96000	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$</u>	<u>-</u>
	<u>\$ 152,596.80</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$</u>	<u>199,633.00</u>

DEPARTMENT OF HUMAN RESOURCES

Kathleen G. Johnson

Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1031

Departmental Mission Statement:

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

Departmental Overview:

The goal of the Human Resources Department is to enhance service to the citizens of Worcester by hiring and retaining the best City employees, increasing productivity and job satisfaction through the planning and administering of personnel programs, wellness initiatives, and professional development designs along with health care and retirement benefits. The main function of the department is to ensure that the City has a skilled, competent and diverse workforce that will work to meet the City's organizational goals.

The Human Resources Department serves the public and City employees through outreach and recruitment which provides information about City employment opportunities. The department also supports City employees and managers by implementing policies and procedures, ensuring that fair labor practices are followed, and fostering good relations among employees to create an environment where employees can work productively, develop their skills, and maintain job satisfaction. The following is an outline of the department's essential functions:

EMPLOYMENT

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

BENEFITS

Benefits administration is an essential function performed by the division to supply City and Worcester Public School employees and retirees with quality benefits in health insurance, dental insurance, vision insurance, life insurance, disability insurance, flexible spending accounts, employee assistance programs, and tuition reimbursement.

DEPARTMENT OF HUMAN RESOURCES

LABOR RELATIONS

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

TRAINING AND DEVELOPMENT

The Training Division assures that employees in the workforce have the knowledge, skills, and abilities to perform well in their positions. It includes general skills development, management and supervisory development, health, safety and lifestyle courses along with technical training geared towards particular subject matter expertise. This division performs recruitment, training, and support for the City of Worcester’s many Board and Commission volunteers.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 758,062.28	\$ 747,265.60	91000	\$ 743,535.00
OVERTIME	2,122.58	3,000.00	97000	3,000.00
ORDINARY MAINTENANCE	308,276.31	294,701.00	92000	237,701.00
TOTAL	\$ 1,068,461.17	\$ 1,044,966.60		\$ 984,236.00

TOTAL POSITIONS	15	15		15
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FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total Fiscal 2012 recommended tax levy budget for the Office of Human Resources Department is \$984,236.00 which is a decrease of \$60,730.60 from the fiscal 2011 budget of \$1,044,966.60.

The recommended personal services tax levy budget for Fiscal 2012 is \$743,535.00 which is a decrease of \$3,730.60 from the Fiscal 2011 amount of \$747,265.50. This decrease is a result of positions in FY12 being budgeted at a lower step compared to FY11. This decrease is offset by automatic step increases for staff positions that are not at the maximum step and a decrease in credits from enterprises.

The recommended Overtime tax levy budget for Fiscal 2012 is recommended to be level funded at \$3,000.00.

The tax levy Ordinary Maintenance budget for Fiscal 2012 is recommended to \$237,701.00 which is a decrease of \$57,000.00 from the Fiscal 2011 amount of \$294,701.00. This decrease is a result of a reduction in anticipated legal costs associated with contract negotiations.



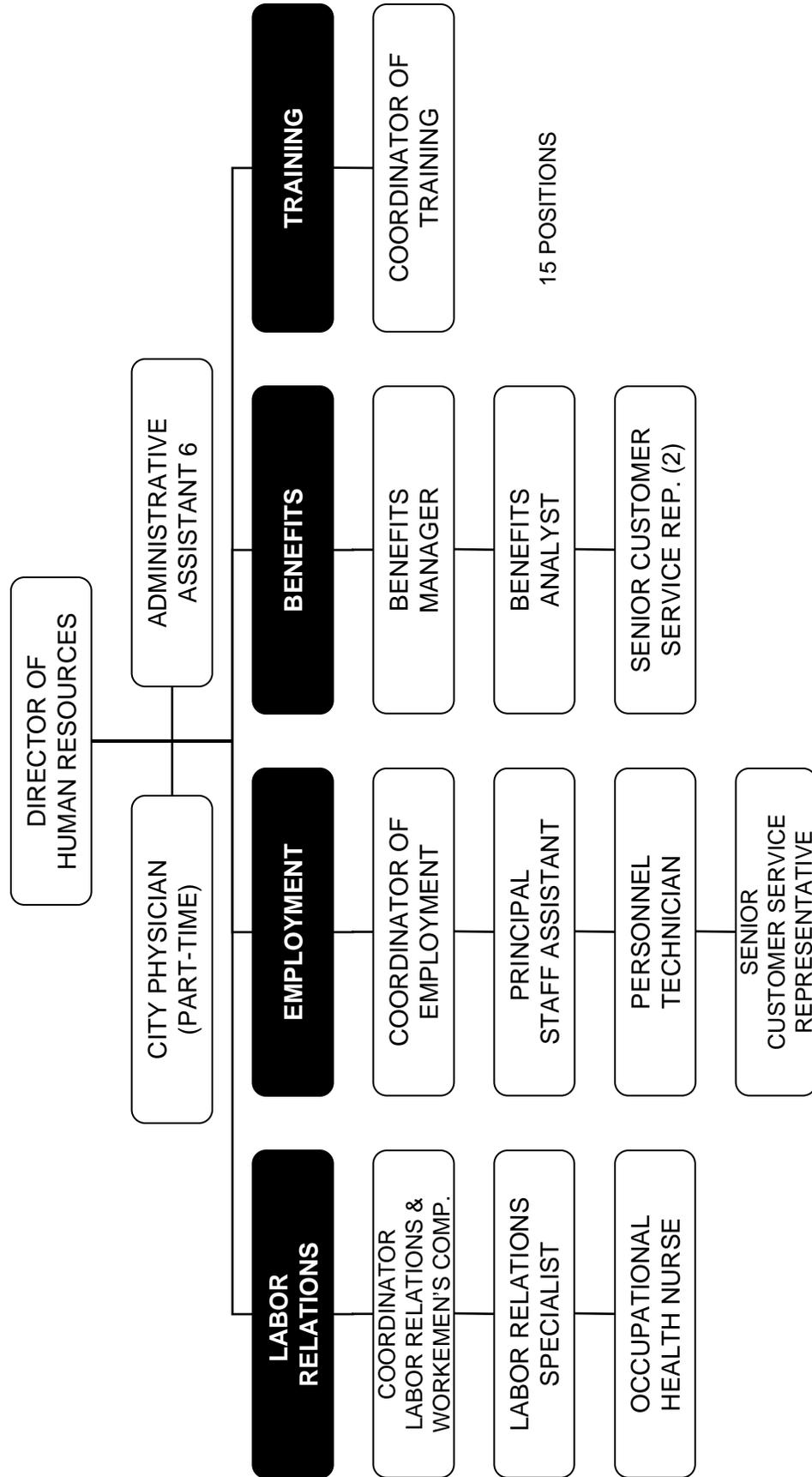
Divisional Activity Reporting

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

	Actual FY09	Projected FY10	Projected FY11
Benefits Division			
Savings from Implementation of new City Health Insurance Reform	\$ 4,300,000	\$ 3,000,000	\$ 3,000,000
Savings from Health Plan Dependent Audit	n/a	\$ 1,068,900	\$ 1,068,900
Savings from Life Insurance enhancements	n/a	22%	22%
Labor Relations Divisor			
Union Grievances Handle	49	61	55
Disciplinary Investigations	24	11	18
Unfair Labor Practice	3	10	7
Civil Service Commission Hearing	12	1	7
Arbitration Hearings	10	14	12
Appointing Authority Hearing	4	3	4
ADA Conferences Attend	2	4	3
Harassment Investigation	6	5	6
MCAD Complaints Handle	2	2	2
Division of Unemployment Assistance Hearings Attend	4	5	5
Certification Petition	1	1	1
Injured On Duty Claims Administer	192	178	185
New Workers Compensation Claims Report	408	400	404
Targeted Safety and Injury Prevention Training Attend	188	244	216
Personnel Divisor			
Applications Processed for Open Position	1,725	406	400
Recruitment and Selection of New City Employees (non	407	44	200
Administration of Terminations/Reinstatement	182	135	150
Civil Services Certifications Administered, Ci	55	29	42
Civil Services Certifications Administered, WF	8	7	8
CS Appointments/Promotions, Ci	132	72	102
CS Appointments/Promotions, WF	113	51	82
Administration of Drug and Alcohol Random Test	104	185	145
Training Division			
Attendance of Professional Training	159	120	140
Enrollment in Wellness Program	667	657	662
Employee Flu Clinics/Health and Safety Training		1,012	500
Orientation/Ethics Training	124	260	192
Tuition Wavers and Reduced Tuitions Administered	70	45	58

CITY OF WORCESTER

DEPARTMENT OF HUMAN RESOURCES





KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
ADMINISTRATION:					
1	\$ 107,136.00	58CM	HUMAN RESOURCE DIRECTOR	1	\$ 107,136.00
1	22,464.00	FL	CITY PHYSICIAN	1	22,464.00
1	46,666.80	33	ADMINISTRATIVE ASSISTANT 6	1	46,667.00
3	\$ 176,266.80			3	\$ 176,267.00
EMPLOYMENT:					
1	\$ 81,745.20	46M	COORDINATOR OF EMPLOYMENT	1	\$ 81,746.00
1	65,646.72	40M	PRINCIPAL STAFF ASSISTANT	1	65,647.00
1	51,886.80	38M	PERSONNEL TECHNICIAN	1	51,887.00
1	38,418.72	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	1	32,824.00
4	\$ 237,697.44			4	\$ 232,104.00
LABOR RELATIONS:					
1	\$ 88,050.96	48M	COORD. LABOR RELATIONS & WORKER'S COMP.	1	\$ 88,051.00
1	74,426.40	44M	LABOR RELATIONS SPECIALIST	1	76,004.00
1	70,449.12	42M	OCCUPATIONAL NURSE	1	54,915.00
3	\$ 232,926.48			3	\$ 218,970.00
BENEFITS:					
1	\$ 73,184.40	44M	BENEFITS MANAGER	1	\$ 76,004.00
1	35,057.04	35	BENEFIT ANALYST	1	43,419.00
2	80,262.72	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	2	81,768.00
4	\$ 188,504.16			4	\$ 201,191.00
TRAINING & DEVELOPMENT:					
1	\$ 67,230.72	42M	COORDINATOR OF TRAINING	1	\$ 69,605.00
1	\$ 67,230.72			1	\$ 69,605.00
15	\$ 902,625.60		REGULAR SALARIES	15	\$ 898,137.00
	2,565.00		EM INCENTIVE PAY		2,565.00
	(6,200.00)		VACANCY FACTOR		(6,200.00)
	\$ 898,990.60		TOTAL RECOMMENDED SALARIES		\$ 894,502.00
FUNDING SOURCES:					
	(65,500.00)		CREDIT FROM SEWER		(65,173.00)
	(85,500.00)		CREDIT FROM WATER		(85,073.00)
	(725.00)		CREDIT FROM GOLF COURSE		(721.00)
	\$ (151,725.00)		TOTAL FUNDING SOURCES		\$ (150,967.00)
15	\$ 747,265.60	170-91000	TOTAL RECOMMENDED PERSONNEL SERVICES	15	\$ 743,535.00
	\$ 3,000.00		OVERTIME		\$ 3,000.00
	\$ 3,000.00	170-97000	TOTAL RECOMMENDED OVERTIME		\$ 3,000.00

KATHLEEN G. JOHNSON, DIRECTOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012****DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170**

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	PROPOSED FY12 AMOUNT
	\$ 32,500.00		HUMAN RESOURCES ORDINARY MAINTENANCE		\$ 32,500.00
	4,000.00		TRAINING PROGRAM		4,000.00
	5,000.00		EMPLOYMENT ENFORCEMENT POLICIES		5,000.00
	2,500.00		APPRECIATION/RECOGNITION PROGRAM		2,500.00
	24,000.00		CENTRALIZED JOB ADVERTISING		24,000.00
	<u>\$ 68,000.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 68,000.00</u>
			FUNDING SOURCES:		
	(2,735.00)		CREDIT FROM SEWER		(2,735.00)
	(2,609.00)		CREDIT FROM WATER		(2,609.00)
	(24,000.00)		INTERDEPARTMENTAL CREDIT		(24,000.00)
	<u>(29,344.00)</u>		TOTAL FUNDING SOURCES		<u>(29,344.00)</u>
	<u>\$ 38,656.00</u>	170-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 38,656.00</u>
			LABOR RELATIONS DIVISION:		
	\$ 60,000.00		SPECIAL COUNSEL		\$ 60,000.00
	190,000.00		POLICE / FIRE SPECIAL COUNSEL		133,000.00
	7,200.00		ARBITRATION		7,200.00
	<u>\$ 257,200.00</u>		TOTAL		<u>\$ 200,200.00</u>
			FUNDING SOURCES:		
	(210.00)		CREDIT FROM SEWER		(210.00)
	(945.00)		CREDIT FROM WATER		(945.00)
	<u>(1,155.00)</u>		TOTAL FUNDING SOURCES		<u>(1,155.00)</u>
	<u>\$ 256,045.00</u>	1703-92000	TOTAL RECOMMENDED LABOR RELATIONS		<u>\$ 199,045.00</u>
	\$ 747,265.60		TOTAL RECOMMENDED PERSONNEL SERVICES		\$ 743,535.00
	3,000.00		TOTAL RECOMMENDED OVERTIME		3,000.00
	294,701.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		237,701.00
	<u>\$ 1,044,966.60</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 984,236.00</u>

WORKERS' COMPENSATION

Kathleen G. Johnson

Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1031

Divisional Overview:

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

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Budget for Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
FRINGE BENEFITS	\$ 1,034,111.72	\$ 1,166,144.00	96000	\$ 1,087,681.00
TOTAL	\$ 1,034,111.72	\$ 1,166,144.00		\$ 1,087,681.00

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total Worker's Compensation budget for Fiscal 2012 is recommended to be \$1,087,681, which is a decrease of \$78,463 from the Fiscal 2011 budget of \$1,166,144. The reduction is due to a decrease trend in claims over the past fiscal year.



KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF HUMAN RESOURCES

DIVISION OF WORKERS' COMPENSATION - DIVISION #171

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 1,202,787.00	BASIC WORKERS' COMPENSATION	\$ 1,126,260.00
104,700.00	ADMINISTRATIVE SERVICES	104,700.00
<u>\$ 1,307,487.00</u>	TOTAL WORKERS' COMPENSATION	<u>\$ 1,230,960.00</u>
	FUNDING SOURCES:	
(1,191.00)	CREDIT FROM AIRPORT	-
-	CREDIT FROM SEWER	-
(87,802.00)	CREDIT FROM WATER	(90,929.00)
(52,350.00)	CREDIT FROM SCHOOLS	(52,350.00)
<u>(141,343.00)</u>	TOTAL FUNDING SOURCES	<u>(143,279.00)</u>
<u>\$ 1,166,144.00</u>	171-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 1,087,681.00</u>



KATHLEEN G. JOHNSON, DIRECTOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
WORKERS' COMPENSATION - DEPARTMENT #171**

Account	Actual FY10	Projected FY11	2 Year Average	Medical Inflation	FY12 Projection
171 Account	\$ 727,749	\$ 666,214	696,982	55,759	\$ 752,740
Occupational Nurse	-	-	-	-	-
Elections	-	-	-	-	-
Human Resources	-	-	-	-	-
Assessing	-	-	-	-	-
Treasurer	7,787	-	3,894	311	4,205
Auditing	-	-	-	-	-
DPW	64,511	62,857	63,684	5,095	68,778
Purchasing	-	-	-	-	-
Police	-	-	-	-	-
Fire	-	-	-	-	-
Health	-	-	-	-	-
Inspectional Services	522	-	261	21	282
Public Library	-	-	-	-	-
Parks	42,294	135,653.56	88,974	7,118	96,092
Communications	55,741	54,594.35	55,168	4,413	59,581
Airport	-	-	-	-	-
Sewer	-	-	-	-	-
Water	85,184	83,203.28	84,194	6,736	90,929
Belmont Home	-	-	-	-	-
City Hospital	50,322	49,032.16	49,677	3,974	53,652
Subtotal	\$ 1,034,112	\$ 1,051,554	1,042,833	83,427	\$ 1,126,260

Credits	Actual FY10	Projected FY11	2 Year Average	Medical Inflation	FY12 Projection
Airport Credit	-	-	-	-	-
Sewer Credit	-	-	-	-	-
Water Credit	(85,184)	(83,203)	(84,194)	(6,736)	(90,929)
Subtotal	\$ (85,184)	\$ (83,203)	(84,194)	(6,736)	\$ (90,929)

Total Tax Levy	\$ 948,927	\$ 968,351	958,639	76,691	\$ 1,035,330
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Worcester Public Schools Worker's Compensation is paid through the WPS Budget

INJURED ON DUTY CLAIMS

Kathleen G. Johnson

Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1031

Divisional Overview:

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Budget for	Budget for	Account	Appropriation
	Fiscal 2010	Fiscal 2011	Number	Fiscal 2012
EXPENDITURES				
FRINGE BENEFITS	\$ 316,875.43	\$ 513,680.00	96000	\$ 389,098.00
TOTAL	\$ 316,875.43	\$ 513,680.00		\$ 389,098.00

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

This account pays for all non-salary costs of uniformed police and fire personnel who are injured in the line of duty. The total recommended tax levy appropriation for Fiscal 2012 is recommended to be \$389,098.00, which is a decrease of \$124,582.00 from the Fiscal 2011 amount of \$513,680.00.

INJURED ON DUTY CLAIMS

Please note that the City incurs salary expenses for uniformed police officers and firefighters when they have been injured in the line of duty. The salary accounts for both the Police and Fire Departments pay the applicable salary amounts for the respective uniformed police and fire personnel who are injured while working. The following table depicts the actual obligations for medical costs incurred from Fiscal 2007 through Fiscal 2010, as well as the projected expenses for Fiscal 2011.

IOD Salary Expenses History

	Actual FY07	Actual FY08	Actual FY09	Actual FY10	Projected FY11	Projected FY12
Police	229,024	160,553	175,979	178,240	182,605	181,589
Fire	160,705	258,073	402,913	138,636	167,395	207,509
Total	389,730	418,626	578,892	316,875	350,000	389,098



KATHLEEN G. JOHNSON, DIRECTOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF HUMAN RESOURCES
DIVISION OF PUBLIC SAFETY INJURED ON DUTY (IOD) CLAIMS- DIVISION #174

APPROVED FY11 AMOUNT		TITLE	RECOMMENDED FY12 AMOUNT
\$ 190,871.00	1741	POLICE DEPARTMENT IOD CLAIMS	\$ 181,681.00
322,809.00	17412	FIRE DEPARTMENT IOD CLAIMS	207,417.00
<u>\$ 513,680.00</u>	174-96000	TOTAL INJURED ON DUTY	<u>\$ 389,098.00</u>



KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER

PUBLIC SAFETY INJURED ON DUTY (IOD) CLAIMS

Month	FY06 Police IOD	FY07 Police IOD	FY08 Police IOD	FY09 Police IOD	FY10 Police IOD	Projected FY11 Police IOD
July	33,365.47	-	14,666.44	15,778.32	16,458.90	6,084.16
August	11,621.41	56,982.48	47,384.37	24,111.51	14,907.45	10,978.48
September	17,557.52	25,463.09	28,630.36	45,937.53	8,308.42	9,087.87
October	17,849.73	16,427.57	8,000.85	9,542.17	13,578.25	12,040.75
November	15,291.14	30,238.94	20,059.80	14,146.07	6,167.48	6,669.02
December	5,731.91	26,938.69	13,024.93	2,953.78	17,496.53	10,535.37
January	10,346.58	13,243.13	(25,261.99)	6,077.95	31,468.88	14,316.98
February	14,115.93	11,754.04	16,308.26	6,585.74	11,689.37	27,224.70
March	17,274.03	5,904.42	20,905.03	(3,691.50)	20,851.72	9,317.76
April	17,722.11	5,109.21	2,675.28	6,088.47	8,020.36	26,806.12
May	9,599.39	57,730.32	-	30,884.79	14,391.17	26,806.12
June	176.75	6,788.75	15,996.92	17,201.86	14,901.08	22,737.58
Total	170,651.97	256,580.64	162,390.25	175,616.69	178,239.61	182,604.91

Month	FY06 Fire IOD	FY07 Fire IOD	FY08 Fire IOD	FY09 Fire IOD	FY10 Fire IOD	Projected FY11 Fire IOD
July	9,740.06	9,729.92	6,639.63	-	11,980.05	2,264.35
August	16,542.56	36,157.14	66,023.74	73,674.48	29,427.37	11,542.79
September	14,697.47	32,373.00	20,248.80	53,278.75	7,092.85	10,891.75
October	14,821.83	11,664.25	7,560.14	22,708.83	13,971.25	24,265.10
November	23,338.27	19,984.56	18,092.96	23,894.20	10,669.98	10,929.94
December	14,743.22	15,489.01	7,215.63	37,622.75	5,329.37	8,425.20
January	23,757.90	13,955.63	25,567.70	14,173.65	10,152.44	10,728.31
February	7,870.29	9,376.64	22,405.82	4,032.57	11,211.47	5,916.73
March	11,297.86	5,872.91	20,017.62	8,557.47	7,001.60	4,397.25
April	12,808.34	3,265.27	11,762.77	6,865.02	15,086.01	24,929.05
May	15,507.05	20,624.20	15,482.69	138,754.18	3,296.08	24,929.05
June	780.18	1,548.64	40,009.83	18,522.30	13,417.35	28,175.58
Total	165,905.03	180,041.17	261,027.33	402,084.20	138,635.82	167,395.09

Refunds	(61,778.27)	(46,892.13)	(4,791.72)	1,191.21	-	-
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TOTAL	274,778.73	389,729.68	418,625.86	578,892.10	316,875.43	350,000.00
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THREE YEAR IOD AVERAGE

	FY09	FY10	FY11	Average Total	Medical Inflation	FY12 Projection
Police	175,616.69	178,239.61	182,604.91	178,820.40	2,558.53	181,378.94
Fire	307,144.85	138,635.82	167,395.09	204,391.92	2,924.41	207,316.33
Credits	1,191.21	-	-	397.07	5.66	402.73
Total	483,952.75	316,875.43	350,000.00	383,609.39	5,488.60	389,098.00

UNEMPLOYMENT COMPENSATION

Kathleen G. Johnson

Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1031

Departmental Overview:

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2010	Budget for	Account	Appropriation
		Fiscal 2011	Number	Fiscal 2012
EXPENDITURES				
FRINGE BENEFITS	\$ 653,310.73	\$ 370,000.00	96000	\$ 850,000.00
TOTAL	\$ 653,310.73	\$ 370,000.00		\$ 850,000.00

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

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total tax levy budget for Fiscal 2012 is recommended to be \$850,000 which is an increase of \$480,000 from the tax levy budget for Fiscal 2011 in the amount of \$370,000. This increase is due to the anticipated costs associated with layoffs enacted to balance the Fiscal 2012 budget.



KATHLEEN G. JOHNSON, DIRECTOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF HUMAN RESOURCES
DIVISION OF UNEMPLOYMENT COMPENSATION - DIVISION #172**

APPROVED FY11 AMOUNT	ACCOUNT NUMBER	TITLE	RECOMMENDED FY12 AMOUNT
\$ 650,000.00		REGULAR UNEMPLOYMENT COMPENSATION	\$ 880,000.00
(250,000.00)		BUDGET ADJUSTMENT	-
<u>400,000.00</u>		TOTAL UNEMPLOYMENT COMPENSATION	<u>880,000.00</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>\$ 370,000.00</u>	172-96000	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 850,000.00</u>

HEALTH INSURANCE

Kathleen G. Johnson

Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1031

Divisional Overview:

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

Medicare Payroll Tax:

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

Life Insurance & Disability Coverage:

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

Employee Assistance Program:

The City has contracted with the Wellness Corporation for the provision of an Employee Assistance Program. The program supplies counseling to employees, their spouses and dependents in the areas of substance abuse, family relations, consumer debts as well as employee work

performance issues. They provide federal mandatory counseling to employees who test positive for drug and/or alcohol abuse through the City’s DOT testing program.

Health Insurance Consultant:

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2010	Budget for	Number	Appropriation
		Fiscal 2011		Fiscal 2012
EXPENDITURES				
FRINGE BENEFITS	\$ 21,508,245.52	\$ 25,347,617.56	96000	\$ 27,413,864.00
TOTAL	\$ 21,508,245.52	\$ 25,347,617.56		\$ 27,413,864.00

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total recommended tax levy Health Insurance budget and employee’s fringe benefit costs, excluding fringe benefit cost for Worcester Public Schools for Fiscal 2012 is \$27,413,864.00 which is an increase of \$2,066,246.44 from the Fiscal 2011 amount of \$25,347,617.56 for tax levy funded employees. This budget reflects the implementation of new GIC- like health plans for non-represented employees only.

This increase is mainly due to the increase in Health Insurance premiums from the Fiscal 2011 amounts in the amount of \$2,246,805.44. These increases are offset by a decrease in the Life Insurance & Medicare premiums in the amount of \$19,792.00 in Fiscal 2012 and an increase in funding sources of \$160,767.00.

The recommended Health Insurance tax levy budget will fund employee and retiree health insurance premiums, and other fringe benefit costs for 3,252 of the 3,662 active and retired city employees that carry the Health Insurance benefit. The other 410 employees are funded by grants, projects and enterprise funds. This enrollment figure excludes active and retired employees of the Worcester Public Schools.



KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

HEALTH INSURANCE - DEPARTMENT #663

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 17,252,107.00	BC/ BS BLUE CHOICE	\$ 17,823,528.00
3,534,471.00	BC/ BS MEDEX	3,628,253.00
6,415,061.00	FALLON SELECT & DIRECT	7,444,939.00
843,832.00	FALLON SENIOR	927,859.00
773,333.00	TUFTS MEDICARE COMPLEMENT	739,961.00
-	TUFTS MEDICARE PREFERRED	7,059.00
(494,010.44)	BUDGET ADJUSTMENT	-
60,000.00	HEALTH INSURANCE CONSULTANT	60,000.00
20,000.00	ACTUARIAL EVALUATION	20,000.00
20,000.00	FEDERAL HEALTH LAW IMPACT STUDY	20,000.00
50,000.00	PBM ADMINISTRATIVE COSTS	50,000.00
<u>\$ 28,474,793.56</u>	TOTAL HEALTH INSURANCE	<u>\$ 30,721,599.00</u>
\$ 125,000.00	LIFE INSURANCE	\$ 114,777.00
1,246,333.00	MEDICARE INSURANCE	1,236,764.00
25,200.00	EMPLOYEE ASSISTANCE PROGRAM	25,200.00
<u>\$ 1,396,533.00</u>	TOTAL OTHER COSTS	<u>\$ 1,376,741.00</u>
<u>\$ 29,871,326.56</u>	TOTAL FRINGE BENEFITS	<u>\$ 32,098,340.00</u>
	FUNDING SOURCES:	
\$ (1,077,894.00)	CREDIT FROM INDIRECT	\$ (1,097,334.00)
(11,674.00)	CREDIT FROM CABLE SERVICES	(12,460.00)
(80,662.00)	CREDIT REGIONAL LIBRARY	(70,233.00)
(36,734.00)	CREDIT ELDER AFFAIRS	(33,567.00)
(363,315.00)	CREDIT FROM WORKFORCE DEVELOPMENT	(404,396.00)
(106,026.00)	CREDIT DPW- PROJECTS	(110,700.00)
(226,337.00)	CREDIT GRANTS	(228,936.00)
(770,663.00)	CREDIT FROM SEWER	(811,941.00)
(1,598,116.00)	CREDIT FROM WATER	(1,614,840.00)
(30,965.00)	CREDIT FROM GOLF	(33,902.00)
(221,323.00)	CREDIT FROM AIRPORT	(266,167.00)
<u>\$ (4,523,709.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (4,684,476.00)</u>
<u>\$ 25,347,617.56</u>	663-96000 TOTAL FRINGE BENEFITS	<u>\$ 27,413,864.00</u>
<u>\$ 25,347,617.56</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 27,413,864.00</u>



KATHLEEN G. JOHNSON, ACTING DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2011

HEALTH INSURANCE ENROLLMENT

FISCAL 2012	IND BC/BS FLEX BLUE	FAMILY BC/BS FLEX BLUE	IND FALLON DIRECT PLAN	FAMILY FALLON DIRECT PLAN	IND FALLON SELECT PLAN	FAMILY FALLON DIRECT PLAN	BC/BS MEDEX	TUFTS	TUFTS MEDICARE PREFERRED	FALLON SENIOR HEALTH PLAN	TOTAL
CITY OF WORCESTER	425	714	79	94	124	284	997	216	3	316	3252
CABLE SERVICES	0	0	0	0	2	0	0	0	0	0	2
REGIONAL LIBRARY	4	0	3	1	2	0	0	0	0	0	10
FINANCE (GRANTS)	1	0	1	0	0	0	0	0	0	0	2
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	0	0	0	0	0	0	0	0
NEIGHBORHOOD SERVICES	0	1	1	1	0	4	0	0	0	0	7
PLANNING & REGULATORY SERVICES	0	1	0	0	0	0	0	0	0	0	1
HEALTH (GRANTS)	1	0	0	0	0	2	0	0	0	0	3
INSPECTIONAL SERVICES (GRANTS)	0	1	0	0	1	1	0	0	0	0	3
CITY MANAGER (GRANTS)	0	1	0	0	0	0	0	0	0	0	1
DPW (PROJECTS)	3	4	2	0	0	0	0	0	0	0	9
ELDER AFFAIRS	0	0	1	0	0	2	0	0	0	0	3
WORKFORCE DEVELOPMENT	7	7	5	3	5	8	0	3	0	1	39
SEWER	19	14	9	6	3	12	15	4	0	15	97
WATER	29	36	7	10	7	25	44	12	0	26	196
GOLF	0	1	0	0	0	1	0	0	0	0	2
AIRPORT	9	1	1	6	0	4	4	3	0	7	35
SUB TOTAL	498	781	109	121	144	343	1060	238	3	365	3662
WORC PUBLIC SCHOOL	984	1105	202	243	357	621	1142	366	16	407	5443
COBRA	0	0	0	0	0	0	0	0	0	0	0
SUB TOTAL	984	1105	202	243	357	621	1142	366	16	407	5443
GRAND TOTAL	1482	1886	311	364	501	964	2202	604	19	772	9105

FISCAL 2011	IND BC/BS FLEX BLUE	FAMILY BC/BS FLEX BLUE	IND FALLON DIRECT PLAN	FAMILY FALLON DIRECT PLAN	IND FALLON SELECT PLAN	FAMILY FALLON DIRECT PLAN	BC/BS MEDEX	TUFTS	TUFTS MEDICARE PREFERRED	FALLON SENIOR HEALTH PLAN	TOTAL
CITY OF WORCESTER	437	746	72	94	118	261	1008	236	0	321	3293
CABLE SERVICES	0	0	0	0	2	0	0	0	0	0	2
REGIONAL LIBRARY	4	1	3	1	2	0	0	0	0	0	11
FINANCE (GRANTS)	1	0	1	0	0	0	0	0	0	0	2
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	0	1	0	0	0	0	0	1
NEIGHBORHOOD SERVICES	1	2	1	0	1	3	0	0	0	0	8
PLANNING & REGULATORY SERVICES	0	1	0	0	0	0	0	0	0	0	1
HEALTH (GRANTS)	2	0	0	1	0	2	0	0	0	0	5
HHS ADMINISTRATION (GRANTS)	0	0	0	0	1	1	0	0	0	0	2
CODE (GRANTS)	0	1	0	0	1	0	0	0	0	0	2
DPW (PROJECTS)	3	4	1	1	0	0	0	0	0	0	9
ELDER AFFAIRS	0	1	0	0	1	1	0	0	0	0	3
WORKFORCE DEVELOPMENT	7	6	2	3	4	10	0	3	0	1	36
SEWER	20	15	9	5	5	12	16	5	0	15	102
WATER	29	45	6	12	10	15	46	12	0	27	202
GOLF	0	1	0	0	0	1	0	0	0	0	2
AIRPORT	4	3	1	5	0	3	5	3	0	7	31
SUB TOTAL	508	826	96	122	146	309	1075	259	0	371	3712
WORC PUBLIC SCHOOL	1021	1129	195	223	336	631	1091	378	0	400	5404
COBRA	0	0	0	0	0	0	0	0	0	0	0
SUB TOTAL	1021	1129	195	223	336	631	1091	378	0	400	5404
GRAND TOTAL	1529	1955	291	345	482	940	2166	637	0	771	9116

Comments:

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

LAW DEPARTMENT

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

DEPARTMENTAL MISSION STATEMENT:

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

DEPARTMENTAL OVERVIEW:

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 796,827.14	\$ 765,885.09	91000	\$ 689,842.00
OVERTIME	0.00	0.00	97000	0.00
ORDINARY MAINTENANCE	116,240.04	122,842.00	92000	122,842.00
TOTAL	\$ 913,067.18	\$ 888,727.09		\$ 812,684.00
TOTAL POSITIONS	15	14		14

FISCAL 2012 BUDGET OVERVIEW

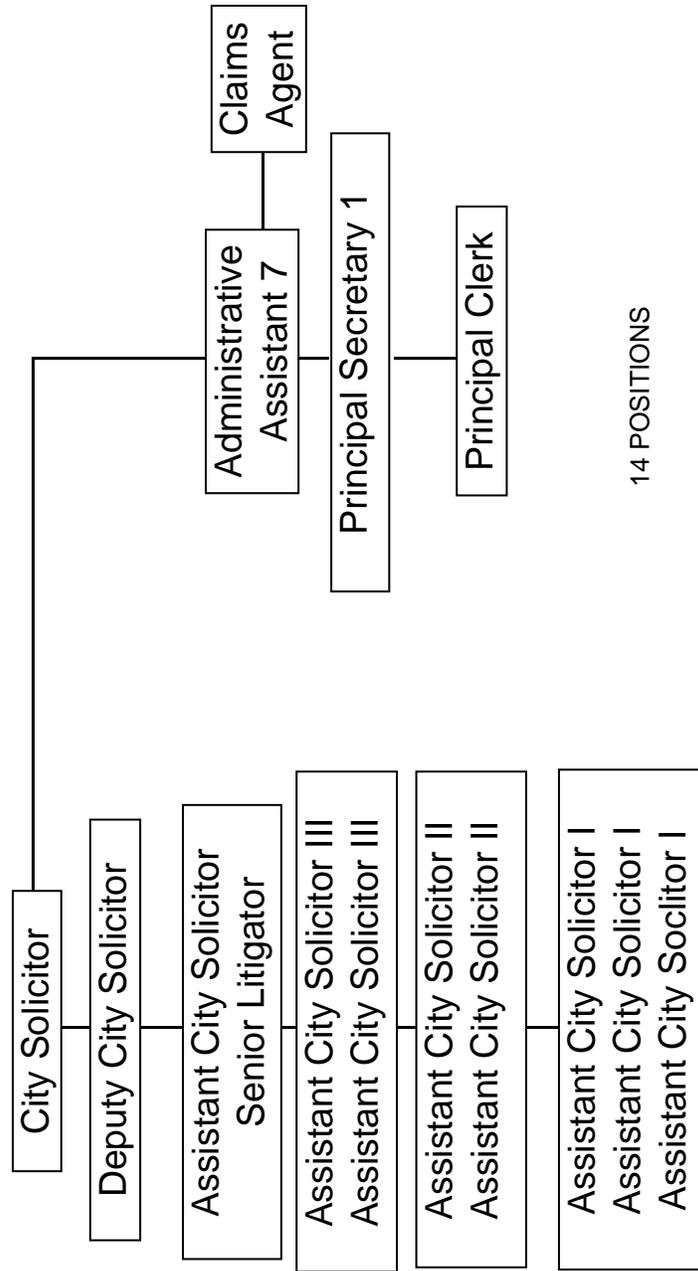
Expenditures:

The Law Department's gross recommended Fiscal 2012 budget is \$812,684.00, compared to the approved budget amount of \$888,727.09 for Fiscal 2011 which is a decrease of \$76,043.09.

The recommended Personal Services budget is \$689,842.00, compared to the approved budget amount of \$765,885.09 a decrease of \$76,043.09. This net decrease is due to adjustments to automatic step increases for staff positions and new staff positions filled at minimum, and increase in departmental credits. The vacancy factor is level funded in most city departments due to reduced employee turnover in the current economic environment.

The Law Department's recommended Ordinary Maintenance budget is level funded at \$122,842.00 for Fiscal 2012.

LAW DEPARTMENT ORGANIZATIONAL CHART



14 POSITIONS



DAVID M. MOORE, CITY SOLICITOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
LAW DEPARTMENT- DEPARTMENT #120**

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 126,869.80	57EM	CITY SOLICITOR	1	\$ 126,870.00
1	105,673.68	50EM	DEPUTY CITY SOLICITOR	1	105,674.00
1	94,857.84	50M	ASSISTANT CITY SOLICITOR SENIOR LITIGATOR	1	80,055.00
1	81,745.20	46M	ASSISTANT CITY SOLICITOR 3	2	113,464.00
3	191,107.04	44M	ASSISTANT CITY SOLICITOR 2	2	145,116.00
3	192,779.52	42M	ASSISTANT CITY SOLICITOR 1	3	164,745.00
1	53,225.44	38M	CLAIMS AGENT	1	55,152.00
1	48,136.74	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	48,878.00
1	45,172.21	31	PRINCIPAL CLERK & SECRETARY 2	1	44,287.00
1	31,896.62	27	PRINCIPAL CLERK	1	32,339.00
14	\$ 971,464.09		REGULAR SALARIES	14	\$ 916,580.00
	7,921.00		EM INCENTIVE PAY		7,921.00
	(6,375.00)		VACANCY FACTOR		(6,375.00)
14	\$ 973,010.09		TOTAL RECOMMENDED SALARIES	14	\$ 918,126.00
	(38,182.00)		DISTRICT IMPROVEMENT FINANCING (DIF)		(38,182.00)
	(1,365.00)		GOLF COURSE REVENUES		(1,533.00)
	(49,335.00)		SEWER REVENUES		(46,548.00)
	(56,334.00)		WATER REVENUES		(53,152.00)
	(61,909.00)		CABLE LICENSE REVENUES		(88,869.00)
	\$ (207,125.00)		TOTAL FUNDING SOURCES		\$ (228,284.00)
14	\$ 765,885.09	120-91000	TOTAL PERSONAL SERVICES	14	\$ 689,842.00
	\$ 58,921.00		REGULAR ORDINARY MAINTENANCE		\$ 88,192.00
	63,921.00		EXPERTS AND FEES		34,650.00
	\$ 122,842.00	120-92000	TOTAL ORDINARY MAINTENANCE		\$ 122,842.00
	\$ 888,727.09		TOTAL RECOMMENDED TAX LEVY		\$ 812,684.00

LAW DEPARTMENT - PROPERTY AND CASUALTY INSURANCE

David M. Moore

City Solicitor

City Hall - Room 301

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1161

DEPARTMENT OVERVIEW:

Building Insurance: The City continues to obtain only limited building and liability insurance policies. On January 1, 2003, the City began operating without calamity insurance on its buildings. This means the city assumes the risk of damage to buildings. Only the Centrum, Convention Centre, Airport, Library, and data processing computer equipment are insured with a \$500,000 deductible for damages caused by weather, fire, floods, earthquakes and vandalism. All buildings are still covered by boiler & machinery insurance.

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

BUDGET SUMMARY INFORMATION

PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122

TAX LEVY BUDGET				
EXPENDITURES	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
ORDINARY MAINTENANCE	\$ 88,212.79	\$ 119,948.00	92000	\$ 119,948.00
TOTAL	\$ 88,212.79	\$ 119,948.00		\$ 119,948.00

FISCAL 2012 BUDGET OVERVIEW

Expenditures: The Fiscal 2012 tax levy budget for property and casualty insurance is recommended to be level funded at \$119,948, compared to the Fiscal 2011 budget. In Fiscal 2010, the actual costs associated with property insurance were \$88,212.37.



DAVID M. MOORE, CITY SOLICITOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
<u>\$ 119,948.00</u>	REGULAR INSURANCE EXPENSES	<u>\$ 119,948.00</u>
<u>\$ 119,948.00</u>	TOTAL PROPERTY AND CASUALTY INSURANCE	<u>\$ 119,948.00</u>
<u>\$ 119,948.00</u>	122-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 119,948.00</u>
<u>\$ 119,948.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 119,948.00</u>

LAW DEPARTMENT - COURT JUDGMENTS

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 296,215.76	\$ 477,750.00	92000	\$ 378,100.00
TOTAL	\$ 296,215.76	\$ 477,750.00		\$ 378,100.00

FISCAL 2012 BUDGET OVERVIEW

Expenditures: The recommended Fiscal 2012 gross budget for Court Judgments is \$421,600. The tax levy amount being recommended is \$378,100. This amount reflects a decrease of \$99,650.00 from the Fiscal 2011 budget of \$477,750.00. Included in this budget are funding sources from the Sewer Department (\$31,000.00), and Water Department (\$12,500.00) enterprise accounts. In Fiscal 2010, actual costs associated with Court Judgments were \$296,215.76



DAVID M. MOORE, CITY SOLICITOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
COURT JUDGMENTS - DEPARTMENT #121

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 421,600.00	COURT CLAIMS AND JUDGMENTS	\$ 421,600.00
100,000.00	SUPPLEMENTAL JUDGMENTS	-
<u>\$ 521,600.00</u>	TOTAL CLAIMS AND JUDGMENTS	<u>\$ 421,600.00</u>
FUNDING SOURCES:		
\$ (350.00)	AIRPORT REVENUES	\$ -
(31,000.00)	SEWER DEPARTMENT REVENUES	(31,000.00)
(12,500.00)	WATER DEPARTMENT REVENUES	(12,500.00)
<u>\$ (43,850.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (43,500.00)</u>
<u>\$ 477,750.00</u>	121-92000 RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 378,100.00</u>
<u>\$ 477,750.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 378,100.00</u>

WORCESTER POLICE DEPARTMENT

Gary J. Gemme

Chief of Police

9-11 Lincoln Square

Worcester, Massachusetts 01608

(508) 799-8600

Departmental Mission Statement:

The mission of the Worcester Police Department is to:

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

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

Departmental Overview:

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

The Police Department is comprised of three hundred thirty (301) budgeted police officers, eighty-nine (81) budgeted officials and fifty-four (43) budgeted civilian personnel. These personnel are assigned to the various units in order to capably provide police services on a twenty-four hour a day basis.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Budget for Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$34,431,037.64	\$ 34,296,076.36	91000	\$ 32,175,147.00
OVERTIME	2,661,816.81	2,752,190.00	97000	2,257,297.00
ORDINARY MAINTENANCE	1,816,762.89	1,853,766.00	92000	1,833,845.00
TOTAL	\$ 38,909,617.34	\$ 38,902,032.36		\$ 36,266,289.00
TOTAL POSITIONS	535	534		534
ELIMINATED POSITIONS	-4	0		-11
UNFUNDED UNIFORMED POS.	-64	-61		-98
TOTAL FUNDED POSITIONS	467	473		425

FISCAL 2012 BUDGET OVERVIEW

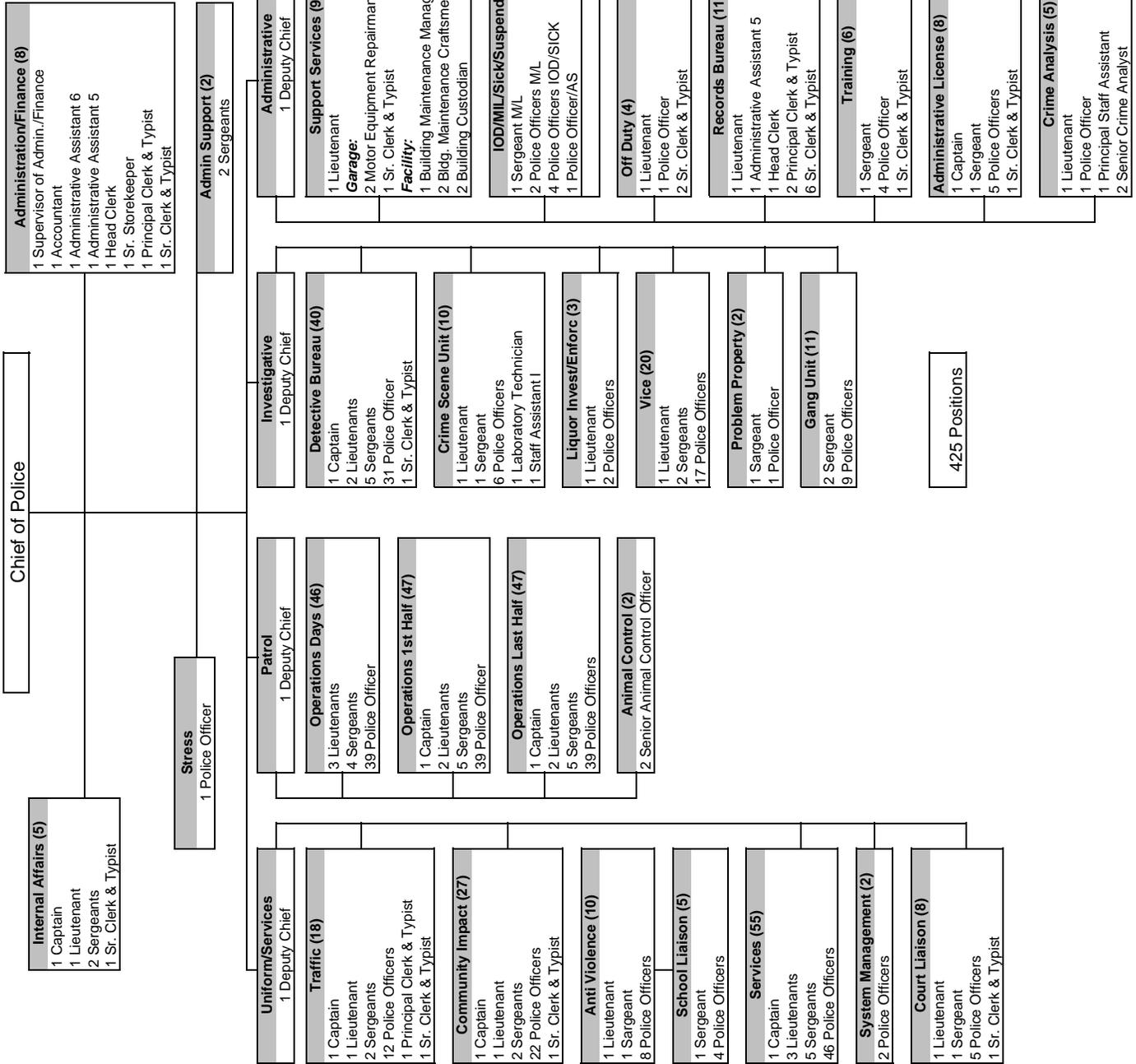
Expenditures:

The Fiscal 2012 tax levy budget for the Worcester Police Department is recommended to be \$36,266,289.00 which is a \$2,635,743.36 decrease from Fiscal 2011 tax levy budget of \$38,902,032.36.

The recommended tax levy personal services budget for Fiscal 2012 is \$32,175,147.00 which is a decrease of \$2,120,929.36 from the Fiscal 2011 tax levy budget of \$34,296,076.36. The decrease is a result of step, holiday pay and longevity decreases for non-civilian staff positions mostly as a result of the new officers starting at a lower pay grade for a savings of \$88,942.83 and the elimination of the following positions: Administrative Assistant 5 position, three Head Clerk positions, three part-time Detention Attendants positions and a Senior Clerk & Typist position and three filled full-time Detention Attendants for a savings of \$319,638.09. In addition, the demotion of 8 official positions and the elimination of 29 Police Officer positions results in the following savings: Regular Salaries, \$2,391,088.00; Holiday Pay, Stipends & Clothing Allowance, \$185,728.00. This decrease is offset by automatic step increases for positions that are not at the maximum step for a total of \$5,155.56 and the elimination of the Byrne ARRA grant of \$859,312.00 in Fiscal 2012.

The recommended tax levy overtime budget for Fiscal 2012 is recommended to be \$2,257,297.00 which is a decrease of \$494,893.00 from the Fiscal 2011 amount of \$2,752,190.00. This is a result of a decrease of SWAT Overtime in the amount of \$100,000 and the elimination of the Summer Impact Overtime in the amount of \$394,893.00.

The tax levy Ordinary Maintenance budget for Fiscal 2012 is to be \$1,833,845.00 which is a decrease of \$19,921.00 from the Fiscal 2011 budget of \$1,853,766.00. This decrease is the result of a lower budget for Natural Gas in the amount of \$13,805.00 and Telephone in the amount of \$20,266.00. This decrease is offset by an increase in the Electricity budget of \$14,150.00.





GARY J. GEMME, CHIEF OF POLICE

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
 WORCESTER POLICE DEPARTMENT-DEPARTMENT TOTAL**

FY11				FY12	
TOTAL	APPROVED	PAY		TOTAL	RECOMMENDED
POSITIONS	FY11 AMOUNT	GRADE	TITLE	POSITIONS	FY12 AMOUNT
1	\$ 179,046.00	55CM	CHIEF OF POLICE	1	\$ 179,046.00
4	545,991.12	50EM	DEPUTY POLICE CHIEF	4	545,994.00
8	837,665.96	98	POLICE CAPTAIN	8	733,703.00
24	2,273,725.73	97	POLICE LIEUTENANT	24	2,280,039.00
52	4,368,635.45	96	POLICE SERGEANT	44	3,796,224.00
330	22,845,005.57	95	POLICE OFFICERS	301	21,050,241.00
1	81,745.20	46M	SUPERVISOR OF ADMINISTRATION/FINAN	1	81,746.00
1	58,346.88	40M	PRINCIPAL STAFF ASSISTANT	1	60,410.00
1	63,308.16	39M	BUILDING MAINTENANCE MANAGER	1	63,309.00
2	90,474.32	38B	SENIOR CRIME ANALYST	2	93,351.00
1	51,731.76	38B	LABORATORY TECHNICIAN	1	53,699.00
2	110,538.72	33HC	SENIOR ANIMAL CONTROL OFFICER	2	110,540.00
1	40,089.60	33	ADMINISTRATIVE ASSISTANT 6	1	41,245.00
1	45,686.48	32	ACCOUNTANT	1	47,429.00
1	45,992.88	32	STAFF ASSISTANT I	1	46,667.00
3	124,256.88	31	ADMINISTRATIVE ASSISTANT 5	2	88,574.00
2	86,175.60	30	BUILDING MAINTENANCE CRAFTSMAN	2	87,525.00
5	205,459.20	30	HEAD CLERK	2	85,484.00
2	86,359.68	29	MOTOR EQUIPMENT REPAIRMAN	2	86,360.00
1	41,906.16	28	SENIOR STOREKEEPER	1	41,907.00
4	150,064.08	27	PRINCIPAL CLERK & TYPIST	4	151,274.00
2	75,251.52	25	BUILDING CUSTODIAN	2	75,252.00
3	105,423.12	23	DETENTION ATTENDANT	0	0.00
3	37,421.13	23	DETENTION ATTENDANT (PART-TIME)	0	0.00
18	581,944.16	22	SENIOR CLERK & TYPIST	17	552,921.00
473	33,132,245.36		REGULAR SALARIES	425	30,352,940.00
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	-	98	POLICE CAPTAIN	1	-
5	-	97	POLICE LIEUTENANT	5	-
4	-	96	POLICE SERGEANT	12	-
51	-	95	POLICE OFFICERS	80	-
61	-		REGULAR SALARIES	98	-
	1,645,212.00		HOLIDAY PAY - CONTRACTUAL		1,505,751.00
	104,750.00		STIPEND - DEFIBULATOR		95,500.00
	121,250.00		STIPEND - CIVIL PROCESS		110,550.00
	452,000.00		CLOTHING ALLOWANCE		412,100.00
	29,169.00		EM INCENTIVE PAY		29,169.00
	2,352,381.00		CONTRACTUAL STIPENDS AND EXTRAS		2,153,070.00
534	35,484,626.36		TOTAL SALARIES	523	32,506,010.00
	36,125.00		LONGEVITY		34,500.00
	(100,000.00)		VACANCY FACTOR		(100,000.00)
534	35,420,751.36		TOTAL RECOMMENDED PERSONAL SERV	523	32,440,510.00

GARY J. GEMME, CHIEF OF POLICE

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

WORCESTER POLICE DEPARTMENT-DEPARTMENT TOTAL

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
FUNDING SOURCES:					
	(145,363.00)		GBV TASK FORCE		(145,363.00)
	(859,312.00)		BYRNE ARRA GRANT (24 OFFICERS)		-
	(120,000.00)		PUBLIC SCHOOL INTERGOVT'L CHARGE		(120,000.00)
	<u>(1,124,675.00)</u>		TOTAL FUNDING SOURCES		<u>(265,363.00)</u>
<u>534</u>	<u>\$34,296,076.36</u>	250-91000	TOTAL RECOMMENDED PERSONAL SERV	<u>523</u>	<u>\$32,175,147.00</u>
	564,981.00		REGULAR OVERTIME		564,981.00
	180,000.00		PROBLEM BARS OVERTIME		180,000.00
	120,000.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		120,000.00
	30,000.00		VICE PROSTITUTION OVERTIME		30,000.00
	30,000.00		GANG PATROL OVERTIME		30,000.00
	627,000.00		INVESTIGATIVE OVERTIME		627,000.00
	144,616.00		SWAT TRAINING OVERTIME		44,616.00
	-		SPECIAL EVENTS OVERTIME		-
	394,893.00		SUMMER PATROLS OVERTIME		-
	650,000.00		COURT ATTENDANCE OVERTIME		650,000.00
	10,700.00		ANIMAL CONTROL OVERTIME		10,700.00
	<u>\$ 2,752,190.00</u>	250-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 2,257,297.00</u>
	\$ 606,820.00		POLICE ORDINARY MAINTENANCE		\$ 606,820.00
	50,000.00		ANIMAL CONTROL ORDINARY MAINTENANCE		50,000.00
	341,000.00		ELECTRICITY		355,150.00
	21,930.00		NATURAL GAS		8,125.00
	146,000.00		TELEPHONE		125,734.00
	688,016.00		AUTO FUEL NO LEAD GAS		688,016.00
	<u>\$ 1,853,766.00</u>	250-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,833,845.00</u>
	<u>\$38,902,032.36</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$36,266,289.00</u>



GARY J. GEMME, CHIEF OF POLICE
CITY OF WORCESTER
WORCESTER POLICE DEPARTMENT
HOLIDAY PAY STATISTICS FY09 - FY11

HOLIDAY	Actual FY09	Actual FY10	Actual FY11	Budget FY12	% of Budget
July 4th	\$ 154,307.08	\$ 148,175.84	152,900.52	\$ 136,223.22	8.35%
Labor Day	151,582.64	147,079.64	152,268.84	134,502.59	8.24%
Columbus Day	158,082.44	153,769.18	151,058.50	140,442.41	8.61%
Veterans Day	161,172.52	143,998.22	147,018.22	137,433.68	8.42%
* Thanksgiving	202,474.62	190,799.07	194,765.32	177,110.85	10.85%
* Christmas	199,599.97	186,584.25	171,266.93	173,918.11	10.66%
* New Year's	210,394.33	203,854.55	177,508.84	186,557.03	11.43%
MLK day	158,307.36	149,324.12	152,175.08	138,541.87	8.49%
President's Day	155,865.90	147,828.44	151,544.86	136,768.78	8.38%
Patriots Day * *	149,682.34	149,125.72	149,125.72	134,568.24	8.25%
Memorial Day * *	154,052.68	147,812.92	147,812.92	135,945.21	8.33%
TOTAL	\$ 1,855,521.88	\$ 1,768,351.95	\$ 1,747,445.75	\$ 1,632,012.00	100.00%

Budget Amount \$ 1,720,759.62 \$ 1,595,795.00 \$ 1,645,212.00 \$ 1,632,012.00

* Includes Super Holiday Amounts

* * Estimated

WORCESTER FIRE DEPARTMENT

Gerard A. Dio

Fire Chief

Fire Department Headquarters

141 Grove Street

Worcester, Massachusetts 01605

(508) 799-1816

Departmental Mission Statement:

The mission of the Worcester Fire Department is to:

- Protect the lives and property of the citizens and visitors of Worcester from the adverse effects of fire, medical emergencies, or any other hazardous condition both man-made and natural

Support Services Division:

The mission of the Support Services Division is to:

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

Fire Prevention Division:

The mission of the Fire Prevention Division is to:

- Help to prevent the occurrence of fire, in order to protect lives and to preserve property through education, enforcement, and engineering
 - Education: provides public safety awareness education in the identification and protection of common risks from fire and other potential hazards.
 - Enforcement: enforces all requirements of M.G.L. Ch. 148, CMR 527, and all adopted city fire codes and ordinances, and administers all permits and licenses along with the necessary inspections to issue the same.
 - Engineering: reviews and approves all fire protection documents in addition to witnessing a satisfactory functional test of all fire protection systems prior to the issuance of a Certificate of Occupancy.

Operations Division:

The mission of the Operations Division is to:

- Protect all of the City's citizens and visitors and their property, during emergencies, by extinguishing all fires, responding to emergency medical calls and the mitigation of all hazardous conditions
- Stabilize and mitigate critical incidents outside of ordinary emergencies such as ice and water rescue, technical rescue and hazardous materials incidents
- Provide the highest quality professional development training sessions to all personnel allowing for the safe and efficient discharge of duties by members of the Worcester Fire Department

Health & Safety Division:

The mission of the Health & Safety Division is to:

- Monitor all aspects of the operation of the Fire Department that impact the health and safety of its members
- Identify the predictable risks encountered and develop/implement plans to manage those risks
- Ensure the education of firefighters in the areas of fitness and wellness in order to increase the effectiveness of the force by adding to a better quality of life

Departmental Overview:

The Worcester Fire Department provides fire protection and life safety services to an area encompassing 39 square miles, and a population of 175,000. The diversity in scope of protection in this area ranges from densely populated multi-family dwellings; to office high rise buildings and a mixture of manufacturing and industrial complexes. Also, a major state highway passes directly through the city, producing potential hazards of undetermined proportions, due to the nature of the materials traveling along the highway.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Appropriation
	Fiscal 2010	Budget for	Number	Fiscal 2012
EXPENDITURES		Fiscal 2011		
SALARIES	\$ 31,492,638.52	\$ 30,605,879.45	91000	\$ 29,399,371.00
OVERTIME	654,587.72	532,378.00	97000	532,378.00
ORDINARY MAINTENANCE	986,572.58	1,099,541.00	92000	1,014,541.00
CAPITAL OUTLAY	24,102.44	25,000.00	93000	25,000.00
TOTAL	\$ 33,157,901.26	\$ 32,262,798.45		\$ 30,971,290.00
TOTAL POSITIONS	417	421		421
ELIMINATED POSITIONS	-3	0		0
UNFUNDED UNIFORMED POS.	-22	-6		-45
TOTAL FUNDED POSITIONS	392	415		376

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The tax levy budget for the Fire Department for Fiscal 2012 is \$30,971,290.00 which is a decrease of \$1,291,508.45 from the Fiscal 2011 tax levy budget of \$32,262,798.45.

The tax levy Personal Services budget for Fiscal 2012 is recommended to be \$29,399,371.00 which is a decrease of \$1,206,508.45 from the Fiscal 2011 tax levy budget of \$30,605,879.45. The decrease is mainly the result of the 8 Fire Official positions and 31 Firefighter positions not being funded in Fiscal 2012 for a net savings for non-civilian of salary, stipends & clothing allowance in the amount of \$2,583,164.75. This decrease is offset by a decrease in the vacancy factor of \$150,008.70, the increase cost for a Signal Maintainer position that was added to the table of organization mid-year through Fiscal 2011 for an additional cost of \$29,154.00, automatic step increases for civilian staff positions that are not at the maximum step for a total of \$356.00 and the elimination of stimulus funding and the Safer grant for a total of \$1,197,137.60.

The tax levy Overtime budget for Fiscal 2012 is recommended to level funded at \$532,378.

The tax levy Ordinary Maintenance budget for Fiscal 2012 is recommended to be \$1,014,541.00 which is a decrease of \$85,000.00 from the Fiscal 2011 amount of \$1,099,541.00. This decrease is a result of a one time expense associated with the recruits in Fiscal 2011 in the amount of \$90,000.00 and additional cost associated with the Fire Prevention divisions' move to Mead Street in the amount of \$15,000.00. This decrease is offset by an expected increase in Ordinary Maintenance costs in Fiscal 2012 in the amount of \$20,000.00.



Gerard A. Dio, Fire Chief

City of Worcester

Fire Department

Fiscal Year Activity Report

FY 2012 Divisional Activity Reporting

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

	Actual FY10	Projected FY11	Projected FY12
<u>Safety Division</u>			
Review/Update:			
Infection Control Plan	Yes	Yes	Yes
Toxic Gas in smoke program	Yes	Yes	Yes
SCBA Air Management Program	Yes	Yes	Yes
Accountability System	Yes	Yes	Yes
Critical Incident Stress Management	Yes	Yes	Yes
Rapid Intervention Crew	Yes	Yes	Yes
Unprotected Exposure Plan	Yes	Yes	Yes
Safety related SOG's	Yes	Yes	Yes
Develop baseline physical program	Yes	Yes	Yes
Develop cardiac evaluation program	Yes	Yes	Yes
Develop physical fitness program	Yes	Yes	Yes
Maintain fitness equipment	Yes	Yes	Yes
Review/Update Incident rehab	Yes	Yes	Yes
Safety committee Meetings	2	2	2
Incident Safety Officer responses	62	62	75
Turn out gear inspections	384	384	404
Injury investigations	80	80	90
Accident investigations	25	20	25
Post Incident Analysis	20	20	25
<u>SCBA Unit</u>			
Air Pak Flow Testing	273	283	282
SCBA-Repairs	180	180	200
Individual Facepiece Fit Test	460	460	460
Preventive Maintenance	20,000	20,000	23,000

Notes: Fit tests include Police, EMS and DPW

	Actual FY10	Projected FY11	Projected FY12
<u>Administration & Support Bureau</u>			
Apparatus specifications and purchasing	yes	yes	yes
Equipment specifications and purchasing	yes	yes	yes
Update and maintain systems database	yes	yes	yes
Provide user computer support & training	yes	yes	yes
Process grant applications	yes	yes	yes

Notes: Vehicle and building maintenance are under Maintenance Division category

Fire Prevention Division

Code Enforcement	8,600	9,000	9,000
Complaints	1,700	1,800	1,500
Permits issued	6,600	6,800	6,000
Licenses Issued	700	770	1,500
SARA Facilities	90	90	105
Plans Review	850	900	800
School Fire Exit Drills	400	400	400
Fire Investigations	200	200	200
Public Education	650	1,000	800
Vacant Bldg Floor Plans	12	15	10
Juvenile Firesetter Program	16	16	10
Provide Emergency Communications Support	yes	yes	yes

Notes: Includes the FIU, License and Public Education

Administration Division

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

Notes:

Maintenance Division

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

Notes: Includes building maintenance of 12 buildings

	Actual FY10	Projected FY11	Projected FY12
<u>Training Division</u>			
Development Training	4,620	4,110	2,016
Recruitment Programs	2	0	1
Candidate Investigations	62	50	50
Recruit Training	19	17	20
Proficiency Training	1,979	1,967	985
Specialized Training	32	75	40
Officer Training	160	160	80

Notes:

Operations Bureau

Maintain avg response time under 6 min 90%	yes	yes	yes
Emergency incidents	7,335	7,500	7,750+
First Responders	20,689	21,000	23,000+
Non-emergency Incidents	6,799	7,000+	7,000+
In-service Inspections	480	480	480
Company Level Trainings	2,016	2,016	2,184

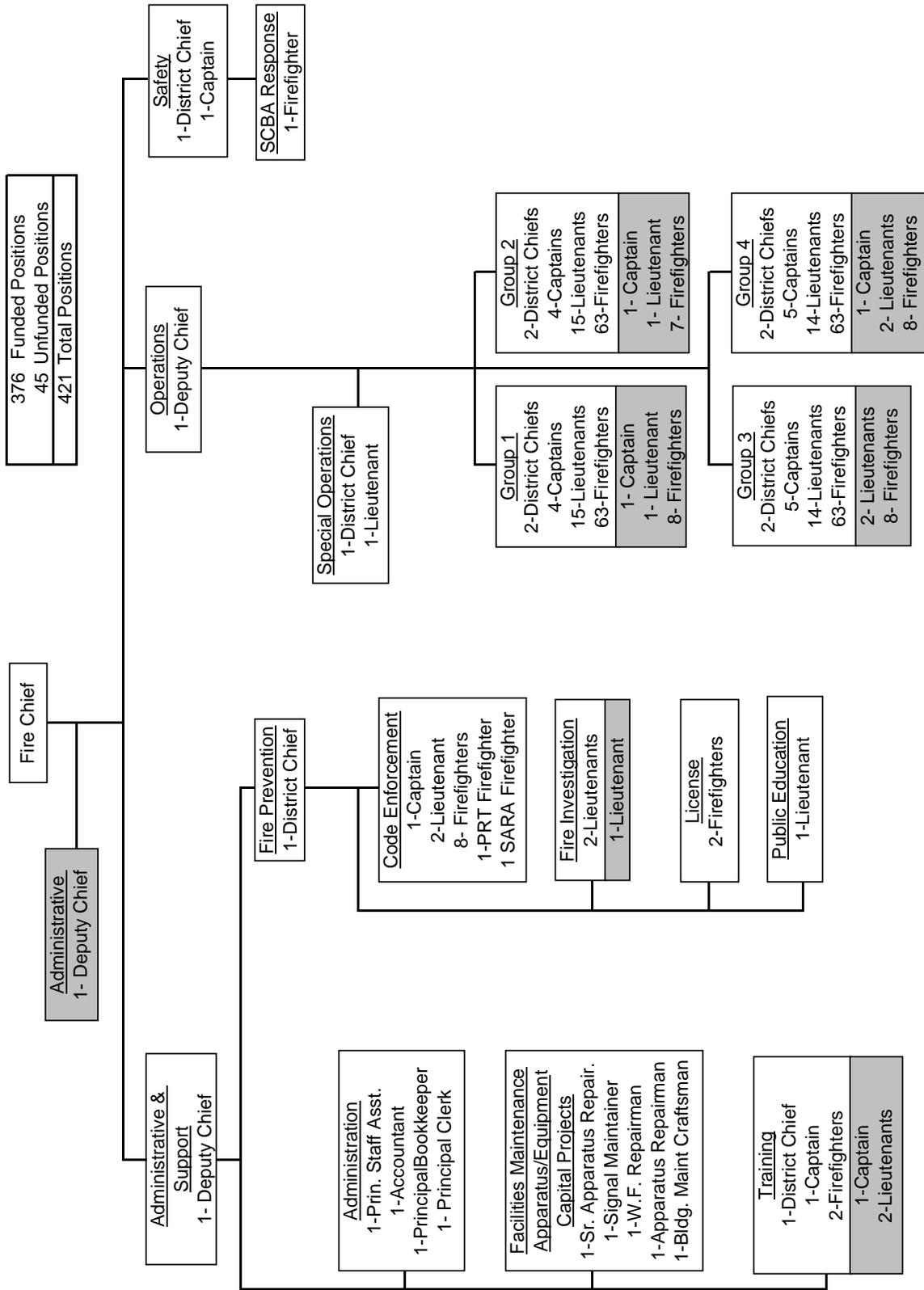
Notes:

Special Operations Division

SCUBA drills	6	12	6
Tech Rescue trainings	6	12	6
Special Events	5	5	3
Mutual Aid responses	3	6	1

Notes:

WORCESTER FIRE DEPARTMENT ORGANIZATION CHART





GERARD A. DIO, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 (TOTAL)

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 118,389.60	58CM	FIRE CHIEF	1	\$ 118,390.00
2	213,719.84	50EM	DEPUTY FIRE CHIEF	2	210,221.00
12	1,172,707.89	93	DISTRICT FIRE CHIEF	12	1,172,544.00
23	2,011,862.81	92	CAPTAIN	21	1,838,602.00
70	5,563,323.57	91	LIEUTENANT	64	5,095,915.00
281	19,257,582.44	90	FIREFIGHTER	267	18,326,174.00
1	69,300.72	43	SENIOR FIRE APPARATUS REPAIRMAN	1	69,301.00
1	65,646.72	40M	PRINCIPAL STAFF ASSISTANT	1	65,647.00
1	21,000.00	34	SIGNAL MAINTAINER FIRE	1	50,154.00
1	46,666.80	34	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	1	46,667.00
1	46,666.80	32	FIRE APPARATUS REPAIRMAN	1	46,667.00
1	45,395.28	32	ACCOUNTANT	1	45,749.00
1	44,724.96	30	BUILDING MAINTENANCE CRAFTSMAN	1	44,725.00
1	40,089.60	28	PRINCIPAL BOOKKEEPER	1	40,090.00
1	38,607.12	27	PRINCIPAL CLERK	1	38,608.00
398	\$ 28,755,684.15		REGULAR SALARIES	376	\$ 27,209,454.00
17	\$ 840,651.60	90	RECRUIT CLASS (SAFER GRANT FUNDED)	0	\$ -
415	\$ 29,596,335.75			376	\$ 27,209,454.00
AUTHORIZED UNFUNDED POSITIONS:					
1	-		DEPUTY CHIEF	1	-
2	-		CAPTAIN	4	-
3	-		LIEUTENANT	9	-
0	-		FIREFIGHTER	31	-
6	-		REGULAR SALARIES	45	-
	101,500.00		DEFIBRILLATOR STIPENDS (For Uniformed Personnel)		91,750.00
	101,500.00		CONFINED SPACES TRAINING STIPEND		91,750.00
	12,570.00		EDUCATIONAL STIPENDS (Fire Chief and 2 Deputies)		12,452.00
	12,222.00		LONGEVITY (Fire Chief and 2 Deputies)		11,262.00
	2,151.00		HAZARDOUS MAT (Fire Chief and 2 Deputies)		2,151.00
	12,822.00		EM INCENTIVE PAY		12,590.00
	107,070.00		OUT OF GRADE PAY		106,050.00
	1,660,255.00		HOLIDAY PAY		1,558,212.00
	2,010,090.00		CONTRACTUAL OBLIGATIONS		1,886,217.00
421	\$ 31,606,425.75		TOTAL	421	\$ 29,095,671.00
	(250,008.70)		VACANCY FACTOR		(100,000.00)
	446,600.00		CLOTHING ALLOWANCE		403,700.00
421	\$ 31,803,017.05		TOTAL SALARIES	421	\$ 29,399,371.00
FUNDING SOURCES:					
	(329,286.00)		STIMULUS		-
	(867,851.60)		SAFER GRANT (16 NEW RECRUITS- NOVEMBER 2010)		-
	(1,197,137.60)		TOTAL FUNDING SOURCES		-
421	\$ 30,605,879.45	260-91000	TOTAL RECOMMENDED PERSONAL SERVICES	421	\$ 29,399,371.00

GERARD A. DIO, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

WORCESTER FIRE DEPARTMENT - DEPARTMENT #260

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY12 AMOUNT
	88,703.00		MANPOWER OVERTIME	88,703.00
	300,900.00		CONTRACTUAL SQUAD OVERTIME	300,900.00
	50,000.00		TRAINING OVERTIME	50,000.00
	39,714.00		SPECIAL OPERATIONS OVERTIME	39,714.00
	<u>53,061.00</u>		OTHER OVERTIME	<u>53,061.00</u>
	<u>532,378.00</u>		TOTAL OVERTIME	<u>532,378.00</u>
	-		STIMULUS OVERTIME	-
	-		STIMULUS FUNDED	-
	-		TOTAL FUNDING SOURCES	-
	<u>\$ 532,378.00</u>	260-97000	TOTAL RECOMMENDED OVERTIME	<u>\$ 532,378.00</u>
\$	100,205.00		ADMINISTRATION ORDINARY MAINTENANCE	\$ 105,205.00
	285,170.00		MAINTENANCE ORDINARY MAINTENANCE	285,170.00
	7,030.00		PREVENTION ORDINARY MAINTENANCE	7,030.00
	30,740.00		TRAINING ORDINARY MAINTENANCE	30,740.00
	10,500.00		SUPPRESSION ORDINARY MAINTENANCE	10,500.00
	21,615.00		SPECIAL OPERATIONS ORDINARY MAINTENANCE	21,615.00
	7,400.00		HEALTH & SAFETY ORDINARY MAINTENANCE	7,400.00
	43,770.00		SCBA RESPONSE UNIT ORDINARY MAINTENANCE	43,770.00
	90,000.00		RECRUIT ORDINARY MAINTENANCE	-
	<u>70,000.00</u>		SAFETY EQUIPMENT	<u>70,000.00</u>
\$	<u>666,430.00</u>		SUBTOTAL REGULAR ORDINARY MAINTENANCE	<u>\$ 581,430.00</u>
			ENERGY COSTS	
\$	141,005.00		ELECTRICITY	\$ 141,005.00
	117,300.00		NATURAL GAS	117,300.00
	5,406.00		HEATING OIL	5,406.00
	51,000.00		AUTO GASOLINE UNLEADED	51,000.00
	<u>122,400.00</u>		DIESEL FUEL	<u>122,400.00</u>
\$	<u>437,111.00</u>		SUBTOTAL ENERGY COSTS	<u>\$ 437,111.00</u>
\$	<u>1,103,541.00</u>		TOTAL ORDINARY MAINTENANCE	<u>\$ 1,018,541.00</u>
			FUNDING SOURCES:	
\$	<u>(4,000.00)</u>		FROM RESERVE FUNDS	<u>\$ (4,000.00)</u>
\$	<u>(4,000.00)</u>		TOTAL FUNDING SOURCES	<u>\$ (4,000.00)</u>
\$	<u>1,099,541.00</u>	260-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,014,541.00</u>
\$	<u>25,000.00</u>	260-93000	SAFETY EQUIPMENT (CONTRACTUAL)	<u>\$ 25,000.00</u>
\$	<u>32,262,798.45</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 30,971,290.00</u>



GERARD A. DIO, FIRE CHIEF

**CITY OF WORCESTER
 WORCESTER FIRE DEPARTMENT
 HOLIDAY PAY STATISTICS FY09 - FY11
 OUT OF GRADE PAY STATISTICS FY09 - FY11**

HOLIDAY	Actual FY09	Actual FY10	Actual FY11	Budget FY12	% of Budget
July 4th	\$ 133,853.66	\$ 127,720.38	\$ 130,923.19	\$ 131,583.78	8.44%
Labor Day	133,105.07	128,895.09	127,887.21	131,798.14	8.46%
Columbus Day	129,963.13	132,440.01	128,421.67	132,000.85	8.47%
Veterans Day	130,010.24	130,300.23	133,970.88	130,948.14	8.40%
* Thanksgiving	153,314.94	163,960.96	161,502.94	159,604.38	10.24%
* Christmas	156,403.85	179,554.75	162,535.82	169,002.63	10.85%
* New Year's	179,614.23	167,657.18	183,586.55	174,693.50	11.21%
MLK day	133,743.04	132,895.20	132,930.32	134,131.30	8.61%
President's Day	131,352.27	131,815.10	132,469.70	132,385.30	8.50%
Patriots Day **	128,037.26	132,208.83	132,208.83	130,915.76	8.40%
Memorial Day **	128,933.77	131,774.42	131,774.42	131,148.22	8.42%
TOTAL	\$ 1,538,331.46	\$ 1,559,222.15	\$ 1,558,211.53	\$ 1,558,212.00	100.00%

Budget Amount \$ 1,630,641.75 \$ 1,643,817.00 \$ 1,660,255.00 \$ 1,558,212.00

* Includes Super Holiday Amounts

** Estimated

Out of Grade Pay	Actual FY09	Actual FY10	Actual FY11***	Budget FY12
Out of Grade Pay (OOG)	\$ 95,069.97	\$ 105,000.00	\$ 104,317.00	\$ 106,050.00

***2011 OOG Includes a projection to the fiscal year end

DEPARTMENT OF EMERGENCY COMMUNICATIONS

David W. Clemons, Director

9-11 Lincoln Street

Worcester, Massachusetts 01608

(508) 799-1717

Emergency Communications Division Mission Statement:

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

Emergency Management Division:

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

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

Department Overview:

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

In Fiscal 2011, the department pursued regionalization of emergency communications services. As the largest community in Central Massachusetts, the department will be able to provide dispatch services, using a subscriber model, to smaller local communities. In conjunction with the Commonwealth, through a Public Safety Answering Point Development Grant, the department was able to establish a location within the city for a regional dispatch center. This 12,000 sq/ft location is currently being renovated to become the leading regional dispatch center in Central Massachusetts. The Director of Communications is currently working with local communities to execute Inter-Municipal Agreements which will allow the department to provide dispatch services to these communities in Fiscal 2012.

DEPARTMENT OF EMERGENCY COMMUNICATIONS

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

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

DEPARTMENT OF EMERGENCY COMMUNICATIONS

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2010	Budget for	Number	Appropriation
EXPENDITURES		Fiscal 2011		Fiscal 2012
SALARIES	\$ 1,488,870.59	\$ 1,546,841.44	91000	\$ 1,608,389.00
OVERTIME	152,488.33	143,820.00	97000	143,820.00
CAPITAL OUTLAY	6,919.74			
ORDINARY MAINTENANCE	257,995.76	308,180.00	92000	313,076.00
TOTAL	\$ 1,906,274.42	\$ 1,998,841.44		\$ 2,065,285.00
TOTAL POSITIONS	63	64		80

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total recommended tax levy Emergency Communications budget for Fiscal 2012 is \$2,062,448.00, which is an increase of \$63,606.566 from the Fiscal 2011 budget amount of \$1,998,841.44.

The total Personal Services tax levy budget for Fiscal 2012 is recommended to be \$1,608,389.00 which is an increase of \$61,547.56 from the Fiscal 2011 recommended tax levy Personal Services budget of \$1,546,841.44. This increase is mainly due to step increments for employees who are not at their maximum step and the addition of a new position of Training Coordinator which is recommended to be added to the table of organization. This position will oversee training and quality assurance reviews of incidents and calls. Additionally, the table of organization is being increased by 15 dispatcher positions to provide for the staffing of the Regional Communications Center. These positions will only be filled as communities join the regional communications center and will be fully funded through a combination of state 9-1-1 regionalization grants and fees paid by the participating communities.

The Overtime budget of \$143,820 in Fiscal 2011 is recommended to be level funded in Fiscal 2012.

The tax levy Ordinary Maintenance budget for Fiscal 2012 is recommended to be \$313,076.00 which is an increase of \$4,896.00 from the Fiscal 2011 budget amount of \$308,180.00. This increase is due to increases in auto and diesel fuel line items as well as an increase for the Tower Lease Site in Fiscal 2012.



David W. Clemons, Director
City of Worcester
Emergency Communications Department
Fiscal Year Activity Report

Divisional Activity Reporting

The mission of the Emergency Communications Department is to enhance the quality of life of every person (citizen, private business, college, etc.) in Worcester by receiving and processing 911 emergency calls and non-emergency calls by dispatching the appropriate emergency responder units in a prompt, efficient, courteous and professional manner, to help save lives, protect property and assist the public. We strive towards making Worcester a safer community in which to live, work and visit.

	Actual FY10	Projected FY11	Projected FY12
<u>Emergency Communications Division</u>			
Incidents Processed	157,203	164,000	165,000
9-1-1 Calls Received	112,244	110,000	125,000
Non-Emergency Calls received (est.)	325,000	325,000	350,000
Radio & 9-1-1 Audio Recordings Released	991	1200	1600

Notes:

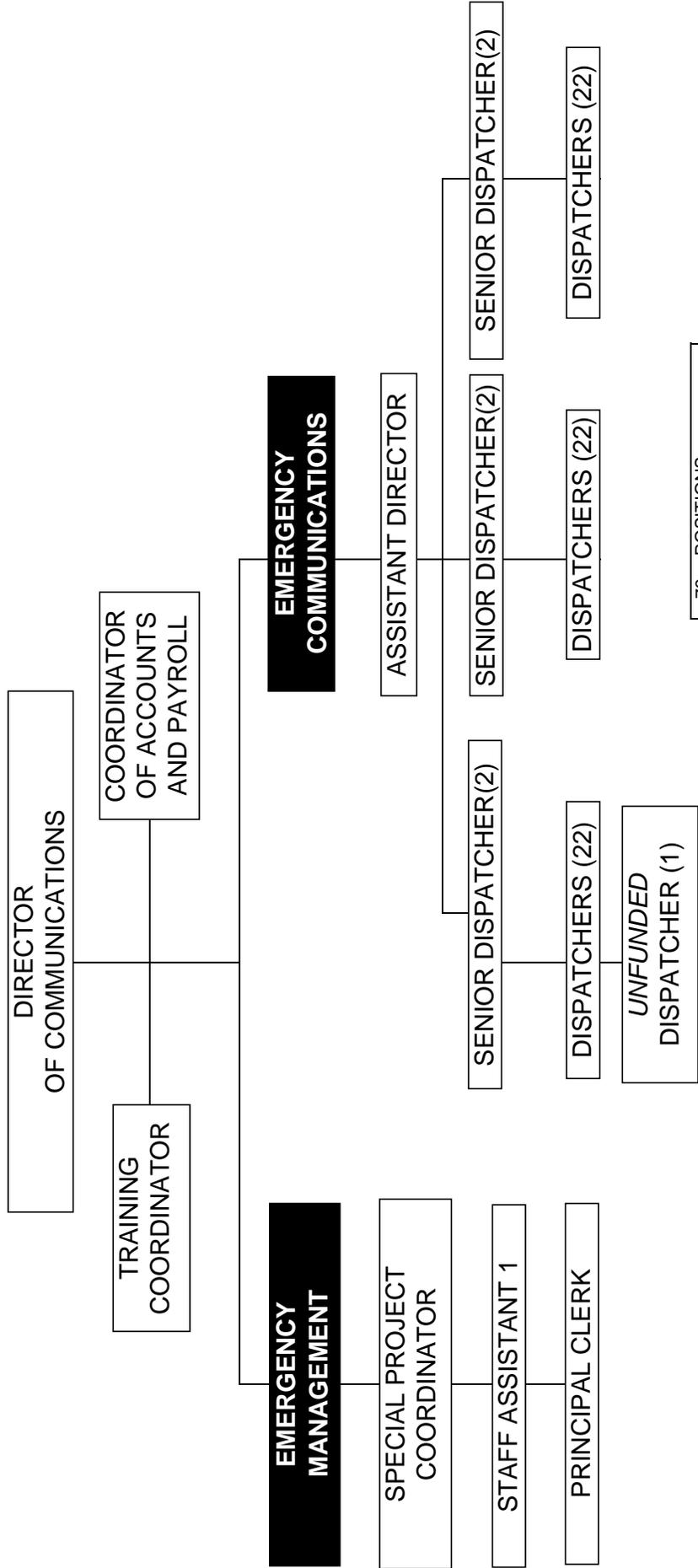
Emergency Management Division

Assisted displaced residents due to fire & other	223	450	300
Individual N95 Facemask Train-the-Trainer	80	-	-
Hosted Regional IED training for first responders	100	-	-
Helped facilitate H1N1 Clinics across the City	70+	-	-

Notes

Displaced resident assistance includes collapsed structures

EMERGENCY COMMUNICATIONS DEPARTMENT ORGANIZATION CHART



79	POSITIONS
1	VACANT POSITIONS
80	TOTAL POSITIONS



DAVID W. CLEMONS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
COMMUNICATIONS:					
1	\$ 91,141.20	48EM	DIRECTOR OF COMMUNICATIONS	1	\$ 91,142.00
1	56,725.92	38M	ASSISTANT DIRECTOR	1	58,679.00
0	-	38M	TRAINING COORDINATOR	1	58,966.00
1	53,014.32	38M	COORDINATOR OF ACCOUNTS AND PAYROLL	1	57,045.00
6	258,316.80	30	SENIOR DISPATCHER	6	261,028.00
52	1,950,398.40	27	DISPATCHER	51	1,893,052.00
61	\$ 2,409,596.64		SALARIES	61	\$ 2,419,912.00
REGIONAL COMMUNICATIONS:					
0	-	27	DISPATCHER	15	452,265.00
0	-		SALARIES	15	452,265.00
EMERGENCY MANAGEMENT:					
1	74,156.40	45M	SPECIAL PROJECT COORDINATOR	1	76,983.00
1	40,883.04	32	STAFF ASSISTANT 1	1	40,607.00
1	31,257.36	27	PRINCIPAL CLERK	1	31,258.00
3	146,296.80			3	148,848.00
AUTHORIZED POSITIONS WITHOUT FUNDING:					
0	\$ -	27	DISPATCHER	1	\$ -
0	0		REGULAR SALARIES	1	\$ -
64	\$ 2,555,893.44		TOTAL REGULAR SALARIES	80	\$ 3,021,025.00
	81,076.00		HOLIDAY PAY		102,905.00
	1,085.00		EM INCENTIVE PAY		1,085.00
	10,000.00		EMERGENCY MANAGEMENT STIPEND		10,000.00
	(75,000.00)		VACANCY FACTOR		(75,000.00)
64	\$ 2,573,054.44		TOTAL SALARIES	80	\$ 3,060,015.00
FUNDING SOURCES:					
	(200,545.00)		EMS FUNDING		(149,313.00)
	(659,180.00)		9-1-1 SUPPORT GRANT FUNDING		(659,180.00)
	-		REGIONAL FUNDING		(474,094.00)
	(105,414.00)		METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT		(108,241.00)
	(40,883.00)		EMERGENCY MANAGEMENT GRANT		(40,607.00)
	(20,191.00)		WRTA FUNDING		(20,191.00)
	(1,026,213.00)		TOTAL FUNDING SOURCES		(1,451,626.00)
64	\$ 1,546,841.44	270-91000	TOTAL RECOMMENDED PERSONAL SERVICES	80	\$ 1,608,389.00
	143,820.00		OVERTIME		191,350.00
	143,820.00		TOTAL OVERTIME		191,350.00
FUNDING SOURCES:					
	-		EMS FUNDING		(12,815.00)
	-		REGIONAL FUNDING		(34,715.00)
	-		TOTAL FUNDING SOURCES		(47,530.00)
	\$ 143,820.00	270-97000	TOTAL RECOMMENDED OVERTIME		\$ 143,820.00

DAVID W. CLEMONS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
	\$ 92,710.00		REGULAR ORDINARY MAINTENANCE		\$ 163,569.00
	15,270.00		EMERGENCY MANAGEMENT ORDINARY MAINTENANCE		15,270.00
	18,730.00		ELECTRICITY		43,730.00
	8,950.00		TELEPHONE		8,950.00
	40,520.00		TOWER SITE LEASE		43,357.00
	60,000.00		SYSTEM MAINTENANCE-SOFTWARE		60,000.00
	72,000.00		SYSTEM MAINTENANCE-BACKBONE		72,000.00
	<u>\$ 308,180.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 406,876.00</u>
			FUNDING SOURCES:		
	-		REGIONAL FUNDING		(93,800.00)
	-		TOTAL FUNDING SOURCES		(93,800.00)
	<u>\$ 308,180.00</u>	270-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 313,076.00</u>
			FRINGE BENEFITS:		
	\$ 77.00		HEALTH INSURANCE		\$ 48,100.00
	11,016.00		RETIREMENT		26,914.00
	<u>\$ 11,093.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 75,014.00</u>
			FUNDING SOURCES:		
	(11,093.00)		METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT		(27,405.00)
	-		EMS FUNDING		(47,609.00)
	<u>(11,093.00)</u>		TOTAL FUNDING SOURCES		<u>(75,014.00)</u>
	<u>\$ -</u>	330-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 1,998,841.44</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,065,285.00</u>

INSPECTIONAL SERVICES

John R. Kelly
Acting Commissioner
25 Meade Street
Worcester, Massachusetts 01610
(508) 799-8531

Inspectional Services Department Mission Statement:

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

Inspectional Services Departmental Overview:

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

The Department of Inspectional Services works to provide exemplary customer service, streamline permitting, and enhance technology throughout all operations. The Department is responsible for the provision and oversight of safe building construction from permitting to occupancy, environmental and sanitary code inspectional services in accordance with Massachusetts' State Building, Environmental, and Sanitary Codes.

Building & Zoning Divisional Overview:

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

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

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

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

Housing & Health Inspections Divisional Overview:

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

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

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

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

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2010	Budget for	Number	Appropriation
EXPENDITURES		Fiscal 2011		Fiscal 2012
SALARIES	\$ 2,658,583.61	\$ 2,510,148.56	91000	\$ 2,142,692.00
OVERTIME	75,733.00	75,733.00	97000	75,733.00
ORDINARY MAINTENANCE	167,089.00	246,266.00	92000	272,707.00
TOTAL	\$ 2,901,405.61	\$ 2,832,147.56		\$ 2,491,132.00
TOTAL POSITIONS	59	57		54

FISCAL 2012 BUDGET OVERVIEW**Expenditures:**

The total recommended Fiscal 2012 tax levy budget for Inspectional Services is \$2,491,132.00, which represents a decrease of \$341,015.56 from the Fiscal 2011 budget amount of \$2,832,147.56.

The recommended tax levy budget for personal services for Fiscal 2012 is \$2,142,692.00, which is a decrease of \$367,456.56 from the Fiscal 2011 budget amount of \$2,510,148.56. This decrease in personal services is attributed to a reduction in personnel due to a reorganization of the Department in order to improve customer service and better align department operations with new technology for centralized permit management. Due to this reorganization the following positions have been eliminated from the Departments' Table of Organization: Special Project Coordinator, Administrative Assistant 8, Project Director Health, two Senior Sanitary Inspectors, two Sanitary Inspectors and two Senior Clerk & Typists. Positions that were vacated due to the Early Retirement Incentive Program and are unfunded in Fiscal 2012 include the following positions: Coordinator of Permitting & Zoning and Public Health Coordinator of Water Quality Control. The following positions, which are currently vacant, will be unfunded in Fiscal 2012: Building Commissioner and two Principal Sanitary Inspectors. To mitigate this reduction in staff and appropriately align positions with job functions the following positions have been added to the Table of Organization: Assistant Commissioner, Principal Staff Assistant, Land Use & Zoning Coordinator, Chief Sanitarian, Building Inspector and Principal Sanitary Inspector. Other contributing factors to this reduction include an increase in CDBG funding and a reduction in Contractual Stipends. This decrease is offset by a reduction in the Department's vacancy factor and reductions in the Lead Grant and Water and Sewer revenues.

The total recommended Fiscal 2012 overtime budget is level funded with the Fiscal 2011 budget amount of \$75,733.00.

The division's total tax levy ordinary maintenance budget is recommended to be \$272,707.00, which is an increase of \$26,441.00 from the Fiscal 2011 amount of \$246,266.00. This increase is attributed to increases in utility expenses, auto fuel expenses and constable services and is consistent with actual expenditures from Fiscal 2010 and 2011.



JOHN R. KELLY, ACTING COMMISSIONER

**City of Worcester
Department of Inspectional Services
Fiscal Year Activity Report**

Divisional Activity Reporting

The mission of the Department of Inspectional Services is to:

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

	Act. FY 10	To date FY 11	Proj FY 12
Building / Zoning Unit - Permits Issued			
Building Permits Issued	2,498	1,590	2,200
Gas Permits Issued	1,550	1,086	1,500
Plumbing Permits Issued	2,446	1,444	2,100
Electrical Permits Issued	3,357	2,007	3,000
Food Inspections Completed			
Inspections	1,745	1,241	2,000
Re-Inspections	1,167	705	1,000
Mobile Inspections	30	2	25
FOG Inspections	1,076	763	50
Tanning Inspections	35	9	25
Summer Camp	52	1	60
Catering Inspections	94	37	75
Temporary Permits	254	208	300
FOG Orders Issued	5	0	0
Complaints	241	141	250
Fires	12	4	0
Closures	21	8	20
Lic. Comm Hearings	25	15	25
Food Investigations	8	3	0
Body Art Establishments	9	7	8
Body Art Practitioner	46	23	35
Total permits issued	1,224	1,131	1,150
Water Inspections Completed			
Distribution Bacteria	1,799	1,034	0
Distribution Chemical	911	614	0
Construction Samples	303	259	0
Complaints	196	114	250
Storm Water	848	441	0
Reserv. & Trib	302	183	0
21E Property search	51	13	30
THM/HAA	18	13	0

	Act. FY 10	To date FY 11	Proj FY 12
Swimming Pools	279	124	200
Bathing Beaches	26	29	40
Air Quality	84	52	100
Reserv/Water shed	392	282	0
Sanitary Sewer	154	77	175
Mold	78	77	100
Title 5	56	25	65
DNA Lab Inspections	12	9	10
Geese/Park Program	30	6	100
Housing Inspections Completed			
Total Violations cited	7,958	5,283	8,000
Housing Violations	6,039	4,140	5,500
Trash/Nuisances	1,919	1,143	2,500
Re-Inspections	20,082	12,518	20,000
Total Orders Issued	4,912	3,220	7,000
Housing Orders	2,982	2,150	3,000
Trash/Nuisances	1,930	1,070	4,000
Graffiti	149	82	300
NRSA Inspections	2,654	2,791	3,000
NRSA Court Cases	378	248	300
NRSA Units Inspect.	4,542	2,924	2,000
NRSA Re-inspections	8,599	5,072	3,500
NRSA in Compliance	928	1,611	2,500
Lodging Houses	1,142	875	1,500
Lead Inspections Completed			
Parent Request Insp.	46	53	100
Medical Referral	9	24	5
Poisoned Children	3	0	0
Inspections	46	53	75
Orders	37	36	35
Re-inspections	201	207	300
Abatements	27	42	35
Cert. of Fitness	162	103	200
WLAP	26	68	75
Court	85	108	85
Events	15	10	15
Social Worker Visits	93	69	55
Weights & Measures Inspections Completed			
Scales	742	491	675
Weights & Measures	365	303	350
Pill Counters	17	16	10
Gasoline Dispensers	691	476	550
Oil Trucks	91	94	90
Wire, rope & carpet	7	5	10
Scanners	29	9	20
Bulk Fuel Racks	2	5	5
Yard Stick	1	0	1
Taxi	92	27	60
Reverse Vending	51	28	25
Complaint and Reinspections	61	50	50



JOHN R. KELLY, ACTING COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
INSPECTIONAL SERVICES ADMINISTRATION DIVISION:					
1	\$ 101,435.04	58CM	COMMISSIONER OF INSPECTIONAL SERVICES	1	\$ 101,436.00
0	-	51EM	ASSISTANT COMMISSIONER	1	79,992.00
1	79,030.80	47EM	DIRECTOR OF ADMINISTRATION	1	79,031.00
1	75,754.80	45M	SPECIAL PROJECT COORDINATOR	0	-
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	57,045.00
1	61,094.88	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	0	-
1	39,863.04	30	SENIOR BUILDING CUSTODIAN FOR HHS	1	41,358.00
5	357,178.56		REGULAR SALARIES	5	358,862.00
BUILDING & ZONING DIVISION:					
1	79,886.88	51EM	BUILDING COMMISSIONER	0	-
1	78,842.88	45M	COORDINATOR OF PERMITTING & ZONING	0	-
0	-	45M	LAND USE & ZONING COORDINATOR	1	68,153.00
1	73,184.40	43M	CHIEF WIRE INSPECTOR	1	50,669.00
1	73,184.40	43M	CHIEF PLUMBING & GASFITTING INSPECTOR	1	57,045.00
1	73,184.40	43M	CHIEF BUILDING INSPECTOR	1	73,185.00
1	67,312.48	39HC	SENIOR BUILDING INSPECTOR	1	68,445.00
1	34,222.32	39HC	SENIOR WIRING INSPECTOR	1	53,203.00
1	68,444.64	39HC	SENIOR PLUMBING & GASFITTING INSPECTOR	1	68,445.00
2	113,358.48	35HC	BUILDING INSPECTOR	3	163,949.00
1	53,392.32	35HC	PLUMBING AND GASFITTING INSPECTOR	1	55,448.00
1	59,424.48	35HC	WIRING INSPECTOR	1	59,425.00
1	47,502.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	47,502.00
1	35,677.28	27	PRINCIPAL CLERK	1	36,679.00
3	96,361.76	22	SENIOR CLERK AND TYPIST	2	65,272.00
17	953,978.72		REGULAR SALARIES	16	867,420.00
HOUSING INSPECTIONS DIVISION:					
1	81,974.88	51EM	DIRECTOR OF HOUSING & HEALTH INSPECTIONS	1	81,975.00
1	70,449.12	45M	CHIEF SANITARIAN	2	143,635.00
1	68,152.32	43M	PROJECT DIRECTOR, HEALTH	0	-
1	42,198.48	36HC	PRINCIPAL SANITARY INSPECTOR	0	-
1	52,973.20	36	SOCIAL WORKER	1	53,913.00
1	50,863.68	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	50,864.00
3	165,808.08	33HC	SENIOR SANITARY INSPECTOR	1	55,270.00
8	378,818.00	31HC	SANITARY INSPECTOR	9	451,885.00
1	38,607.12	27	PRINCIPAL CLERK	1	38,608.00
3	96,361.76	22	SENIOR CLERK AND TYPIST	2	65,272.00
2	57,002.40	18	CLERK AND TYPIST	2	57,004.00
23	1,103,209.04		REGULAR SALARIES	20	998,426.00
HEALTH INSPECTIONS DIVISION:					
2	140,801.44	45M	CHIEF SANITARIAN	2	146,255.00
1	60,042.24	43M	SEALER OF WEIGHTS AND MEASURES	1	62,215.00
1	61,491.60	39	P. H. COORDINATOR WATER QUALITY CONTROL	0	-
0	-	36HC	PRINCIPAL SANITARY INSPECTOR	0	-
2	110,538.72	33HC	SENIOR SANITARY INSPECTOR	2	110,540.00
6	290,278.48	31HC	SANITARY INSPECTOR	3	154,284.00
12	663,152.48		REGULAR SALARIES	8	473,294.00



JOHN R. KELLY, ACTING COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
AUTHORIZED POSITIONS WITHOUT FUNDING:					
0	\$ -	51EM	BUILDING COMMISSIONER	1	\$ -
0	-	45M	COORDINATOR OF PERMITTING & ZONING	1	-
0	-	39	P. H. COORDINATOR WATER QUALITY CONTROL	1	-
0	-	36HC	PRINCIPAL SANITARY INSPECTOR	2	-
0	-		REGULAR SALARIES	5	-
<u>57</u>	<u>\$ 3,077,267.44</u>		TOTAL REGULAR SALARIES	<u>54</u>	<u>\$ 2,698,002.00</u>
	(114,519.88)		VACANCY FACTOR		(34,633.00)
	13,959.00		EM INCENTIVE PAY		13,959.00
	5,429.00		CONTRACTUAL STIPENDS		4,385.00
	<u>\$ 2,982,135.56</u>		TOTAL SALARIES		<u>\$ 2,681,713.00</u>
	(123,226.00)		FUNDING SOURCES: CDBG GRANT		(352,148.00)
	(203,350.00)		LEAD GRANT		(55,703.00)
	(52,973.00)		CHILDHOOD LEAD POISONING GRANT		(53,913.00)
	(25,329.00)		SEWER REVENUES		(17,833.00)
	(67,109.00)		WATER REVENUES		(59,424.00)
	(471,987.00)		TOTAL FUNDING SOURCES		(539,021.00)
	<u>\$ 2,510,148.56</u>	280-91000	TOTAL RECOMMENDED PERSONNEL SERVICES		<u>\$ 2,142,692.00</u>
	\$ 70,733.00		REGULAR OVERTIME		\$ 70,733.00
	5,000.00		SEWER INSPECTIONS		5,000.00
	<u>\$ 75,733.00</u>	280-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 75,733.00</u>
	\$ 72,930.00		ELECTRICITY		\$ 74,389.00
	13,770.00		NATURAL GAS		14,046.00
	45,000.00		TELEPHONE		45,000.00
	105,100.00		BUILDING & OPERATIONAL		155,712.00
	50,000.00		CONSTABLES		50,000.00
	<u>\$ 286,800.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 339,147.00</u>
	\$ -		FUNDING SOURCES: FEDERAL BLOCK GRANT		\$ (25,906.00)
	(11,252.00)		SEWER REVENUES		(11,252.00)
	(29,282.00)		WATER REVENUES		(29,282.00)
	(40,534.00)		TOTAL FUNDING SOURCES		(66,440.00)
	<u>\$ 246,266.00</u>	280-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 272,707.00</u>



JOHN R. KELLY, ACTING COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
	\$ 60,960.00		FRINGE BENEFITS:		
	39,624.00		HEALTH INSURANCE		\$ 70,113.00
	<u>\$ 100,584.00</u>		RETIREMENT		<u>48,180.00</u>
			TOTAL FRINGE BENEFITS		<u>\$ 118,293.00</u>
	\$ (37,465.00)		FUNDING SOURCES:		
	(57,505.00)		CDBG GRANT		\$ (93,204.00)
	(5,613.00)		LEAD GRANT		(19,378.00)
	<u>\$ (100,584.00)</u>		CHILDHOOD LEAD POISONING GRANT		<u>(5,710.00)</u>
			TOTAL FUNDING SOURCES		<u>\$ (118,293.00)</u>
	<u>\$ -</u>	280-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 2,832,147.56</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,491,132.00</u>

WORCESTER PUBLIC SCHOOLS

Dr. Melinda Boone, ED. D.

Superintendent

Durkin Administration Building

20 Irving Street

Worcester, Massachusetts 01609

(508) 799-3116

Departmental Mission Statement:

The mission of the Worcester Public Schools is to:

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

FISCAL 2012 BUDGET OVERVIEW

TAX LEVY BUDGET				
EXPENDITURES	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
SALARIES	\$166,068,618.18	\$ 162,929,239.07	91000	\$ 163,880,600.00
OVERTIME	1,516,324.70	1,545,009.04	97000	1,465,009.00
CAPITAL OUTLAY	492,313.84	245,000.00	93000	338,788.00
FRINGE	50,453,605.54	53,653,756.81	96000	61,516,108.00
ORDINARY MAINTENANCE	29,924,171.44	41,674,007.08	92000	46,655,908.00
TOTAL	\$248,455,033.70	\$ 260,047,012.00		\$ 273,856,413.00
ARRA - STIMULUS FUNDS (NOT APPROPRIATED)	15,900,327.00	3,674,638.00		-
TOTAL	\$264,355,360.70	\$ 263,721,650.00	-	\$ 273,856,413.00

Expenditures:

The Worcester Public School Fiscal 2012 general fund budget is recommended to be \$273,856,413. This funding level represents an increase of \$13,809,401.00 from Fiscal 2011 general fund level of \$260,047,012.00.



DR. MELINDA BOONE, ED.D., SUPERINTENDENT
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2012
WORCESTER PUBLIC SCHOOLS - DEPARTMENT #500

APPROVED FY11 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY12 AMOUNT
\$ 162,929,239.07	500-91000	TOTAL RECOMMENDED PERSONAL SERVICES	\$ 163,880,600.00
\$ 1,545,009.04	500-97000	TOTAL RECOMMENDED OVERTIME	\$ 1,465,009.00
\$ 41,674,007.08	500-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$ 46,655,908.00
\$ 245,000.00	500-93000	TOTAL CAPITAL OUTLAY	\$ 338,788.00
\$ 53,653,756.81	500-96000	TOTAL RECOMMENDED FRINGE BENEFITS	\$ 61,516,108.00
\$ 260,047,012.00		TOTAL RECOMMENDED BUDGET TAX LEVY	\$ 273,856,413.00
\$ 3,674,638.00		ARRA STIMULUS FUNDS (NOT APPROPRIATED)	\$ -
\$ 264,083,901.00		TOTAL RECOMMENDED TAX LEVY	\$ 273,856,413.00

WORCESTER MEMORIAL AUDITORIUM

Lee F. Bartlett

Chairman

Lincoln Square

Worcester, Massachusetts 01605

(508) 755-6800

Divisional Overview:

The Worcester Auditorium, under the authority of Article Six of the Home Rule Charter was established as a Board of Trustee - Memorial Auditorium, a Department of the City, under the jurisdiction of the City Manager. It shall function as a department, through the Board of Trustees, to establish and maintain memorials in accordance with the law for the inhabitants of the City who served in the Armed Forces in time of war. Under contract with the State, the Worcester County Juvenile Court leases space within this City owned building.

BUDGET SUMMARY INFORMATION

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

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The recommended tax levy budget for the Worcester Memorial Auditorium is level funded at \$121,506 compared to the Fiscal 2011 budget. The ordinary maintenance budget will be used for basic Ordinary Maintenance functions including mechanical work, house cleaning, and supplies.

The City had two leases for space at this facility with the Trial Court and YOU Inc. for Fiscal 2011. Revenues from these leases are projected to be approximately \$279,818.76 in Fiscal 2011. This receipt is recognized as General Fund Revenue and used to assist the Department in maintaining the facility within the parameters of the lease agreements. The lease for the YOU Inc. will expire on 5-21-11. The Trial Court has agreed to continue its lease. The total anticipated revenue for Fiscal 2012 will be \$97,377.60.

The total outstanding debt for Building Rehabilitation projects for Fiscal 2012 is \$206,718.96 (\$155,366 and \$51,352.96) for Principal and Interest respectively. This represents the balance of debt issued in the amount of \$2,800,000 for rehabilitation projects in Fiscal 1999 and an additional \$550,000 for the installation of a new boiler and other projects during Fiscal 2009 and Fiscal 2010.



LEE F. BARTLETT, CHAIRMAN

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2012
 WORCESTER MEMORIAL AUDITORIUM- #740**

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 69,000.00	NATURAL GAS	\$ 69,000.00
32,506.00	ELECTRICITY	32,506.00
20,000.00	ORDINARY MAINTENANCE/REPAIRS/OTHER SUPPLIES	20,000.00
<u>\$ 121,506.00</u>	740-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 121,506.00</u>
<hr/>		
<u>\$ 121,506.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 121,506.00</u>

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

Divisional Mission Statement:

The mission of the Civic Center Commission is to:

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

Divisional Overview:

The general function of the Civic Center Commission is to serve as the liaison between SMG and the City of Worcester. The Commission oversees the operation of the DCU Center Arena. They will continue to monitor and evaluate the effective performance of the city's contract with this agency to include the review of the financial statements, to ensure that a financial audit is implemented and the auditor's findings are presented to the City of Worcester under separate report, and to enforce the receipt of all funds due the city. The Commission will continue to promote the new complex as a regional host to conventions, meetings, and events.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
ARENA				
ORDINARY MAINTENANCE	\$ 377,744.89	\$ 289,420.00	92000	\$ 443,270.00
DEBT SERVICE ARENA	373,934.93	338,848.00	94000	352,253.00
DEBT SERVICE SPECIAL DIST.	79,072.50	497,060.00	94000	798,193.00
DEBT SERVICE SCOREBOARD	252,626.50	245,317.00	94000	237,922.00
TOTAL ARENA	\$ 1,083,378.82	\$ 1,370,645.00		\$ 1,831,638.00
CONVENTION CENTER				
ORDINARY MAINTENANCE	\$ -	\$ 245,158.00	92000	\$ 82,312.00
OPERATING DEFICIT	-	200,710.00	92000	-
TOTAL CONVENTION CENTER	\$ -	\$ 445,868.00		\$ 82,312.00
TOTAL EXPENDITURES	\$ 1,083,378.82	\$ 1,816,513.00		\$ 1,913,950.00
FUNDING SOURCES				
DCU ARENA OPERATING REV.	\$ 751,679.82	\$ 710,534.00		\$ 183,485.00
FACILITY FEE SURCHARGE	252,626.50	245,317.00		237,922.00
SPECIAL DISTRICT FINANCING	79,072.50	497,060.00		798,193.00
GENERAL FUND REVENUES	-	363,602.00		694,350.00
TOTAL FUNDING SOURCE	\$ 1,083,378.82	\$ 1,816,513.00		\$ 1,913,950.00

FISCAL 2012 BUDGET OVERVIEW**Revenues:**

The DCU Center's Arena and Convention Center projected revenues to be used to finance the operating budget will be \$183,485.00 from Arena Lease income; \$237,922.00 in facility surcharge revenues will be used to pay for the debt service cost of the DCU scoreboard and lighting; \$798,193.00 in Special District Financing funds will fund debt cost associated with improvement design and system upgrades. The debt service for the Special District Financing is attributed to \$7,790,000.00 in Bonds issued and \$2,045,000.00 is Short Term Notes outstanding to be bonded on November 08, 2011. To finance the balance of approximately \$694,350.00 in operating expenses, debt service payments, and the projected operating of Convention Center, the Fiscal 2012 budget recommends that \$694,350.00 from General Fund Tax Levy be budgeted to pay for the cost of operations.

Expenditures:

Arena Operating Costs:

In Fiscal 2012, \$443,270.00 will be used to finance the operating costs of the DCU Center Arena. These operating costs are as follows; Worcester Management Contract for both the Arena and Convention Center will be (\$303,850.00), Building Insurance (\$73,787.00), Accounting Consultant (\$13,534.00) and the balance of (\$15,021.00) will be used for ordinary maintenance expenses. This amount is level funded compared to the Fiscal 2011 budget. Additionally (\$37,078.00) will be used for property, business interruption insurance and boiler insurance.

Convention Center (City required) Operating Expenses:

In Fiscal 2012, \$82,312.00 is budgeted for operating costs of the Convention Center. These operating costs are as follows: Building Insurance (\$21,862.00) and Accountant Consultant (\$9,023.00). The cost of building liability insurance will be (\$49,192.00) and (\$2,235.00) for Boiler insurance. The Management fee for the Convention Center has been combined with Arena.

Arena Debt Service and Score Board Debt Service:

DCU Center revenues will be used to pay for the existing debt service for the Arena facility and for recent capital improvements made to the complex respectively, for the building in the amount of \$352,253.00 in principal and interest payments; a total of \$237,922.00 is needed to account for the scoreboard and exterior signage and \$798,193.00 will be used to pay for improvements related to the Special District Financing. This projection totals \$1,388,368.00, an increase of \$307,143.00 compared to the Fiscal 2011 budget amount of \$1,081,225.00. This increase is associated with ongoing renovations to the DCU Center financed through the revenues associated with the Special District Financing.

The detailed revenue forecast projection for both the Arena and Convention Center facilities are presented for further clarity on the DCU Center and Convention Center revenue source.



JOSEPH M. CAPONE, COMMISSION CHAIRMAN

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2012

DCU CENTER- DIVISION #750

DCU ARENA-ORGANIZATION #7502

APPROVED F11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 150,000.00	MANAGEMENT FEES	\$ 303,850.00
32,346.00	PROPERTY INSURANCE	32,346.00
1,414.00	BUSINESS INTERRUPTION INSURANCE	1,414.00
3,318.00	BOILER INSURANCE	3,318.00
73,787.00	LIABILITY INSURANCE	73,787.00
13,534.00	ACCOUNTING CONSULTANT	13,534.00
15,021.00	ORDINARY MAINTENANCE & SUPPLIES	15,021.00
<u>\$ 289,420.00</u>	7502-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 443,270.00</u>

CONVENTION CENTER - ORGANIZATION #7501

\$ 162,846.00	MANAGEMENT FEES	\$ -
9,023.00	ACCOUNTING CONSULTANT	9,023.00
21,862.00	PROPERTY INSURANCE	21,862.00
2,235.00	BOILER INSURANCE	2,235.00
49,192.00	LIABILITY INSURANCE	49,192.00
<u>\$ 245,158.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 82,312.00</u>
<u>\$ 200,710.00</u>	PRIOR YEAR DCU/CONVENTION CTR. OPERATING LOSS	<u>\$ -</u>
<u>\$ 445,868.00</u>	7501-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 82,312.00</u>

<u>\$ 735,288.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 525,582.00</u>
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FUNDING SOURCES:

(710,534.00)	DCU ARENA NET OPERATING INCOME	(183,485.00)
(710,534.00)	TOTAL AVAILABLE REVENUES	(183,485.00)
<u>\$ 24,754.00</u>	7501-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 342,097.00</u>

DCU ORGANIZATION DEBT SERVICE

\$ 226,231.00	DEBT BUILDING PRINCIPAL	\$ 246,223.00
112,617.00	DEBT BUILDING INTEREST	106,030.00
181,500.00	DEBT- SPECIAL DISTRICT PRINCIPAL	310,562.00
315,560.00	DEBT- SPECIAL DISTRICT INTEREST	487,631.00
152,000.00	DEBT - SCOREBOARD/SIGNAGE PRINCIPAL	152,000.00
93,317.00	DEBT - SCOREBOARD/SIGNAGE INTEREST	85,922.00
<u>\$ 1,081,225.00</u>	TOTAL DEBT SERVICE	<u>\$ 1,388,368.00</u>

FUNDING SOURCES:

(245,317.00)	SCOREBOARD TICKET SURCHARGE REVENUES	(237,922.00)
(497,060.00)	DCU SPECIAL DISTRICT FINANCING	(798,193.00)
(742,377.00)	TOTAL AVAILABLE REVENUES	(1,036,115.00)

<u>\$ 338,848.00</u>	7502-94000 TOTAL RECOMMENDED DEBT SERVICE	<u>\$ 352,253.00</u>
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<u>\$ 363,602.00</u>	RECOMMENDED GENERAL FUND TAX LEVY BUDGET	<u>\$ 694,350.00</u>
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DCU Center Fund
Convention Center Component
Schedule of Adjusted Gross Revenues
FY 2006-2011

	Estimated FY 2011	FY 2010	FY 2009	FY 2008	FY 2007	FY 2006
Operating Revenue						
Rental Income	1,240,567	1,181,492	1,048,403	1,055,684	1,011,343	1,014,341
Services Income	236,842	225,564	285,805	143,932	197,229	158,832
Commissions Food/Beverage	344,092	323,091	303,334	292,365	311,436	243,937
Other Income	40,241	38,143	36,550	51,625	43,569	40,248
Total Operating Income	1,861,742	1,768,290	1,674,092	1,543,606	1,563,577	1,457,358
Operating Expenses						
SMG Operating Expenses	2,019,656	1,923,482	1,848,232	1,793,606	1,692,564	1,661,664
Operating Surplus/(Loss)	(157,915)	(155,192)	(174,140)	(250,000)	(217,060)	(204,306)

Source document for this information is the Convention Center Fund Audited Financial Statements for 2010-2006.

FY 2011 figures is estimated and are subject to change. Actual amount of deficit will not be known until the year end audit is completed.

DCU Center Fund
Arena Component
Schedule of Adjusted Gross Revenues
FY 2006-2011

	Estimated 2011	FY 2010	FY 2009	FY 2008	FY 2007	FY 2006
Net Event Direct Income	904,509	861,437	857,129	865,574	1,069,627	1,104,085
Event ancillary income						
Net food and beverage	1,018,341	969,849	1,041,728	761,131	854,758	667,130
Net novelty revenue	60,951	58,049	146,476	175,665	185,602	137,961
Event Income	1,983,802	1,889,335	2,045,333	1,802,370	2,109,987	1,909,176
Other income						
Advertising	536,471	510,925	590,387	682,621	556,135	543,841
New service fees	233,889	222,751	236,960	241,759	254,800	254,450
Ticket service fees	550,572	524,354	565,405	568,595	680,115	498,758
Interest	0	0	0	45,026	81,512	51,135
Other	66,744	63,566	105,556	233,462	164,077	237,292
Other Income	1,387,676	1,321,596	1,498,308	1,771,463	1,736,639	1,585,476
Adjusted Gross Revenue	3,371,478	3,210,931	3,543,641	3,573,833	3,846,626	3,494,652
Indirect expenses	2,365,540	2,231,642	2,224,447	2,237,637	2,403,495	2,086,632
Net income per lease	\$ 1,005,937	\$ 979,289	\$ 1,319,194	\$ 1,336,196	\$ 1,443,131	\$ 1,408,020
Net income / to City	\$ 603,562	\$ 587,574	\$ 791,516	\$ 801,718	\$ 865,878	\$ 844,812
Convention Center Loss	\$ 200,710	\$ 200,710	\$ 174,140	\$ 250,000	\$ 217,060	\$ 204,306
Net Proceed from DCU	\$ 402,852	\$ 386,864	\$ 617,376	\$ 551,718	\$ 648,818	\$ 640,506
Actual Received from DCU		\$ 710,534	\$ 844,388	\$ 562,472	\$ 692,318	\$ 684,006

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

Fiscal 2011 are estimates and subject to change; reflects a 5 % increase in all categories and 6% in indirect expenses

WORCESTER MUNICIPAL GOLF COURSE AT GREEN HILL PARK

Robert L. Moylan Jr.

Commissioner

2 Green Hill Avenue

Worcester, Massachusetts 01605

(508) 799-1359

Departmental Mission Statement:

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

Departmental Overview:

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

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

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

WORCESTER MUNICIPAL GOLF COURSE AT GREEN HILL PARK

colors. All these new improvements have been made to sustain memberships, draw in new daily players, add new members, and attract tournaments to bring in additional revenue.

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

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 212,760.87	\$ 212,967.77	91000	\$ 212,970.00
ORDINARY MAINTENANCE	632,908.66	685,093.00	92000	710,265.00
DEBT SERVICE	184,985.12	231,844.00	94000	190,564.00
TRANSFER OF SERVICES	31,187.21	31,187.28	95000	9,920.00
FRINGE BENEFITS	77,081.82	93,368.00	96000	105,008.00
TOTAL EXPENDITURES	\$ 1,138,923.68	\$ 1,254,460.05		\$ 1,228,727.00
TOTAL POSITIONS	2	2		2

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total recommended Fiscal 2012 budget for the Worcester Municipal Golf Course at Green Hill Park is \$1,228,727.00, a decrease of \$25,733.05 compared to the Fiscal 2011 budget amount of \$1,254,460.05. The Fiscal 2012 budget for the Golf Course will continue to be funded through golf course revenues in the amount of \$1,228,727.00. No tax levy subsidy is expected to fund the Golf Course operations in Fiscal 2012.

The Fiscal 2012 Personal Services budget is recommended to be \$212,970.00. There are only (2) full time employees at the Golf Course. All others are temporary employees.

The ordinary maintenance budget for Fiscal 2012 is recommended to be \$710,265.00, an increase of \$25,172.00. The budget includes \$477,022.00 for the maintenance contract of the golf course; \$40,000.00 for the cost of watering tees and fairways with the state-of-the-art turf irrigation system; \$68,340.00 for pro-shop supplies; \$38,000.00 for electricity and the remaining \$87,263.00 for the other ordinary maintenance necessary supplies and services for the operation of the Golf Course.

The recommended budget for debt service in Fiscal 2012 is \$190,564.00, a decrease of \$41,280.00. This allocation will be used to fund the repayment of principal and interest costs for bonded debt authorized for improvements to the Golf Course and Green Hill Park. Beginning in

WORCESTER MUNICIPAL GOLF COURSE AT GREEN HILL PARK

Fiscal 2012, debt service cost for the Golf Access Road will be funded through tax levy funds. The associated cost reduction impact in Fiscal 2012 is \$101,460.00(\$74,000.00 and \$27,460.00) in Principal and Interest respectively.

Total Transfer of Services cost in Fiscal 2012 is funded at \$9,920.00, a decrease of \$21,267.28. This amount is used to fund Public Works and Parks, and other City departments providing administrative services for the Golf Course.

The recommended budget for fringe benefits for Fiscal 2012 is \$105,008.00, a net increase of \$11,640.00 compared to the Fiscal 2011 budget of \$93,368.00. This amount reflects costs of benefits including pensions and health insurance.



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

City of Worcester

Department of Public Works and Parks

Parks, Recreation & Cemetery Division

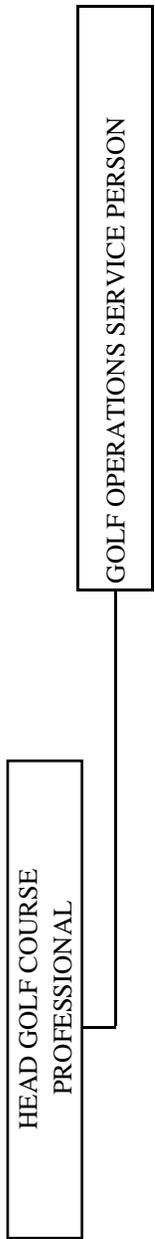
Fiscal Year Activity Report

Fiscal Year 2011 Divisional Activity Reporting

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

	Actual FY10	Projected FY11	Projected FY12
Season Passes sold	212	220	225
Rounds Completed	34,923	35,754	35,800
Tournaments/outside events	12	24	30
Golf Cart Rentals	14,047	14,500	14,500

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



TOTAL GOLF COURSE POSITIONS = 2

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



ROBERT L. MOYLAN JR., COMMISSIONER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #710

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 88,044.28	44EM	HEAD GOLF COURSE PROFESSIONAL	1	\$ 88,045.00
1	63,308.16	39M	GOLF OPERATIONS SERVICE PERSON	1	63,309.00
2	\$ 151,352.44		REGULAR SALARIES	2	\$ 151,354.00
			GOLF COURSE TEMPORARY STAFF:		
	9,000.00	FLT	ASSISTANT HEAD GOLF COURSE PROFESSIONAL		9,000.00
	7,936.00	FLT	HEAD GOLF COURSE RANGER		7,936.00
	8,643.33	FLT	SENIOR GOLF COURSE RANGER		8,644.00
	36,036.00		GOLF COURSE TEMPORARY STAFF		36,036.00
	61,615.33		TOTAL RECOMMENDED PERSONAL SERVICES		61,616.00
2	\$ 212,967.77	710-91000		2	\$ 212,970.00

\$ 477,436.00	GOLF MAINTENANCE CONTRACT	\$ 477,022.00
68,340.00	PRO-SHOP SUPPLIES	68,340.00
40,000.00	WATER USAGE	40,000.00
40,079.00	ORDINARY MAINTENANCE	27,103.00
25,000.00	ELECTRICITY	51,000.00
14,500.00	NATURAL GAS	27,062.00
10,352.00	UNLEADED FUEL	10,352.00
2,000.00	ADVERTISING	2,000.00
4,386.00	CREDIT CARD SERVICE CHARGE	4,386.00
3,000.00	SOLID WASTE REMOVAL	3,000.00
<u>\$ 685,093.00</u>	710-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 710,265.00</u>

<u>\$ -</u>	710-93000 TOTAL RECOMMENDED CAPITAL OUTLAY	<u>\$ -</u>
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\$ 141,513.00	DEBT PRINCIPAL	\$ 139,284.00
90,331.00	DEBT INTEREST	51,280.00
<u>\$ 231,844.00</u>	DEBT SERVICE	<u>\$ 190,564.00</u>
<u>\$ 231,844.00</u>	710-94000 TOTAL RECOMMENDED DEBT SERVICE	<u>\$ 190,564.00</u>

<u>\$ 31,187.28</u>	710-95000 INDIRECT COSTS - TRANSFER OUT	<u>\$ 9,920.00</u>
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ROBERT L. MOYLAN JR., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

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

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	PROPOSED FY12 AMOUNT
			FRINGE BENEFITS:		
	\$ 30,965.00		HEALTH INSURANCE	\$	40,152.00
	10,000.00		UNEMPLOYMENT COMPENSATION		10,000.00
	30,244.00		CONTRIBUTORY PENSIONS		32,858.00
	996.00		EARLY RETIREMENT		986.00
	74.00		SECTION 90 PENSIONS		57.00
	21,089.00		PENSION OBLIGATION BONDS		20,955.00
	<u>\$ 93,368.00</u>	710-96000	FRINGE BENEFITS		<u>\$ 105,008.00</u>
			SUMMARY:		
	\$ 1,254,460.05		TOTAL BUDGET	\$	1,228,727.00
			FUNDING SOURCES:		
	\$ (1,254,460.05)		GOLF COURSE REVENUES	\$	(1,228,727.00)
	<u>\$ -</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$</u>	<u>-</u>

DEPARTMENT OF PUBLIC WORKS & PARKS OFF STREET PARKING PROGRAM

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

Divisional Mission Statement:

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

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

Divisional Overview:

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

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

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
Pearl Elm Municipal Garage	\$ 459,339.71	\$ 412,666.00		\$ 475,731.00
Federal Plaza Garage	610,647.90	608,850.00		620,274.00
OffStreet Parking Lots	169,108.57	141,250.00		141,250.00
City-Wide Parking Meters	67,604.66	70,518.00		68,143.00
Union Station Garage	967,490.67	948,153.00		1,015,965.00
Major Taylor Blvd Garage	1,071,429.53	1,034,440.00		1,044,092.00
Total Expenditures	\$ 3,345,621.04	\$ 3,215,877.00		\$ 3,365,455.00
FUNDING SOURCES				
Pearl Elm Garage	\$ 459,339.71	\$ 1,324,248.00		\$ 1,155,970.00
Federal Plaza Garage	610,647.90	420,000.00		450,000.00
Off Street Parking Garage	169,108.57	141,250.00		141,250.00
Parking Meters Income	67,604.66	70,590.00		68,143.00
Union Station Garage	967,490.67	200,000.00		650,000.00
Major Taylor Blvd Garage	1,071,429.53	1,025,732.00		900,092.00
Total Funding Source	\$3,345,621.04	\$ 3,181,820.00		\$ 3,365,455.00

FISCAL 2012 BUDGET OVERVIEW

Expenditures: The operational budget for the Off Street Parking Program is recommended to be \$3,365,455.00 compared to the Fiscal 2011 budget of \$3,181,820.00 an increase of \$183,635.00 or 5.46%.

The net operational increase is attributable to the following factors:

Federal Plaza Garage :

Fiscal 2012 operational budget for the Federal Plaza Garage is projected to increase by \$11,424.00 or 1.84%. Ordinary Maintenance expenditure is level funded at \$305,400.00. The cost of debt is projected at \$314,874.00. This represents an increase of \$11,424.00 over the Fiscal 2011 budget. This increase is attributable to Principal and Interest charges for existing debt and new interest charges for an additional \$320,000.00 in borrowing for building rehabilitation improvements projected to be completed in Fiscal 2011.

Pearl Elm Garage:

Fiscal 2012 operational budget for the Pearl Elm Garage is projected to increase by \$63,064.00 or 13.26%. Ordinary Maintenance expenditure is level funded at \$326,225.00. The cost of debt is projected at \$149,506.00. This represents an increase of \$63,064.00 over the Fiscal 2011 budget. This increase is attributable to Principal and Interest charges for existing debt and new interest charges for an additional \$70,000.00 in borrowing for building rehabilitation improvements projected to be completed in Fiscal 2011.

Parking Meter Program:

The budget for Fiscal 2012 is projected to be \$68,143.00. Ordinary Maintenance account is level funded at \$60,415.00 compared to the Fiscal 2011 budget.

Off Street Parking Lots:

The Ordinary Maintenance budget for Off Street Parking lots is level funded at \$141,250.00 compared to the Fiscal 2011 budget. The debt service for equipment issued for this operation has been fully amortized.

Union Station Garage:

Fiscal 2012 operational budget for the Union Station Garage is projected to increase by \$67,812.00 or 6.67%. Ordinary Maintenance expenditure is level funded at \$320,000.00. The cost of debt is projected at \$695,295.00. This represents an increase of \$67,812.00 over the Fiscal 2011 budget. This increase is attributable to Principal and Interest charges for existing debt and new interest charges for an additional \$440,000.00 in borrowing for building rehabilitation improvements projected to be completed in Fiscal 2011.

Major Taylor Boulevard Garage:

Fiscal 2012 operational budget for Major Taylor Boulevard Garage is projected to increase by \$67,812.00 or 6.67%. Ordinary Maintenance expenditure is level funded at \$320,000.00. The cost of debt is projected at \$695,295.00. This represents an increase of \$67,812.00 over the Fiscal 2011 budget. This increase is attributable to Principal and Interest charges for existing debt and new interest charges for an additional \$440,000.00 in borrowing for building rehabilitation improvements projected to be completed in Fiscal 2011.



ROBERT L. MOYLAN, Jr., COMMISSIONER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF PUBLIC WORKS & PARKS
OFF STREET PARKING PROGRAM #46S

RECOMMENDED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 326,225.00	PEARL / ELM GARAGE ORDINARY MAINTENANCE	\$ 326,225.00
53,104.00	INTEREST ON BONDS	57,733.00
33,337.00	REDEMPTION ON BONDS	91,773.00
<u>\$ 412,666.00</u>	<u>TOTAL PEARL ELM GARAGE</u>	<u>\$ 475,731.00</u>
\$ 305,400.00	FED/PLAZA GARAGE ORDINARY MAINTENANCE	\$ 305,400.00
119,936.00	INTEREST ON BONDS	117,360.00
183,514.00	REDEMPTION ON BONDS	197,514.00
<u>\$ 608,850.00</u>	<u>TOTAL FEDERAL PLAZA GARAGE</u>	<u>\$ 620,274.00</u>
\$ 60,415.00	PARKING METERS ORDINARY MAINTENANCE	\$ 60,415.00
4,065.00	INTEREST ON BONDS	1,721.00
6,038.00	REDEMPTION ON BONDS	6,007.00
<u>\$ 70,518.00</u>	<u>TOTAL PARKING METERS</u>	<u>\$ 68,143.00</u>
\$ 141,250.00	OFF STREET PARKING LOT ORDINARY MAINTENANCE	\$ 141,250.00
<u>\$ 141,250.00</u>	<u>TOTAL OFF STREET PARKING LOT</u>	<u>\$ 141,250.00</u>
\$ 320,000.00	UNION STATION ORDINARY MAINTENANCE	\$ 320,000.00
254,153.00	INTEREST ON BONDS	279,965.00
374,000.00	REDEMPTION ON BONDS	416,000.00
<u>\$ 948,153.00</u>	<u>TOTAL UNION STATION GARAGE</u>	<u>\$ 1,015,965.00</u>
\$ 475,000.00	MAJOR TAYLOR BOULEVARD GARAGE	\$ 475,000.00
212,440.00	INTEREST ON BONDS	194,092.00
347,000.00	REDEMPTION ON BONDS	375,000.00
<u>\$ 1,034,440.00</u>	<u>TOTAL WORCESTER CENTER BOULEVARD GARAGE</u>	<u>\$ 1,044,092.00</u>
<u>\$ 3,181,820.00</u>	<u>TOTAL OFF - STREET PARKING</u>	<u>\$ 3,365,455.00</u>
	FUNDING SOURCES	
\$ (1,284,669.00)	PEARL ELM GARAGE	\$ (1,155,970.00)
(450,000.00)	FEDERAL PLAZA	(450,000.00)
(70,518.00)	PARKING METERS	(68,143.00)
(141,250.00)	OFF STREET PARKING LOTS	(141,250.00)
(235,000.00)	UNION STATION GARAGE	(650,000.00)
(1,034,440.00)	MAJOR TAYLOR BOULEVARD GARAGE	(900,092.00)
<u>\$ (3,215,877.00)</u>	<u>TOTAL FUNDING SOURCES</u>	<u>\$ (3,365,455.00)</u>
<u>\$ -</u>	<u>RECOMMENDED TAX LEVY</u>	<u>\$ -</u>

DEPARTMENT OF PUBLIC WORKS & PARKS

PUBLIC WORKS SUMMARY

Robert L. Moylan, Jr.

Commissioner

20 East Worcester Street

Worcester, Massachusetts 01604

(508) 929-1300

Departmental Mission Statement:

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

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

DEPARTMENTAL OVERVIEW:

The Department of Public Works and Parks tax levy divisions provide services for street and highway maintenance, parks & recreation, cemetery and building maintenance, solid waste collection and disposal, nuisance inspections, equipment services, traffic and civil engineering, architectural services and general administration. The department is comprised of the four (4) following divisions:

Administration and Finance Division:

This division is responsible for all finances of the department, including three (3) enterprises (Water, Sewer, and Golf Course). The division monitors grants, tracks and requests reimbursements of Chapter 90 Highway Funds, oversees and monitors departmental programs, administers the Customer Service Center, Water and Sewer Billing, capital project cash flows, personnel, payroll, accounts payable and receivables, and all other administrative & financial activities related to this department. Other responsibilities include management and administration of landfill and solid waste issues, Worcester City Council/Manager correspondence and various reporting to other city departments and outside entities.

PUBLIC WORKS & PARKS - PUBLIC WORKS SUMMARY

Operations Division:

This area of Public Works and Parks is responsible for Water and Sewer Operations, Central Garage activities, Streets and Sanitation, including winter snow plowing operations. Services that are part of Operations include street sweeping, the abandoned vehicle program, traffic signs maintenance, pavement marking, street resurfacing, long patch and pothole repairs, streetscape and the Keep Worcester Clean Program. Solid waste collection, the Millbury Street Drop-Off Center and Yard Waste are also aligned with Operations.

Engineering and Architectural Services Division:

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

Parks Division:

This division is responsible for services provided by forestry, recreation programs, parks, Hope Cemetery, public building maintenance, and the Green Hill Golf Course. Services include maintenance and management of over 1,250 acres of the City's 56 parks and playgrounds, as well as 19 miles of grass median strips, 36 grass islands and squares. Boarding up buildings for security purposes will also still be done by Parks personnel; trees will be planted, trimmed, and removed as needed and as scheduling allows. Hope Cemetery will provide for public and private interments, lot sales, marker and monument installation and proper cemetery maintenance. The programming and permitting of all parks and playground facilities is performed by the Parks Division. This includes permitting for baseball, softball, soccer, rugby, tennis, basketball, street and field hockey, and other events. Staff and technical support is also given to the Hope Cemetery Commission, the G.A.R. Board of Trustees, the Civic Center Commission and the Parks and Recreation Commission.

PUBLIC WORKS & PARKS - PUBLIC WORKS SUMMARY

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 5,060,537.54	\$ 5,103,613.00	91000	\$ 4,179,039.00
OVERTIME	552,598.52	615,038.00	97000	615,038.00
TOTAL	\$ 5,613,136.06	\$ 5,718,651.00		\$ 4,794,077.00
ORDINARY MAINTENANCE	\$ 5,703,900.85	\$ 6,056,456.00	92000	\$ 6,544,666.00
TOTAL EXPENDITURES	\$ 11,317,036.91	\$ 11,775,107.00		\$ 11,338,743.00
TOTAL POSITIONS	195	194		177

FISCAL 2012 BUDGET OVERVIEW

The Department of Public Works total tax levy recommended Fiscal 2012 budget is \$11,338,743.00 which is a decrease of (\$436,364.00) compared to the Fiscal 2011 budget of \$11,775,107.00.

The net personal services salary budget for Fiscal 2012 is recommended to be \$4,179,039.00. This represents a decrease of (\$924,574.00) compared to Fiscal 2011 budget of \$5,103,613.00. The decrease is net of the following actions; automatic step increases for staff positions that are not at the maximum step, the layoff of (15) fifteen D.P.W. staff positions and (5) five ERI staff positions. The Vacancy Factor is level compared to the Fiscal 2011 budget.

The personal service budget is net of Water and Sewer enterprise credits; vacancy factor; project funds and CDBG funds that total \$4,341,316.00. These funding sources are used to support the department's operations. This total does not include the Parks, Forestry, and Hope Cemetery Divisions which are included in a separate summary.

The Department of Public Works net personal services overtime salary budget for Fiscal 2012 is level funded at \$615,038.00. This will be used to fund general overtime requirements for the various Divisions to include Ballard Street and Sunday Yard Drop-Off, holiday trash collection, yard waste collection etc.

The department's total ordinary maintenance budgets excluding Street Lighting and Snow Removal, is recommended to be \$6,544,666.00 a net increase of \$488,210.00 compared to the Fiscal 2011 budget of \$6,056,456.00. The budget increase in Fiscal 2012 reflects adjustments to programs identified below.

PUBLIC WORKS & PARKS - PUBLIC WORKS SUMMARY

FISCAL 2011 BUDGET	DEPARTMENT OF PUBLIC WORKS	FISCAL 2012 BUDGET	CHANGE
	ADMINISTRATION DIVISION		
0	CENTREX TELEPHONE	120,000	120,000
0	TOTAL STREETS	120,000	120,000
	STREET DIVISION		
45,102	POT HOLE REPAIR	105,102	60,000
49,385	STREET SIGN & PAVEMENT MARKING	349,385	300,000
20,000	BUDGET ADJUSTMENT	0	(20,000)
114,487	TOTAL STREETS	454,487	340,000
	SANITATION DIVISION		
1,601,767	REFUSE DISPOSAL	1,637,570	35,803
1,856,086	RECYCLING	1,948,493	92,407
500,000	TRASH BAGS	400,000	(100,000)
3,957,853	TOTAL SANITATION	3,986,063	28,210
4,072,340	TOTAL PUBLIC WORKS	4,560,550	488,210

Administration:

Ordinary Maintenance for Administration will be increased by a net amount of \$120,000.00 to reflect transfer of the citywide Centrex telephone system. This was previously budgeted in City Messenger Division.

Streets:

Ordinary Maintenance for Streets will be increased by \$340,000.00. Of this amount \$60,000.00 will be used to fund the increased demand of pothole repair and the balance of \$300,000.00 will fund the street sign and pavement marking program.

Sanitation Refuse Disposal:

Fiscal 2011 was budgeted at \$1,601,767.00 as compared to the total Fiscal 2012 projected budget of \$1,637,570.00 a net increase of \$35,803.00. This projected increase is a result of the tipping fee increasing to \$72.48 per ton as of July 1, 2011. The tip fee currently paid for disposal is \$70.87 per ton. Fiscal 2012 estimated tonnage will be about 22,100 tons.

Curbside Recycling:

Contractually the cost for weekly recycling services provided by Casella Waste Systems, Inc will increase as of July 1, 2011. Fiscal 2011 was budgeted for \$1,856,086.00 as compared to Fiscal 2012, which will be \$1,948,493.00 which represents an increase of \$92,407.00. This expenditure increase is contractual.

Trash Bags:

Trash bag cost (the amount paid by the D.P.W. for manufacturing and distribution) is projected to decrease by \$100,000.00. The contracted small and large bag price is \$0.146 per large bags and \$0.074 for small bags. The estimated number of bags to be sold in Fiscal 2012 is approximately 3.16 million bags. Savings is due to new trash bag manufacturing prices paid by the city.



ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER

DEPARTMENT OF PUBLIC WORKS & PARKS

Fiscal Year Activity Report

Fiscal Year 2011 Divisional Activity Reporting

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

	Actual FY 10	Projected FY 11	Projected FY 12
ADMINISTRATION DIVISION			
<i>Customer Service</i>			
Total # of Calls	65,272	66,000	67,000
Total # of Work Orders	42,315	45,000	47,000
# of Millbury St Appointments	3,604	3,800	4,000
# of DPW & P emails	1,832	1,900	2,000
# of Live Chat Sessions	1,017	1,150	1,300
# of Outreach Events	37	35	40
# of DPW & P website hits	69,350	71,000	72,000
ENGINEERING DIVISION			
# of Miles Resurfaced - Streets	11.66	16	16
# of Miles Resurfaced - Sidewalks	9.67	12	12
North High Project % Complete	60	90	100
Inflow / Infiltration - Gals removed	150,000	200,000	250,000



ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER

DEPARTMENT OF PUBLIC WORKS & PARKS

Fiscal Year Activity Report

Fiscal Year 2011 Divisional Activity Reporting

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

	Actual FY 10	Projected FY 11	Projected FY 12
Total # of Permits Issued	3,347	4,168	4,900
CENTRAL GARAGE DIVISION			
Preventative Maint Scheduled	646	678	678
Preventative Maint Completed on Time	613	642	657
On Time Completion	95%	95%	96%
State Inspections Due	287	302	316
State Inspections Completed	287	302	316
D.O.T. Inspections	111	116	123
Total Reported Road Calls	304	275	250
Mechanical Road Calls	157	166	110
Inventory Cycle Counts	96	-	0
Fuel Card Replacements / Adjustments	971	1,000	1000
STREET DIVISION			
# of Potholes	14,932	13,500	13,000



ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER

DEPARTMENT OF PUBLIC WORKS & PARKS

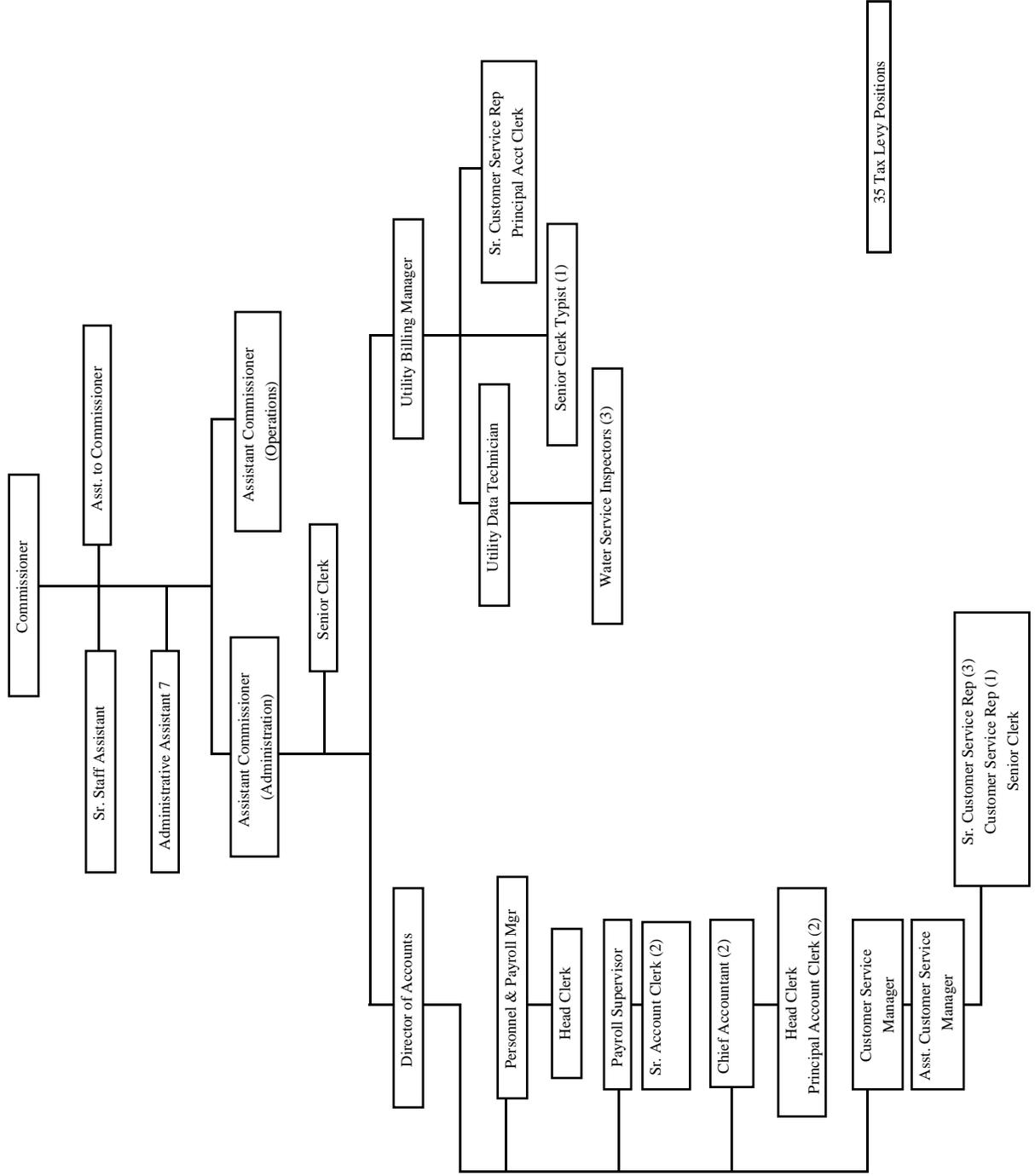
Fiscal Year Activity Report

Fiscal Year 2011 Divisional Activity Reporting

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

	Actual FY 10	Projected FY 11	Projected FY 12
# of Curbmiles Swept - Arterial	5,045.02	5,045.02	5,045.02
# of Curbmiles Swept - Downtown	6,958.1	6,958.1	6,958.1
# of Curbmiles Swept - Roving	410.7	410.7	410.7
# of Curbmiles Swept - Spring	586.29	586.29	596.29
# of Curbmiles Swept - Fall Sweeping	586.29	586.29	296.29
<i>Nuisance Team</i>			
# of Work Orders	5,325	5,500	5,600
% of Work Orders Resolved	98%	98%	98%
SANITATION DIVISION			
# of Tons Solid Waste Collected	21,625.0	21,257.7	21,100.0
% of Waste Recycled Curbside	28.5%	30%	31%

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



35 Tax Levy Positions



ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF PUBLIC WORKS & PARKS

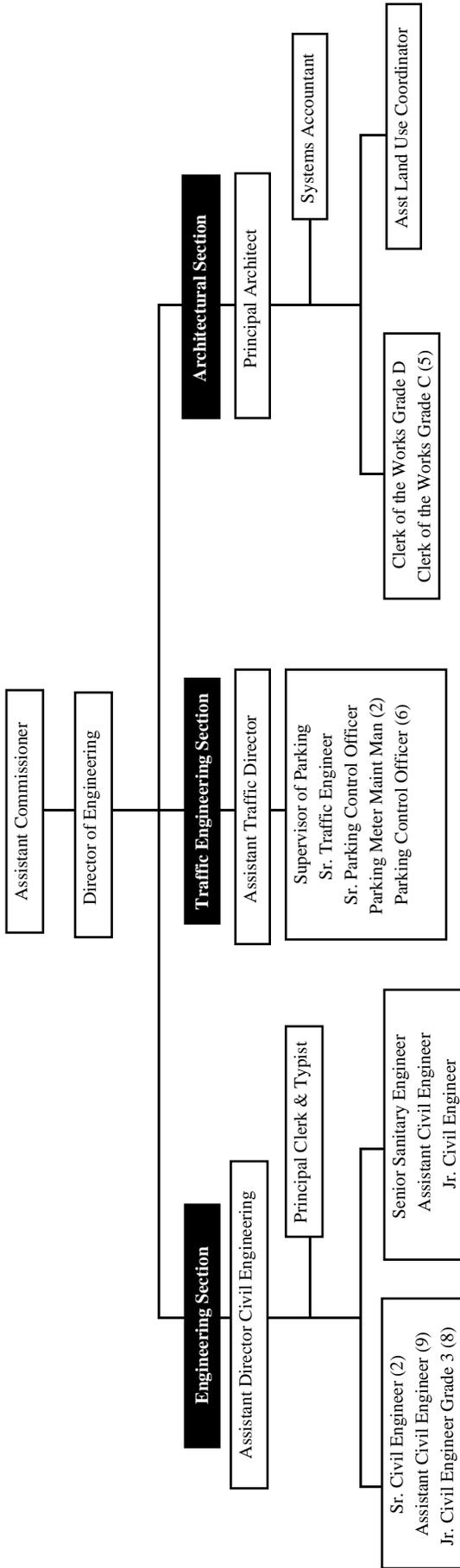
DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 157,685.76	58CM	COMMISSIONER DPW	1	\$ 157,686.00
2	202,476.28	51EM	ASSISTANT COMMISSIONER	2	202,475.00
1	81,515.52	43EM	ASSISTANT TO COMM. SPECIAL PROJECTS	1	81,516.00
1	85,169.52	47M	DIRECTOR OF ACCOUNT	1	85,170.00
1	81,745.20	46M	PERSONNEL & PAYROLL MANAGER	1	81,746.00
1	74,080.80	45M	BUSINESS MANAGER DPW	0	-
0	-	42M	UTILITY BILLING MANAGER	1	68,444.00
1	55,763.04	39M	SENIOR STAFF ASSISTANT	1	57,810.00
2	126,565.44	39M	CHIEF ACCOUNTANT	2	126,618.00
1	53,912.16	38	CUSTOMER SERVICE MANAGER	1	53,913.00
1	51,448.56	35	ADMINISTRATIVE ASSISTANT 7	1	51,887.00
1	44,724.96	34	UTILITY DATA TECHNICIAN	1	47,439.00
1	40,842.40	34	ASSISTANT CUSTOMER SERVICE MANAGER	1	42,545.00
1	45,163.44	32	PAYROLL SUPERVISOR	1	46,667.00
2	87,194.88	30	HEAD CLERK	2	87,196.00
3	114,115.68	28	PRINCIPAL ACCOUNT CLERK	3	114,592.00
3	102,086.64	28	SENIOR CUSTOMER SERVICE REP.	3	104,238.00
3	104,130.00	26	WATER SERVICE INSPECTOR	3	104,528.00
2	71,979.36	25	SENIOR ACCOUNT CLERK	2	73,416.00
3	80,437.92	22	CUSTOMER SERVICE REP.	3	93,523.00
4	120,477.60	22	SENIOR CLERK AND TYPIST	4	116,294.00
<u>35</u>	<u>1,781,515.16</u>		TOTAL REGULAR SALARIES	<u>35</u>	<u>1,797,703.00</u>
	16,851.00		EM INCENTIVE PAY		16,851.00
	3,153.00		METER REPAIR/INSTALLATION STIPEND		3,153.00
	<u>20,004.00</u>		TOTAL OTHER SALARIES		<u>20,004.00</u>
	(20,883.00)		VACANCY FACTOR		(20,883.00)
	<u>1,780,636.16</u>		TOTAL RECOMMENDED SALARIES		<u>1,796,824.00</u>
			FUNDING SOURCES:		
	(503,509.00)		SEWER REVENUES		(508,086.00)
	(846,811.00)		WATER REVENUES		(854,509.00)
	<u>(1,350,320.00)</u>		TOTAL FUNDING SOURCES		<u>(1,362,595.00)</u>
<u>35</u>	<u>\$ 430,316.16</u>	4101-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>35</u>	<u>\$ 434,229.00</u>
	<u>\$ 31,110.00</u>	4101-97000	REGULAR OVERTIME		<u>\$ 31,110.00</u>

ROBERT L. MOYLAN, JR., COMMISSIONER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	PROPOSED FY12 AMOUNT
	\$ 35,655.00		ADMINISTRATION ORDINARY MAINTENANCE		\$ 35,655.00
	69,450.00		ELECTRICITY		69,450.00
	77,680.00		NATURAL GAS		77,680.00
	10,000.00		TELEPHONE		10,000.00
	6,106.00		COMPUTER RELATED EXPENDITURES		6,106.00
	-		CENTREX TELEPHONES		120,000.00
	<u>198,891.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>318,891.00</u>
			FUNDING SOURCES:		
	(48,642.00)		SEWER REVENUES		(48,642.00)
	(43,159.00)		WATER REVENUES		(43,159.00)
	<u>(91,801.00)</u>		TOTAL FUNDING SOURCES		<u>(91,801.00)</u>
	<u>\$ 107,090.00</u>	4101-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 227,090.00</u>
	<u>\$ 568,516.16</u>		TOTAL TAX LEVY		<u>\$ 692,429.00</u>

**DEPARTMENT OF PUBLIC WORKS AND PARK
ENGINEERING & ARCHITECTURAL DIVISIO**



47 Total Tax Levy Positions



ROBERT L. MOYLAN, Jr., COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES- DIVISION #4102

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
ENGINEERING SECTION					
1	\$ 100,391.04	51EM	ASSISTANT COMMISSIONER	1	\$ 100,392.00
1	88,050.96	48M	ASSISTANT DIRECTOR CIVIL ENGINEERING	1	88,051.00
2	149,187.60	44M	SENIOR CIVIL ENGINEER, GRADE 5	2	152,008.00
1	66,022.56	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	66,023.00
8	519,369.12	41	ASSISTANT CIVIL ENGINEER, GRADE 4	8	519,373.00
8	456,938.16	37	JUNIOR CIVIL ENGINEER, GRADE 3	9	504,890.00
<u>21</u>	<u>1,379,959.44</u>		REGULAR SALARIES	<u>22</u>	<u>1,430,737.00</u>
ARCHITECTURAL SECTION					
1	\$ 86,745.44	48EM	PRINCIPAL ARCHITECT	1	\$ 86,757.00
1	65,646.72	40M	ASSISTANT CORDINATOR LAND USE	1	65,647.00
1	62,138.88	40	CLERK OF WORKS - BLD. MAINT. GRADE D	1	62,139.00
5	285,339.12	39	CLERK OF WORKS - BLD. MAINT. GRADE C	5	293,351.00
1	61,094.88	38P	SYSTEMS ACCOUNTANT	1	61,095.00
<u>9</u>	<u>560,965.04</u>		REGULAR SALARIES	<u>9</u>	<u>568,989.00</u>
TRAFFIC ENGINEERING SECTION					
1	97,968.96	47EM	DIRECTOR OF DPW ENGINEERING	1	97,969.00
1	88,050.96	48M	ASSISTANT TRAFFIC DIRECTOR	1	88,051.00
1	76,003.20	44M	SENIOR TRAFFIC ENGINEER, GRADE 5	1	76,004.00
1	61,094.88	44M	SUPERVISOR OF PARKING	1	61,095.00
1	48,525.12	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	0	-
1	43,949.44	30	SENIOR PARKING CONTROL OFFICER	1	44,725.00
2	77,539.68	26	PARKING METER MAINTENANCE MAN	2	77,884.00
8	258,150.72	22	PARKING CONTROL OFFICER	6	204,938.00
<u>16</u>	<u>751,282.96</u>		REGULAR SALARIES	<u>13</u>	<u>650,666.00</u>
<u>46</u>	<u>2,692,207.44</u>		TOTAL REGULAR SALARIES	<u>44</u>	<u>2,650,392.00</u>
AUTHORIZED UNFUNDED POSITIONS:					
1	66,022.56	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	1	-
1	57,211.20	37	JUNIOR CIVIL ENGINEER, GRADE 3	1	-
1	39,379.68	27	PRINCIPAL CLERK AND TYPIST	1	-
<u>3</u>	<u>162,613.44</u>		REGULAR SALARIES	<u>3</u>	<u>-</u>
	9,324.00		EM INCENTIVE PAY		9,324.00
	27,248.00		EDUCATIONAL STIPENDS- MEO		27,770.00
	(35,500.00)		VACANCY FACTOR		(35,500.00)
<u>49</u>	<u>2,855,892.88</u>			<u>47</u>	<u>2,651,986.00</u>
FUNDING SOURCES:					
	(732,883.00)		SEWER REVENUES		(729,467.00)
	(111,399.00)		WATER REVENUES		(110,880.00)
	(695,045.00)		PROJECT FUNDING		(807,474.00)
	<u>(1,539,327.00)</u>		TOTAL FUNDING SOURCES		<u>(1,647,821.00)</u>
<u>49</u>	<u>\$ 1,316,565.88</u>	4102-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>47</u>	<u>\$ 1,004,165.00</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>	4102-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 81,793.00</u>

ROBERT L. MOYLAN, Jr., COMMISSIONER

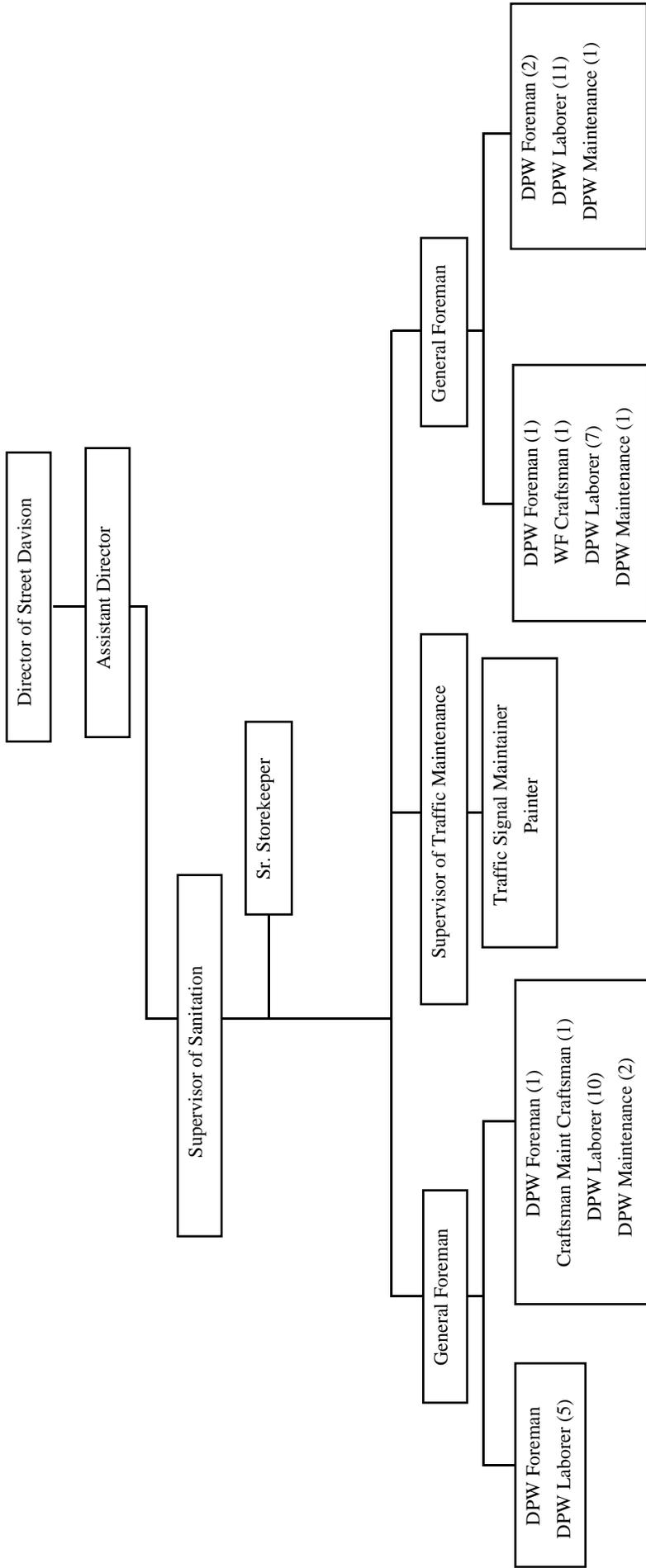
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES- DIVISION #4102

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
	\$ 8,050.00		ENGINEERING ORDINARY MAINTENANCE		\$ 8,050.00
	7,800.00		TELEPHONES		7,800.00
	16,500.00		PERMITS		16,500.00
	1,800.00		CLOTHING & UNIFORM SERVICE		1,800.00
	177,358.00		ELECTRICITY - TRAFFIC SIGNALS		177,358.00
	184,544.00		MAINTENANCE & REPAIR-TRAFFIC SIGNALS		184,544.00
	2,000.00		EQUIPMENT RENTALS-TRAFFIC SIGNALS		2,000.00
	25,000.00		SPECIAL POLICE - TRAFFIC SIGNALS		25,000.00
	1,515.00		HARDWARE & SUPPLIES -TRAFFIC SIGNALS		1,515.00
	2,775.00		CLEANING SUPPLIES & TOOLS-TRAFFIC SIGNALS		2,775.00
	<u>\$ 427,342.00</u>	4102-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 427,342.00</u>
	<u>\$ 1,825,700.88</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,513,300.00</u>

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



53 Tax Levy Positions



ROBERT L. MOYLAN, Jr., COMMISSIONER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF STREETS- DIVISION #4103

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 89,982.36	46EM	DIRECTOR, STREET OPERATIONS	1	\$ 89,993.00
1	81,745.20	46M	ASSISTANT DIRECTOR STREET OPERATIONS	1	78,713.00
1	63,308.16	39M	SUPERVISOR OF SANITATION	1	63,309.00
1	49,297.68	39M	SUPERVISOR OF TRAFFIC MAINTENANCE	1	52,193.00
2	115,967.52	38	GENERAL PUBLIC WORKS FOREMAN	2	112,809.00
6	308,356.32	34	PUBLIC WORKS FOREMAN	6	279,206.00
2	81,628.16	32	NUISANCE ORDINANCE INSPECTOR	0	-
1	44,724.96	32	WORKING FOREMAN, CRAFTSMAN	0	-
1	45,764.64	32	TRAFFIC SIGNAL MAINTAINER	1	35,517.00
1	44,724.96	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	44,725.00
1	37,625.76	28	SENIOR STOREKEEPER	1	37,626.00
1	40,381.92	27	PAINTER	1	30,151.00
1	40,381.92	27	SIGN PAINTER	0	-
5	179,142.72	26	PUBLIC WORKS MAINTENANCE MAN	4	141,396.00
35	1,187,068.56	24	PUBLIC WORKS LABORER	32	1,091,772.00
2	70,875.12	24	TRAFFIC LABORER	0	-
1	31,946.40	20	PUBLIC HEALTH AIDE	0	-
<u>63</u>	<u>2,512,922.36</u>		REGULAR SALARIES	<u>52</u>	<u>2,057,410.00</u>
AUTHORIZED UNFUNDED POSITIONS:					
<u>1</u>	<u>36,310.32</u>	24	PUBLIC WORKS LABORER	<u>1</u>	<u>-</u>
<u>1</u>	<u>36,310.32</u>			<u>1</u>	<u>-</u>
	3,549.00		EM INCENTIVE PAY		3,549.00
	287,998.00		CONTRACTUAL STIPENDS - MEO		269,540.00
	20,000.00		DOWNTOWN STREETSCAPE - POOL LABOR		20,000.00
	<u>311,547.00</u>		TOTAL OTHER SALARIES		<u>293,089.00</u>
	(37,625.00)		VACANCY FACTOR		(37,625.00)
	<u>2,823,154.68</u>		TOTAL RECOMMENDED SALARIES		<u>2,312,874.00</u>
FUNDING SOURCES:					
	(31,946.40)		GRIME WATCH GRANT		-
	(808,887.00)		SEWER REVENUES		(807,850.00)
	(347,162.00)		WATER REVENUES		(335,150.00)
	<u>(1,187,995.40)</u>		TOTAL FUNDING SOURCES		<u>(1,143,000.00)</u>
<u>64</u>	<u>\$ 1,635,159.28</u>	4103-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>53</u>	<u>\$ 1,169,874.00</u>
	\$ 40,160.00		SUNDAY YARD WASTE DROP OFF		\$ 40,160.00
	309,948.00		REGULAR OVERTIME		309,948.00
	<u>\$ 350,108.00</u>	4103-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 350,108.00</u>

ROBERT L. MOYLAN, Jr., COMMISSIONER

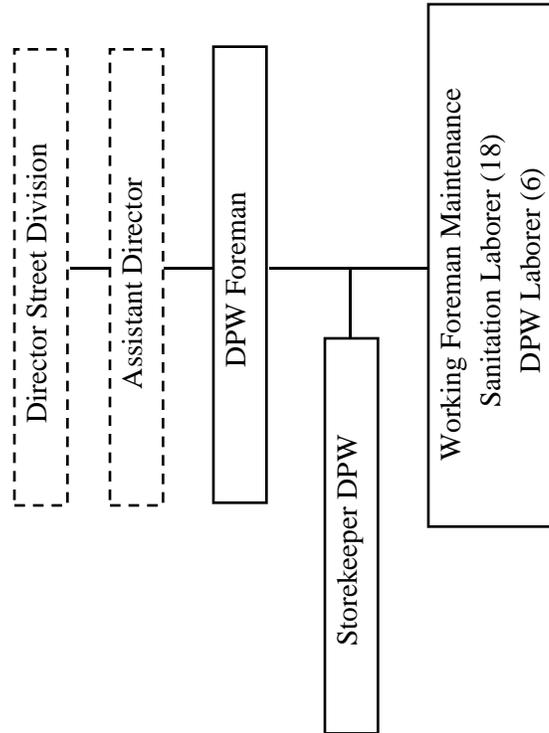
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF STREETS- DIVISION #4103

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	PROPOSED FY12 AMOUNT
	\$ 417,080.00		STREET SWEEPING		\$ 417,080.00
	5,000.00		TELEPHONES		5,000.00
	10,000.00		SIDEWALKS & GUARDRAIL REPAIRS		10,000.00
	34,540.00		HIGHWAY MAINTENANCE & BRIDGE REPAIR		34,540.00
	45,102.00		POTHOLE REPAIR		105,102.00
	55,620.00		YARD MAINTENANCE		55,620.00
	6,492.00		YARD MAINTENANCE ELECTRICITY		6,492.00
	10,000.00		DOWNTOWN STREETSCAPE		10,000.00
	3,000.00		CLOTHING & UNIFORM SERVICE		3,000.00
	49,385.00		STREET SIGN & PAVEMENT MARKING		349,385.00
	4,900.00		NUISANCE ORDINANCE ORDINARY MAINTENANCE		4,900.00
	2,517.00		GRIME WATCH ORDINARY MAINTENANCE		2,517.00
	20,000.00		BUDGET ADJUSTMENT		-
	<u>663,636.00</u>		ORDINARY MAINTENANCE		<u>1,003,636.00</u>
			FUNDING SOURCES:		
	(2,517.00)		GRIME WATCH GRANT		(2,517.00)
	(377,080.00)		SEWER REVENUES		(377,080.00)
	<u>(379,597.00)</u>		TOTAL FUNDING SOURCES		<u>(379,597.00)</u>
	<u>\$ 284,039.00</u>	4103-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 624,039.00</u>
	<u>\$ 2,269,306.28</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,144,021.00</u>

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



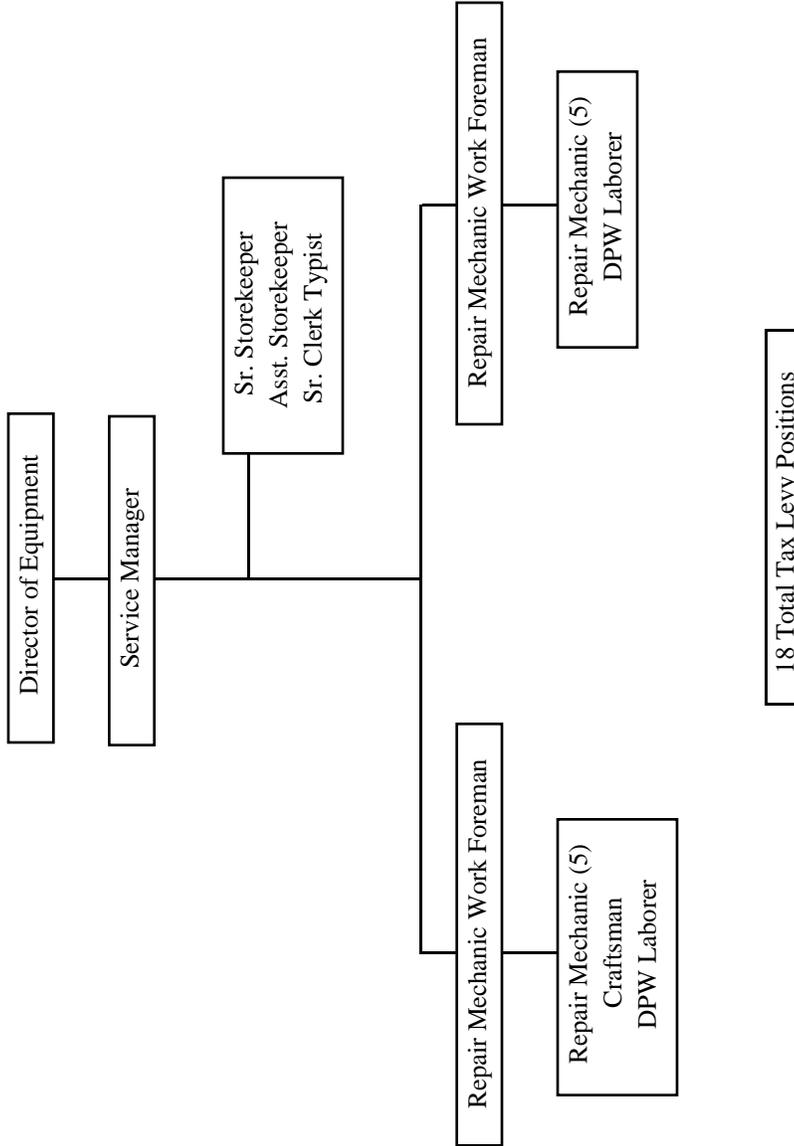
27 Tax Levy Positions



ROBERT L. MOYLAN, Jr., COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF SANITATION- DIVISION #4104

FY11 TOTAL POSITIONS	APPROVED FY11AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 51,427.44	34	DPW FOREMAN	1	\$ 51,428.00
1	44,724.96	30	WORKING FOREMAN, MAINTENANCE	1	44,725.00
18	637,005.76	26	SANITATION LABORER	17	614,751.00
1	37,625.76	26	STOREKEEPER DPW	1	37,626.00
6	217,861.92	24	DPW LABORER	6	217,866.00
27	988,645.84		TOTAL REGULAR SALARIES	26	966,396.00
AUTHORIZED UNFUNDED POSITIONS:					
1	38,941.20	26	SANITATION LABORER	1	-
1	38,941.20			1	-
	104,504.00		CONTRACTUAL STIPENDS/MEO		112,606.00
	20,000.00		POOL LABOR		20,000.00
	124,504.00		TOTAL OTHER SALARIES		132,606.00
	(22,950.00)		VACANCY FACTOR		(22,950.00)
28	\$ 1,129,141.04	4104-91000	TOTAL RECOMMENDED PERSONAL SERVICES	27	\$ 1,076,052.00
	\$ 84,056.00		REGULAR OVERTIME		\$ 84,056.00
	37,358.00		BALLARD STREET DROP OFF CENTER		37,358.00
	\$ 121,414.00	4104-97000	TOTAL RECOMMENDED OVERTIME		\$ 121,414.00
	\$ 1,601,767.00		REFUSE DISPOSAL		\$ 1,637,570.00
	1,856,086.00		RECYCLING		1,948,493.00
	500,000.00		TRASH BAGS		400,000.00
	36,412.00		NATURAL GAS & FUEL		36,412.00
	11,608.00		ELECTRICITY		11,608.00
	20,000.00		EDUCATION		20,000.00
	1,500.00		MAINTENANCE & REPAIRS		1,500.00
	500.00		TELEPHONES		500.00
	1,000.00		OTHER - FORMS (STICKERS) & LICENSES		1,000.00
	60,000.00		LANDFILL - MONITORING		60,000.00
	3,200.00		CLOTHING & UNIFORM SERVICE		3,200.00
	\$ 4,092,073.00	4104-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 4,120,283.00
	\$ 5,342,628.04		TOTAL RECOMMENDED TAX LEVY		\$ 5,317,749.00

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





ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF CENTRAL GARAGE- DIVISION #4105

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 75,397.68	45EM	DIRECTOR OF EQUIPMENT	1	\$ 75,398.00
1	49,297.68	39M	SERVICE MANAGER	1	53,357.00
2	102,854.88	34	WORK FOREMAN, MOTOR EQUIP. REPAIRMAN	2	84,993.00
8	342,172.72	30	MOTOR EQUIPMENT REPAIRMAN	8	292,351.00
1	44,724.96	30	DPW MAINTENANCE CRAFTSMAN	1	33,137.00
1	41,906.16	28	SENIOR STORE KEEPER	1	31,112.00
1	28,146.24	25	ASSISTANT STOREKEEPER	1	28,147.00
2	67,739.60	24	DPW LABORER	2	59,815.00
1	33,282.72	22	SENIOR CLERK AND TYPIST	1	33,283.00
<u>18</u>	<u>785,522.64</u>		TOTAL REGULAR SALARIES	<u>18</u>	<u>691,593.00</u>
	18,625.00		CONTRACTUAL STIPENDS/MEO		8,874.00
	212.00		EM INCENTIVE PAY		212.00
	(18,060.00)		VACANCY FACTOR		(18,060.00)
	<u>786,299.64</u>		TOTAL RECOMMENDED SALARIES		<u>682,619.00</u>
			FUNDING SOURCES:		
	(139,181.00)		SEWER REVENUES		(135,500.00)
	(54,688.00)		WATER REVENUES		(52,400.00)
	(193,869.00)		TOTAL FUNDING SOURCES		(187,900.00)
<u>18</u>	<u>\$ 592,430.64</u>	4105-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>18</u>	<u>\$ 494,719.00</u>
	<u>\$ 30,613.00</u>	4105-97000	REGULAR OVERTIME		<u>\$ 30,613.00</u>
\$ 401,619.00			AUTOMOTIVE PARTS	\$ 401,619.00	
11,120.00			TELEPHONES	11,120.00	
280,500.00			MAINTENANCE & REPAIR	280,500.00	
30,811.00			GARAGE SUPPLIES	30,811.00	
588,000.00			FUEL - NO LEAD GAS	588,000.00	
473,500.00			FUEL - DIESEL	473,500.00	
10,000.00			GARAGE HIRED SERVICES	10,000.00	
54,720.00			ELECTRICITY	54,720.00	
161,400.00			NATURAL GAS & FUEL	161,400.00	
54,043.00			OTHER CHARGES & EXPENDITURES	54,043.00	
<u>2,065,713.00</u>			ORDINARY MAINTENANCE	<u>2,065,713.00</u>	
			FUNDING SOURCES:		
(448,046.00)			CREDIT SEWER REVENUES	(448,046.00)	
(271,755.00)			CREDIT WATER REVENUES	(271,755.00)	
(200,000.00)			TRANSFER OF SERVICES	(200,000.00)	
(919,801.00)			TOTAL FUNDING SOURCES	(919,801.00)	
<u>\$ 1,145,912.00</u>	4105-92000		TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,145,912.00</u>	
<u>\$ 1,768,955.64</u>			TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,671,244.00</u>	

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

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

Divisional Mission Statement:

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

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

Divisional Overview:

This Division consists of three distinct Sections: Parks and Recreation, Hope Cemetery, and Forestry. The Parks and Recreation Section provides for the maintenance and management of 1250 + acres of the 60 City's parks and playgrounds, along with 19 miles of grass median strips and 44 islands and squares. It is also responsible for: the coordination and support for special events: concerts, road races, first night, parades, Fourth of July, etc.; the maintenance and management of the opening of one spray facility, one pools/ four beaches as part of the summer program; the sponsorship and management of the Elm Park Concert Series; March Madness Basketball Tournament which will only take place if donations or grants are in place that cover the complete cost of the services required. The Hope Cemetery Section is responsible for the maintenance and management of 160 + acres of Hope Cemetery including, but not limited to interment, monumentation, and grounds maintenance. The Forestry Section is responsible for the maintenance and management of the City's urban forest through services such as trimming, clean up of storm damage, condemned tree removals, contracted forestry services, tree plantings, and stump grindings.

The Division shall continue to strive to achieve the goals of the Strategic Plan by: Improving the physical appearance of the parks, playgrounds and Cemetery; increasing the use and enjoyment of the parks and recreation facilities and programs by all citizens; improving the condition of the urban forest throughout the City; and providing a much cleaner City through cooperative efforts with the Nuisance abatement and environmental and civic groups.

Administration–Operational Overview:

The Commissioner provides the vision, management, and technical support in order to continue to build on the successes of the various diverse operations of this Division of the Department of Public Works and Parks. This Section shall provide all the necessary technical and clerical services to assist the Commissioner and the administrative staff in the efficient day-to-day management of this division. These services shall include: all interaction with the general public (telephone responses), general accounting and record keeping, permit allocation, facility management, personnel management, grant preparation and management, and other tasks. This Section is solely responsible for the overall management of all Department resources relative to FY budgets and general fixed assets. It is important to note this Division also provides staff and technical support to the Hope Cemetery Commission, the G.A.R. Board of Trustees, the Civic Center Commission, the Worcester Memorial Auditorium Board of Trustees as well as the Parks and Recreation Commission for all commission meetings, correspondence, programs, etc. This Section is also responsible for the complete management and accounting of capital programs (project, financial, and otherwise) for the Parks, Recreation, and Cemetery Section, the City Messenger Department, the Civic Center Commission, Memorial Auditorium and the Green Hill Municipal Golf Course.

Recreation– Operational Overview:

Recreation will open and operate the city’s Crompton Park Pool and four (4) beaches which include Bell Hill, Coes Pond, Indian Lake and Shore Park. Fundraising initiatives will continue to secure the funds required to maintain the collaboration with Worcester Public Schools for recreation programs at four sites. Parks will continue to seek private fundraising initiative to secure the funds required to host the Annual Youth March Madness Basketball Tournament. Recreation will work collaboratively with Worcester Professional Baseball (Worcester Tornadoes) on Baseball Clinics and other events with the City’s Professional Baseball team. The Section looks forward to a collaborative relationship with the City’s AHL team, the Worcester Sharks on City events and fundraising opportunities. Parks shall also continue to pursue grants and donations to restore/ expand/ enhance and/ or to create new recreational programs.

Maintenance-Operational Overview:

Parks Maintenance and Construction shall provide services in as much as reduced funding and staffing will allow, for the complete year-round maintenance and management of 1250 + acres of the City’s 60 parks and playgrounds, of which 525 acres are categorized as active/ passive recreation areas, as well as 19 miles of grass median strips, 44 grass islands and squares, and a variety of park support buildings. Additionally personnel may be assigned to maintain and to manage the grounds of Hope Cemetery for the two weeks prior to Memorial Day. Limited funding may prevent this activity at the cemetery this year. The Section shall also provide for a primary and general election set up for various City and statewide elections.

DEPARTMENT OF PUBLIC WORKS & PARKS

Forestry – Operational Overview:

Forestry shall provide for the maintenance and the management of all City owned street and park trees in a cost effective manner. This is accomplished by providing effective leadership and services to the taxpayers and local agencies. This shall include planting, trimming, removing dead/ dying trees and stump grinding when funded, inspecting suspect trees, conducting public tree hearings (state law Chapter 87), and providing storm “clean-up” of all public tree damage (street, park, and cemetery) during the fiscal year. Forestry shall also secure and manage any contracts related to services associated with all trees and stumps in the city. Forestry will expand the use of the newly implemented street tree management and GIS software system to manage this important natural resource. Additionally, Forestry shall work as a collaborative partner with the United States Department of Agriculture and Commonwealth DCR on the eradication of the Asian Longhorned Beetle

Cemetery Operational Overview:

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

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 2,391,852.64	\$ 2,474,258.80	91000	\$ 2,383,539.00
OVERTIME	276,897.00	287,677.00	97000	287,679.00
ORDINARY MAINTENANCE	614,898.02	746,256.00	92000	806,256.00
TOTAL EXPENDITURES	\$ 3,283,647.66	\$ 3,508,191.80		\$ 3,477,474.00
TOTAL POSITIONS	57	50		47

DEPARTMENT OF PUBLIC WORKS & PARKS

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total recommended budget for Fiscal 2012 for the Parks, Recreation, Hope Cemetery and Forestry is \$3,477,474.00, compared to the approved budget of \$3,508,191.80 for Fiscal 2011. This represents a decrease of (\$30,717.80). The following analysis identifies the variances within the Fiscal 2012 budget accounts:

FISCAL 2011		FISCAL 2012	
BUDGET	REGULAR SALARIES	BUDGET	CHANGE
371,134	ADMINISTRATION	419,210	48,076
1,182,911	PARKS MAINTENANCE	1,026,057	(156,854)
392,098	FORESTRY	386,378	(5,720)
291,256	HOPE CEMETERY	259,626	(31,630)
<u>2,237,400</u>	TOTAL ADMINISTRATION	<u>2,091,271</u>	<u>(146,129)</u>
	OTHER PERSONAL SERVICES		
(26,300)	VACANCY FACTOR	(26,300)	0
6,960	EM INCENTIVE PAY	6,960	0
70,000	HOPE CEMETERY TEMPORARY LABORERS	70,000	0
80,000	AQUATICS PROGRAM / TEMPORARY STAFF	150,000	70,000
222,026	CONTRACTUAL STIPENDS-MEO RATES	221,955	(71)
50,000	BUDGET ADJUSTMENT	0	(50,000)
<u>(165,827)</u>	FUNDING SOURCES	<u>(130,347)</u>	<u>35,480</u>
<u>236,859</u>	TOTAL OTHER PERSONAL SERVICES	<u>292,268</u>	<u>55,409</u>
2,474,259	TOTAL PERSONAL SERVICE SALARIES	2,383,539	(90,720)

Total Personal Service Salaries account for Fiscal 2012 is \$2,383,539.00, a net decrease of (\$90,720.00) compared to the approved Fiscal 2011 recommended budget of \$2,474,259.00, and is offset in part by automatic step increases, the elimination of (3) Laborer positions and a Plumber. These actions resulted in a net decrease of (\$146,129.00). Additionally, an increase of \$55,409.00 in Other Personal Services the result of increase in tax levy funding due to the elimination of a budgeted credit for the Asian Long horned Beetle Program. The budget includes an increase in funding for aquatics which will allow for the opening of Crompton Park Pool and Greenwood Spray Park Facility. This new aquatic funding will allow the Department to operate Crompton Park Pool and Greenwood Park Spray Facility in Fiscal 2012. It includes all seasonal staff including lifeguards and maintenance staff. Additionally, this funding will include the cost of the Massachusetts General Law (MGL) required Certified Pool Operators (CPO) for both facilities. This budget allows for the complete and full operation at maximum available occupancy of both facilities.

Total Overtime Service Salaries account for Fiscal 2012 is recommended to be level funded at \$287,679.00.

The tax levy Ordinary Maintenance budget for Fiscal 2012 is recommended to be \$806,256.00, an increase of \$60,000.00 compared to the approved Fiscal 2011 budget of \$746,256.00. In the Ordinary Maintenance budget will increase a total of \$60,000.00 to fund requirements in the following programs; an increase of \$35,000.00 to fund the city's aquatics program, \$35,000.00 for

DEPARTMENT OF PUBLIC WORKS & PARKS

Landfill Monitoring and lastly the budget allocates \$40,000 to address a continuing backlog of hazardous trees requiring removal throughout the city. The budget maintains \$30,000 for citywide stump removal in Fiscal 2012.

FISCAL 2011		FISCAL 2012	
BUDGET	ORDINARY MAINTENANCE	BUDGET	CHANGE
53,800	ADMINISTRATION - ORDINARY MAINTENANCE	53,800	0
122,150	ADMINISTRATION - ELECTRICITY	122,150	0
12,000	ADMINISTRATION - NATURAL GAS	12,000	0
12,495	ADMINISTRATION - FUEL OIL	12,495	0
266,385	MAINTENANCE - ORDINARY MAINTENANCE	266,385	0
13,000	MAINTENANCE - NO LEAD & DIESEL FUEL	13,000	0
62,900	FORESTRY ORDINARY MAINTENANCE	62,900	0
11,700	FORESTRY - NO LEAD & DIESEL FUEL	11,700	0
37,730	HOPE CEMETERY ORDINARY MAINTENANCE	37,730	0
11,500	HOPE CEMETERY - ELECTRICITY	11,500	0
4,896	HOPE CEMETERY - NATURAL GAS	4,896	0
10,200	HOPE CEMETERY FUEL OIL	10,200	0
27,500	HOPE CEMETERY - NO LEAD & DIESEL FUEL	27,500	0
30,000	STUMP REMOVAL	30,000	0
0	LANDFILL MONITORING	35,000	35,000
20,000	AQUATICS PROGRAM/ORDINARY MAINTENANCE	55,000	35,000
0	HARZADOUS TREE REMOVAL	40,000	40,000
50,000	BUDJET ADJUSTMENT	0	(50,000)
746,256	TOTAL ADMINISTRATION	806,256	60,000



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

City of Worcester

Department of Public Works and Parks

Parks, Recreation & Cemetery Division

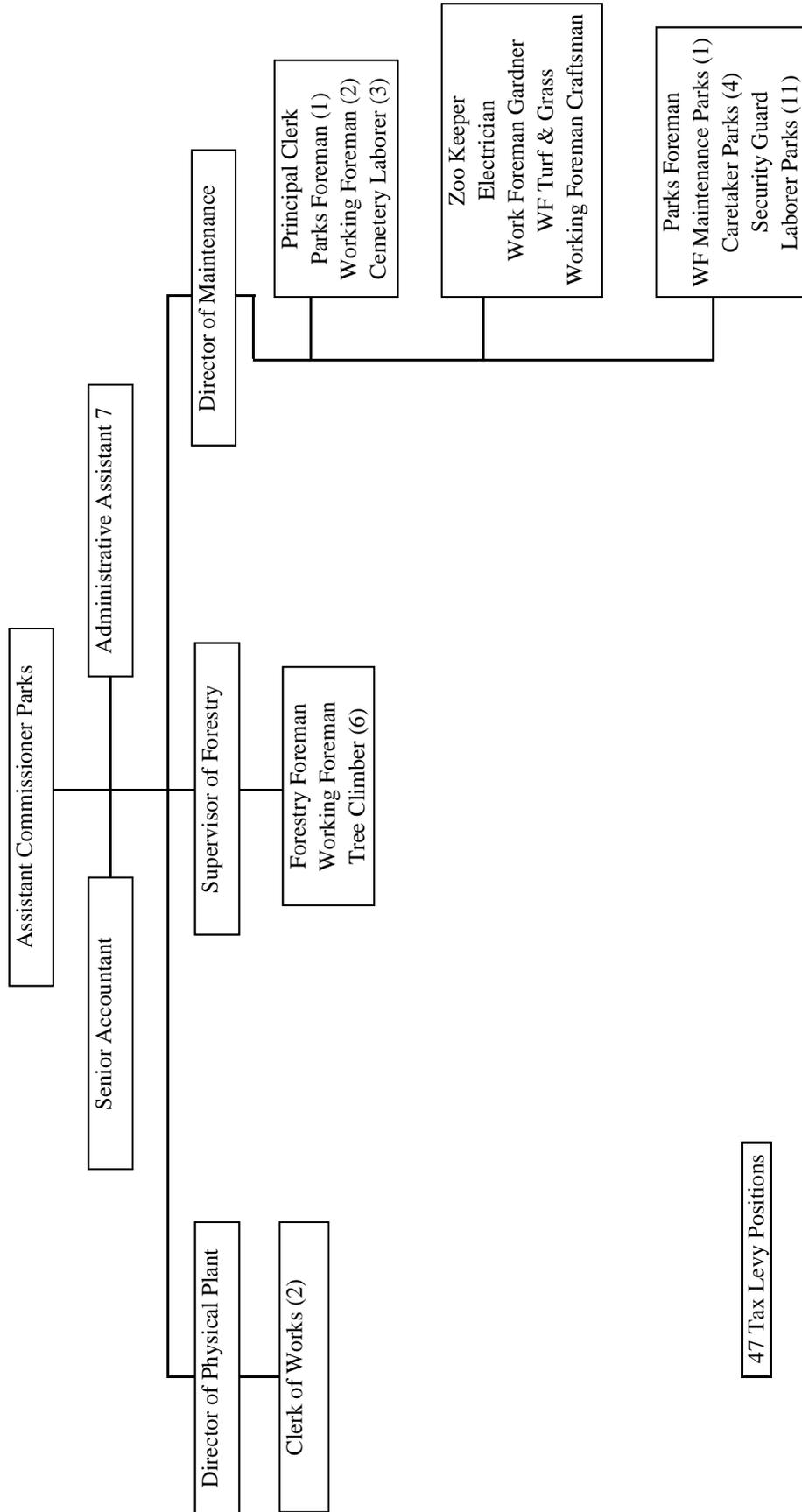
Fiscal Year Activity

Fiscal Year 2011 Divisional Activity Reports

To provide efficient and effective municipal services (operations, programs, and management) relative to: parks, recreation, cemetery, forestry, and public building maintenance. Provide efficient and effective grounds maintenance for over sixty parks and playgrounds. Manage comprehensive summer programs. Complete the physical set up for all National, State and Local elections. Maintain and repair public buildings (carpentry, plumbing, electrical, etc.). Complete maintenance and management of a one hundred sixty plus acre cemetery. Maintain and manage the City's urban forest (street trees).

	Actual FY10	Projected FY11	Projected FY12
PARKS DIVISION			
Acres mowed each week	118	110	110
Election Completed	3	2	2
Organizations requesting permits	314	320	335
Approved permits	13,210	13,300	13,325
Staff and Support to Commissions (meetings)	53	45	45
FORESTRY DIVISION			
Tree Removals	225	400	500
Tree Trimming	170	400	750
Tree Plantings	1000	600	300
Customer Service Requests	1017	980	980
HOPE CEMETERY			
Lots Sold	78	75	80
Interments Completed	245	250	250
Monument Foundations Completed	109	96	95
Veteran markers installed	24	20	20

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



47 Tax Levy Positions



ROBERT L. MOYLAN JR., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF PUBLIC WORKS & PARKS

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

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
PARKS DEPARTMENT/HOPE CEMETERY- ADMINISTRATION DIVISION #7201					
1	\$ 101,845.12	51EM	ASSISTANT COMMISSIONER PARKS	1	\$ 101,853.00
1	67,922.64	46EM	DIRECTOR OF PHYSICAL PLANT	1	67,923.00
1	59,946.48	39	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE C	2	108,013.00
1	51,886.80	35	ADMINISTRATIVE ASSISTANT 7	1	51,887.00
1	50,153.76	34	SENIOR ACCOUNTANT	1	50,154.00
1	39,379.68	27	PRINCIPAL CLERK	1	39,380.00
<u>6</u>	<u>\$ 371,134.48</u>		<u>REGULAR SALARIES #7201</u>	<u>7</u>	<u>\$ 419,210.00</u>
1	70,260.78	45EM	DIRECTOR OF MAINTENANCE PARKS/CEMETERY	1	70,262.00
1	59,424.48	38	ELECTRICIAN	1	59,425.00
1	59,424.48	38	PLUMBER	0	-
1	59,424.48	38	HEAD ZOO KEEPER	1	59,425.00
1	51,427.44	34	PARKS FOREMAN	1	51,428.00
1	47,836.08	32	WORKING FOREMAN, CRAFTSMAN	1	47,837.00
1	47,836.08	32	WORKING FOREMAN, TURF & GRASS	1	47,837.00
1	47,836.08	32	WORKING FOREMAN, GARDNER	1	47,837.00
2	83,352.96	32	WORKING FOREMAN, PARKS MAINTENANCE MAN	2	78,697.00
1	31,904.64	2	SECURITY GUARD	1	31,905.00
4	161,527.68	27	PARK CARETAKER	4	141,066.00
13	462,656.08	24	PARK LABORER	11	390,338.00
<u>28</u>	<u>\$ 1,182,911.26</u>		<u>REGULAR SALARIES #7203</u>	<u>25</u>	<u>\$ 1,026,057.00</u>
1	68,152.32	42EM	SUPERVISOR OF FORESTRY	1	68,153.00
1	51,427.44	34	FORESTRY FOREMAN	1	51,428.00
1	47,836.08	32	WORKING FOREMAN, CRAFTSMAN	1	38,942.00
6	224,682.56	26	TREE CLIMBER	6	227,855.00
<u>9</u>	<u>\$ 392,098.40</u>		<u>REGULAR SALARIES #7204</u>	<u>9</u>	<u>\$ 386,378.00</u>
2	102,854.88	34	PARKS FOREMAN	2	102,856.00
1	47,836.08	32	WORKING FOREMAN BURIALS	1	47,837.00
4	140,565.04	24	CEMETERY LABORER	3	108,933.00
<u>7</u>	<u>\$ 291,256.00</u>		<u>REGULAR SALARIES #7206</u>	<u>6</u>	<u>\$ 259,626.00</u>
<u>50</u>	<u>\$ 2,237,400.14</u>		<u>TOTAL SALARIES - ALL DIVISIONS</u>	<u>47</u>	<u>\$ 2,091,271.00</u>



ROBERT L. MOYLAN JR., COMMISSIONER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION # 720

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
	\$ (26,300.00)		VACANCY FACTOR		\$ (26,300.00)
	6,960.00		EM INCENTIVE PAY		6,960.00
	70,000.00		HOPE CEMETERY TEMPORARY LABORERS		70,000.00
	80,000.00		AQUATICS PROGRAM/TEMPORARY STAFF		150,000.00
	222,026.00		CONTRACTUAL STIPENDS-MEO RATES		221,955.00
	50,000.00		BUDGET ADJUSTMENT SALARIES		-
<u>50</u>	<u>\$ 2,640,086.14</u>		TOTAL RECOMMENDED SALARIES-ALL DIVISIONS	<u>47</u>	<u>\$ 2,513,886.00</u>
			FUNDING SOURCES:		
	\$ (65,087.34)		PROJECT FUNDS		\$ (110,847.00)
	(20,940.00)		CREDIT FROM GOLF COURSE		(19,500.00)
	(79,800.00)		CREDIT FROM LONGHORN BEETLE PROGRAM		-
	<u>\$ (165,827.34)</u>		TOTAL FUNDING SOURCES		<u>\$ (130,347.00)</u>
<u>50</u>	<u>\$ 2,474,258.80</u>	720-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>47</u>	<u>\$ 2,383,539.00</u>
	\$ 20,000.00		RECREATION DIVISION OVERTIME		\$ 20,000.00
	93,623.00		MAINTENANCE DIVISION OVERTIME		93,623.00
	88,725.00		FORESTRY DIVISION OVERTIME		88,726.00
	41,226.00		HOPE CEMETERY DIVISION OVERTIME		41,226.00
	44,103.00		SNOW REMOVAL OVERTIME		44,104.00
	<u>\$ 287,677.00</u>	720-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 287,679.00</u>
	\$ 53,800.00		ADMINISTRATION - ORDINARY MAINTENANCE		\$ 53,800.00
	122,150.00		ADMINISTRATION - ELECTRICITY		122,150.00
	12,000.00		ADMINISTRATION - NATURAL GAS		12,000.00
	12,495.00		ADMINISTRATION - FUEL OIL		12,495.00
	266,385.00		MAINTENANCE - ORDINARY MAINTENANCE		266,385.00
	13,000.00		MAINTENANCE - NO LEAD & DIESEL FUEL		13,000.00
	62,900.00		FORESTRY ORDINARY MAINTENANCE		62,900.00
	11,700.00		FORESTRY - NO LEAD & DIESEL FUEL		11,700.00
	37,730.00		HOPE CEMETERY ORDINARY MAINTENANCE		37,730.00
	11,500.00		HOPE CEMETERY - ELECTRICITY		11,500.00
	4,896.00		HOPE CEMETERY - NATURAL GAS		4,896.00
	10,200.00		HOPE CEMETERY FUEL OIL		10,200.00
	27,500.00		HOPE CEMETERY - NO LEAD & DIESEL FUEL		27,500.00
	30,000.00		STUMP REMOVAL		30,000.00
	-		LANDFILL MONITORING		35,000.00
	20,000.00		AQUATICS PROGRAM/ORDINARY MAINTENANCE		55,000.00
	-		HARZADOUS TREE REMOVAL		40,000.00
	50,000.00		BUDGET ADJUSTMENT		-
	<u>\$ 746,256.00</u>	720-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 806,256.00</u>
	<u>\$ 3,508,191.80</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 3,477,474.00</u>

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

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

Divisional Mission Statement:

Snow operations provided necessary emergency services during the winter months. Snow and ice control services are provided to keep streets open, essential traffic moving and to return streets to safe travelable conditions as quickly as possible. Snow related operations services are provided around the clock during the winter months (December to April). This service ensures rapid response to weather conditions and the ability to react to any and all winter related problems.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
OVERTIME	\$ 459,536.31	\$ 356,252.00	97000	\$ 356,252.00
ORDINARY MAINTENANCE	3,974,541.00	2,377,277.00	92000	2,650,631.00
DEBT SERVICE	0.00	0.00	94000	150,000.00
TOTAL	\$ 4,434,077.31	\$ 2,733,529.00		\$ 3,156,883.00

FISCAL 2012 BUDGET OVERVIEW

Expenditures: The city’s snow removal account is projected to increase to \$3,156,883.00, an increase of \$423,354.00 compared to the Fiscal 2011 budget of \$2,733,529.00. This is consistent with the City’s Five Point Plan which includes a policy to increase the Snow Removal budget by 10% annually to achieve adequate funding for an average winter. The total recommended Ordinary Maintenance budget is \$2,650,631.00 compared to the Fiscal 2011 budget of \$2,377,277.00. This represents an additional \$273,354.00 funding that is primarily reserved for the hiring of private plowing services and equipment. Finally, the city must make its final \$150,000.00 debt payment for the emergency borrowing done to fund the cost of the December 2008 snow storm.

DEPARTMENT OF PUBLIC WORKS – SNOW REMOVAL

The balance of \$356,252.00 is earmarked for Snow Removal overtime expenditures for this City Service. During the course of the year, Public Works will charge this account for overtime related services to monitor and evaluate the overall cost of overtime on snow removal operations. Omitted from this amount is the estimated annual cost of overtime incurred by the enterprise divisions. The overtime incurred is charged to the hired services account as if Water and Sewer were private contractors. This process has taken place annually to make sure the enterprises are not incurring the expense for snow operations.

Snow Removal expenditures estimates as of April 1, 2011 have exceeded the budget by approximately \$2,141,298.00. There have been 20 winter/snow related events and over 91.0 inches of snow and ice. By statute, the deficit balance of \$2,141,298.00 if not eliminated by Fiscal 2011-year end, or eliminated with the use of free cash, will be raised by taxation.

The following charts illustrate the actual fiscal 2011 snow related events/expenditures and a comparison of snow removal costs from fiscal 2006 through 2011.

SNOW REMOVAL COSTS BUDGET VS ACTUAL - FISCAL 2006-2011

	2006	2007	2008	2009	2010	2011
EXPENDITURES	3,099,020	2,224,942	5,051,150	7,006,770	4,434,077	4,874,827
Total Snow Budget	1,300,000	1,600,000	2,048,000	2,285,027	2,485,027	2,733,529
Budget Transfers	0	0	1,928,942	1,647,656	1,949,050	0
TOTAL BUDGET	1,300,000	1,600,000	3,976,942	3,932,683	4,434,077	2,733,529
SNOW DEFICIT	(1,799,020)	(624,942)	(1,074,208)	(3,074,087)	0	(2,141,298)
Snow Fall in Inches	64.20	41.45	70.10	76.90	60.9	91.1
Cost per Inch	48,271.34	53,677.72	72,056.35	91,115.34	72,809.15	53,510.72

DEPARTMENT OF PUBLIC WORKS – SNOW REMOVAL

WINTER STORMS - D.P.W. COST SUMMARY - FISCAL YEAR 2010/2011

STORM # DATES/DESCR.	L A B O R				SALT	SAND	HIRED EQUIPMENT	EQUIPMENT	TAGS & TOWS	T O T A L	
	REGULAR		OVERTIME		\$ 48.66 per ton	\$ 11.29 per yd	PCS	City Equip	WPD TAGS	COST	ACCUM COST
	HRS	COST	HRS	COST	Tons Cost	Yards Cost	Cost	Grand Total	WPD TAGS PCO TAGS		
Storm # 1 Sunday Dec 12 / Icing	664	14,786	252	8,382	400 19,464	300 3,387	29 9,163			55,181	55,181
Storm # 2 Tuesday Dec 21 / Trace	195	4,137	1	44	400 19,464	460 5,193	34 10,005			38,844	94,025
Storm # 3 Wed Dec 22-23 / .5"	308	6,670	610	20,328	900 43,794	875 9,879	24 19,106			99,777	193,802
Storm # 4 Sun Dec 26-27 / 12.7"	1,668	37,098	2,715	91,844	900 43,794	350 3,952	342 536,303	47 389	540 470 148	712,990	906,792
Storm # 5 Fri Jan 7 - 8 / 2.6"	128	2,880	856	29,001	800 38,928	300 3,387	23,860			98,056	1,004,847
Storm # 6 Sun Jan 9 - 11 / trace	339	7,299	559	19,528	400 19,464	400 4,516	83,080		119	133,887	1,138,734
Storm # 7 Wed Jan 12 - 14 / 21.1"	1,108	24,613	1,780	61,176	700 34,048	600 6,774	364 511,729	52 416	405 277 37	638,340	1,777,074
Storm # 8 Sun Jan 15 / .2"	136	3,044	585	19,014	450 21,897	200 2,258	4,688			50,901	1,827,975
Storm # 9 Tue Jan 18 / 7.0"	1,060	23,305	879	29,429	1,200 58,392	1,200 13,548	342 290,079		300 188 170	414,752	2,242,727
Storm # 10 Fri Jan 21 / 7.0"	828	18,918	1,403	47,674	300 14,598	1,000 11,290	348 290,978	38 386	462 312 173	383,458	2,626,185
Storm # 11 Tue Jan 25 / 2.4"	280	6,263	246	8,291	1,050 51,093	300 3,387	204 80,697		65	149,731	2,775,916
Storm # 12 Thurs Jan 27 / 12.3"	1,232	27,640	2,029	69,164	1,000 48,660	350 3,952	357 350,708	42 399	135 71 44	500,123	3,276,039
Storm # 13 Tues Feb 1 / 7.6"	456	10,187	636	22,086	400 19,464	250 2,823	354 306,683	43 397	173 69 103	361,242	3,637,281
Storm # 14 Wed Feb 2 / 4.6"	1,084	24,257	948	31,874	800 38,928	800 9,032	349 327,509		174 76	431,600	4,068,881
Storm # 15 Fri Feb 4-6 / clean up	360	8,208	490	17,231	500 24,330	850 9,597	88 51,818			111,183	4,180,064
Storm # 16 Tue Feb 8 / 3.2"	1,715	39,792	1,368	47,324	575 27,980	600 6,774	309 164,285	32 341	109 78	286,155	4,466,219
Storm # 17 Mon Feb 21 / 1.5"	416	9,341	855	26,772	800 38,928	550 6,210	29 17,070			98,321	4,564,540
Storm # 18 Fri Feb 25 / fz rain	236	5,480	521	18,178	650 31,629	750 8,468	40 31,442			95,197	4,659,737
Storm # 19 Sun Feb 27 / 2.8"	1,384	31,652	1,163	39,642	1,200 58,392	750 8,468	188 94,863	6 194		233,016	4,892,753
Storm # 20 Friday April 1 / 5.6"	244	5,531	190	5,997	800 38,928	450 5,081	23,715			79,250	4,972,003
ACCUMULATED TOTALS TO DATE	13,841		18,083		14,225	11,335	3,401		WPD Tags 2,298		
SNOW = 91.1 inches		311,102		612,977	692,175	127,972	3,227,777		WPD Tows 1,541 PCO Tags 877		4,972,003

ORIGINAL APPROPRIATIONS		356,252	26,000	16,762	594,951	108,646	1,630,918		2,733,529
ACCOUNTS PAYABLE		438,584	13,480	23,938	743,681	76,109	3,227,777		4,863,857
EXPENDITURES TO DATE									
Snow Removal							45,411		
Police Expenditures thru April 1							74,253		
Water & Sewer Exp thru April 1		0					174,392		
Water and Sewer Regular Time thru April 1							46,231		
Current Unexpended Balance		(82,332)	12,520	(7,176)	(148,730)	32,537	(1,937,146)		(2,130,328)
OPEN ENCUMBRANCES		0	1,520	9,450	0	0	0		10,970
Current Balance Includes Enc.		(82,332)	11,000	(16,626)	(148,730)	32,537	(1,937,146)		(2,141,298)



ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF PUBLIC WORKS & PARKS - SNOW REMOVAL #411

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 356,252.00	411-97000 SNOW REMOVAL DPW OVERTIME	\$ 356,252.00
134,646.00	PURCHASE OF SUPPLIES - SAND ONLY	134,646.00
16,762.00	SNOW ORDINARY MAINTENANCE	16,762.00
1,630,918.00	SNOW HIRED SERVICES - & EQUIPMENT	1,813,154.00
594,951.00	PURCHASE OF SUPPLIES - ROAD SALT	686,069.00
<u>\$ 2,377,277.00</u>	411-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 2,650,631.00</u>
\$ -	411-94000 DEBT SERVICE	\$ 150,000.00
<u>\$ 2,733,529.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 3,156,883.00</u>

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

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

Divisional Mission Statement:

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

- Provide effective management of approximately 13,244 street, bridge, tunnel, and gaslights.
- Timely maintenance and repairs to ensure efficient lighting for public safety, pedestrian and vehicle traffic.
- Citywide lighting surveys to address any problems or needs regarding streetlights for both citizens and businesses in the City.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 1,887,828.00	\$ 1,976,828.00	92000	\$ 1,987,828.00
TOTAL	\$ 1,887,828.00	\$ 1,976,828.00		\$ 1,987,828.00

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total recommended budget for Fiscal 2012 is \$1,987,828.00 compared to the Fiscal 2011 budget amount of \$1,976,828.00. This recommended budget will continue to fund cost associated with the streetlight expenditures including both maintenance and energy costs. The cost of electricity is estimated to \$1,188,978. The annual maintenance and repair cost is budgeted at \$756,000. The balance of \$42,850 will be used to fund other related streetlight operational costs.

Included in this budget are “other charges” such as transition and distribution charges, transmission, energy conservation and renewable energy charges which adds approximately \$0.045 to each kilowatt hours billed.



ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF PUBLIC WORKS & PARKS - STREET LIGHTS #412

RECOMMENDED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 1,177,978.00	PURCHASE OF SERVICE - ELECTRICITY	\$ 1,188,978.00
756,000.00	MAINTENANCE & REPAIR	756,000.00
1,600.00	HIRED SERVICES & EQUIPMENT	1,600.00
11,250.00	SUBDIVISION STREET LIGHTS	11,250.00
15,000.00	ORDINARY MAINTENANCE - NATURAL GAS	15,000.00
15,000.00	NEW UPGRADES STREET LIGHTS	15,000.00
<u>\$ 1,976,828.00</u>	412-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,987,828.00</u>
<hr/>		
<u>\$ 1,976,828.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,987,828.00</u>

DEPARTMENT OF PUBLIC WORKS & PARKS

SEWER DIVISION

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

Mission Statement:

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

Divisional Overview:

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

The Sewer Division is responsible for catch basin cleaning, sewage pumping station maintenance, inspection and diagnosis of sewer systems, general infrastructure maintenance, easement clearing and flood control including street drainage. The Sewer Division is funded entirely from revenues provided through a user fee. The sewer user fee for Fiscal 2012 is recommended to be \$5.40 per hundred cubic feet (approximately 748 gallons).

This year's sewer rate is \$5.40 or 6.7% (\$0.34) above the Fiscal Year 2011 rate. The net increase in the sewer rate is \$0.34 per ccf.s. The most significant impact on the rate, as in the past few years, is associated with the continued upgrades at the Upper Blackstone Treatment Plant. This year's increase of approximately \$600,000 dollars to the city's annual assessment adds \$0.10 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 2012 Sewer Capital Programs. Investments in the city's infrastructure through borrowing (debt service) pay great dividends both for today and far into the future

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

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

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 2,655,205.63	\$ 2,963,004.24	91000	\$ 2,765,823.00
OVERTIME	246,637.71	196,000.00	97000	196,000.00
ORDINARY MAINTENANCE	15,284,269.57	17,784,438.00	92000	18,380,510.00
CAPITAL OUTLAY	12,638.75	24,500.00	93000	24,500.00
DEBT SERVICE	5,279,299.15	5,661,898.00	94000	6,041,843.00
TRANSFER OF SERVICES	3,187,211.69	3,219,399.00	95000	3,191,753.00
FRINGE BENEFITS	2,456,137.89	3,143,639.00	96000	3,247,885.00
TOTAL EXPENDITURES	\$ 29,121,400.39	\$ 32,992,878.24		\$ 33,848,314.00
TOTAL POSITIONS	68	68		68

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total recommended gross budget for the Sewer Division is \$33,848,314.00, a net increase of \$855,435.76 over the Fiscal 2011 approved budget of \$32,992,878.24. The following analysis identifies the net activity within the various budget accounts.

The total recommended Personal Services budget is projected to be \$2,765,823.00 a net decrease of (\$197,181.24) compared to the Fiscal 2011 budget amount of \$2,963,004.24. The largest amount of this decrease is (\$168,585.15) in regular salaries as a result of not funding four (ERI) Early Retirement Positions. The balance of (\$20,033.09) represents new positions that are not at the maximum step, and (\$8,563.00) decrease in contractual stipend paid to employees.

The recommended budget for ordinary maintenance expenses is \$18,380,510.00, an increase of \$596,072.00. This increase is due to costs that will be assessed to the City of Worcester by the 2012 Upper Blackstone Water Pollution Abatement Treatment processing. This increase is for the capital improvement program to the 27 year old facility. The following illustrates the five-year cost schedule for the Upper Blackstone Water Pollution Abatement Treatment facility.

	Previous <u>Year</u>	Current <u>Year</u>	<u>Variance</u>
Fiscal 2012	14,100,026	14,696,098	596,072
Fiscal 2011	12,858,774	14,100,026	1,241,252
Fiscal 2010	12,503,373	12,858,774	553,401
Fiscal 2009	11,570,918	12,305,373	743,455
Fiscal 2008	10,825,269	11,570,918	745,649
Fiscal 2007	9,145,075	10,825,269	1,680,194
Fiscal 2006	6,497,134	9,145,075	2,647,941
Fiscal 2005	2,971,474	6,497,134	3,525,660

The balance of \$3,684,412.00 in Ordinary Maintenance will be used various expenditures that includes Stormwater Treatment, Quinsigamond Avenue Plant, Catch Basin Disposal, Sewer Pumping Electricity and other recurring costs.

The recommended budget for Debt Service is \$6,041,843.00 compared to the Fiscal 2011 budget of \$5,661,898.00 an increase of \$379,945(\$306,104 and \$73,841) in principal and interest respectively. The projected debt service will be used to fund existing principal and interest debt outstanding in the amount of \$5,830,567.00, as well as pay for \$211,275.00 of BAN interest and ½ year Bond interest on \$7,110,000.00 of new Sewer projects to be completed in Fiscal 2011.

The recommended budget for Indirect Service is funded at \$3,191,753.00 compared to the Fiscal 2011 budget of \$3,187,212.00. This represents a decrease of (\$27,646.00). This account is used to pay for a portion of salary and ordinary maintenance costs of other departments that provide services to this enterprise operation.

The recommended budget for Fringe Benefits is \$3,247,885.00 a net increase of \$104,246.00 compared to the Fiscal 2011 budget of \$3,143,639.00. The largest portion of this increase \$90,160.00 is attributed to Pension related costs; a reduction of (\$17,334.00) in Pension Obligation Bonds; an increase of \$12,415.00 in Health Insurance and \$19,774.00 in Early Retirement Costs.



ROBERT L. MOYLAN, JR., COMMISSIONER

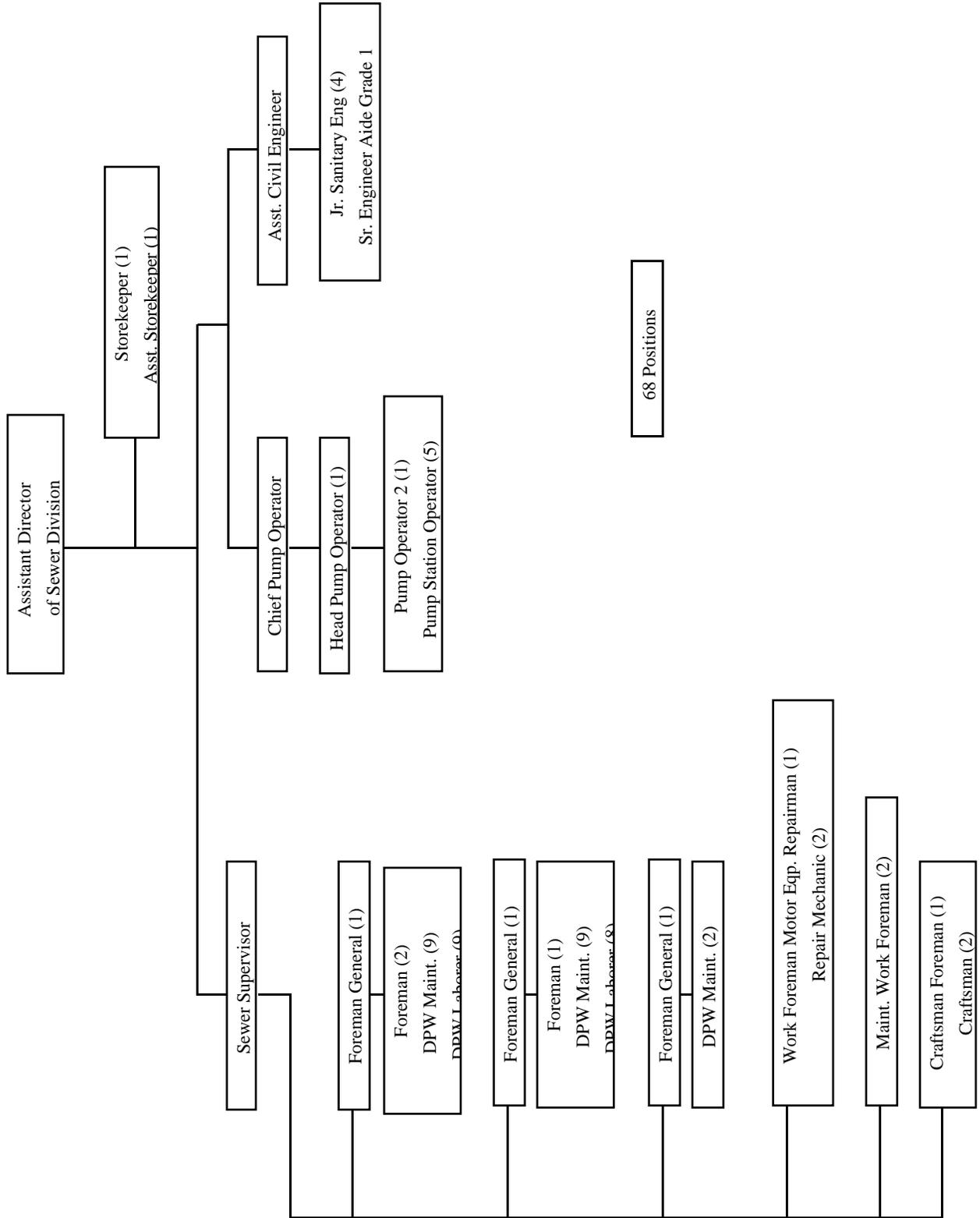
**CITY OF WORCESTER
 DEPARTMENT OF PUBLIC WORKS & PARKS
 DIVISION OF SEWER- DIVISION #440
 Fiscal Year Activity**

Fiscal Year 2011 Divisional Activity Reporting

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

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

DEPARTMENT OF PUBLIC WORKS & PARKS SEWER DIVISION



68 Positions



ROBERT L. MOYLAN, JR., COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF SEWER- DIVISION #440

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 81,745.20	46M	ASSISTANT DIRECTOR SEWER OPERATIONS	1	\$ 81,746.00
1	66,022.56	41	ASSISTANT CIVIL ENGINEER, GRADE 4	1	66,023.00
1	63,308.16	39M	SEWER OPERATIONS SUPERVISOR	1	63,309.00
1	63,308.16	39M	CHIEF PUMPING STATION OPERATOR	1	63,309.00
3	173,794.72	38	GENERAL PUBLIC WORKS FOREMAN	3	173,952.00
1	57,983.76	38	HEAD PUMPING STATION OPERATOR	1	57,984.00
4	217,277.28	37	JUNIOR SANITARY ENGINEER, DPW	4	217,280.00
2	90,995.04	34	PUBLIC WORKS FOREMAN	2	86,816.00
1	47,117.76	34	WORKING FOREMAN MOTOR EQUIPMENT REPAIRMAN	1	48,808.00
1	36,727.92	32	WORKING FOREMAN, CRAFTSMAN	1	36,728.00
1	47,836.08	32	PUMPING STATION OPERATOR 2	1	35,517.00
2	68,418.24	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	72,721.00
2	82,607.76	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	83,948.00
2	83,666.16	30	WORKING FOREMAN, PUBLIC WORKS MAINTENANCE MAN	2	83,667.00
4	166,642.48	30	PUMPING STATION OPERATOR	4	178,900.00
19	726,772.32	26	PUBLIC WORKS MAINTENANCE MAN	19	707,786.00
1	31,111.20	26	STOREKEEPER (DPW)	1	31,112.00
1	37,625.76	25	ASSISTANT STOREKEEPER (DPW)	1	37,626.00
16	524,474.56	24	PUBLIC WORKS LABORER	16	520,170.00
64	2,667,435.12		TOTAL REGULAR SALARIES	64	2,647,402.00
AUTHORIZED UNFUNDED POSITIONS:					
1	51,427.44	34	PUBLIC WORKS FOREMAN	1	-
1	41,906.16	33	SENIOR ENGINEERING AIDE, GRADE 2	1	-
1	38,941.20	26	PUBLIC WORKS MAINTENANCE MAN	1	-
1	36,310.32	24	PUBLIC WORKS LABORER	1	-
4	168,585.12		TOTAL REGULAR SALARIES	4	-
	177,503.00		CONTRACTUAL STIPENDS - MEO		168,940.00
	(50,519.00)		VACANCY FACTOR		(50,519.00)
68	\$ 2,963,004.24	440-91000	TOTAL RECOMMENDED PERSONAL SERVICES	68	\$ 2,765,823.00
	196,000.00	440-97000	TOTAL OVERTIME		196,000.00
\$	25,620.00		TELEPHONE	\$	25,620.00
	39,496.00		CHANNEL DIVERSION		39,496.00
	6,000.00		UBWPAD PROCESSING		6,000.00
	114,650.00		SEWER ORDINARY MAINTENANCE		114,650.00
	38,545.00		YARD ORDINARY MAINTENANCE		38,545.00
	162,003.00		SEWER / YARD ORDINARY MAINTENANCE - GAS & OIL		162,003.00
	80,824.00		SEWAGE PUMPING - ORDINARY MAINTENANCE		80,824.00
	432,176.00		SEWAGE PUMPING - ELECTRICITY		432,176.00
	8,000.00		SEWAGE PUMPING - NATURAL GAS		8,000.00
	16,000.00		SEWAGE PUMPING - FUEL & OIL		16,000.00
	9,450.00		CATCH BASINS		9,450.00
	253,600.00		QUINSIGAMOND PLANT - ORDINARY MAINTENANCE		253,600.00
	36,400.00		QUINSIGAMOND PLANT - ELECTRICITY		36,400.00
	10,000.00		QUINSIGAMOND PLANT - NATURAL GAS		10,000.00
	250,000.00		CATCH BASIN DISPOSAL		250,000.00
	1,795,000.00		STORM WATER MANAGEMENT		1,795,000.00
	401,000.00		VEHICLE SERVICE		401,000.00
	14,100,026.00		UPPER BLACKSTONE ASSESSMENT		14,696,098.00
	5,648.00		CLOTHING & UNIFORM SERVICE		5,648.00
\$ 17,784,438.00	440-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$ 18,380,510.00		

ROBERT L. MOYLAN, JR., COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF SEWER- DIVISION #440

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	PROPOSED FY12 AMOUNT
	<u>\$ 24,500.00</u>	440-93000	TOTAL OTHER CAPITAL OUTLAY		<u>\$ 24,500.00</u>
			DEBT SERVICE:		
	\$ 3,329,798.00		REDEMPTION OF BONDS		\$ 3,635,902.00
	2,332,100.00		INTEREST ON BONDS		2,405,941.00
	<u>\$ 5,661,898.00</u>	440-94000	TOTAL DEBT SERVICES		<u>\$ 6,041,843.00</u>
	<u>\$ 3,219,399.00</u>	440-95000	TRANSFER OF SERVICES		<u>\$ 3,191,753.00</u>
			FRINGE BENEFITS:		
	\$ 1,409,694.00		HEALTH INSURANCE		\$ 1,422,109.00
	8,480.00		NON CONTRIBUTORY PENSIONS		9,000.00
	884,649.00		CONTRIBUTORY PENSIONS		974,809.00
	191,618.00		EARLY RETIREMENT		211,392.00
	22,340.00		SECTION 90 PENSIONS		21,051.00
	616,858.00		PENSION OBLIGATION BONDS		599,524.00
	-		WORKERS COMPENSATION		-
	10,000.00		UNEMPLOYMENT COMPENSATION		10,000.00
	<u>\$ 3,143,639.00</u>	440-96000	TOTAL FRINGE BENEFITS		<u>\$ 3,247,885.00</u>
	<u>\$ 32,992,878.24</u>		TOTAL SEWER		<u>\$ 33,848,314.00</u>

DEPARTMENT OF PUBLIC WORKS & PARKS WATER DIVISION

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

Division Mission Statement:

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

Divisional Overview:

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

The in-city water user fee for Fiscal 2012 is recommended to be \$3.25 per 100 cubic feet (CCF) of water used. This year's rate is \$0.10 or 3.2% higher than the Fiscal 2011 rate. The water rate for out of town users remains level at \$3.40 per 100 cubic feet (CCF).

Water use for last fiscal year was the lowest recorded in nearly three decades. Water use has declined not just in Worcester, but across the entire state. Usage decline is due to many factors, including improved water system maintenance, new metering, low-flow plumbing fixtures, a better educated consumer, etc. This year, however, appears to currently show a slight increase in usage largely due to a hot, dry summer. The projected water use figure has been left level for FY2012 which, at this time, is considered an attainable goal. This usage total will generate sufficient funding to cover the Water Enterprise projected revenue figures.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 5,260,808.47	\$ 5,887,602.12	91000	\$ 5,354,225.00
OVERTIME	476,263.38	600,000.00	97000	600,000.00
ORDINARY MAINTENANCE	3,246,579.42	3,439,023.00	92000	3,439,023.00
CAPITAL OUTLAY	11,126.41	25,000.00	93000	25,000.00
DEBT SERVICE	10,244,502.26	10,675,270.00	94000	10,796,752.00
TRANSFER OF SERVICES	2,091,784.44	2,091,784.00	95000	2,060,059.00
FRINGE BENEFITS	3,419,780.63	4,396,590.00	96000	4,639,914.00
TOTAL EXPENDITURES	\$ 24,750,845.01	\$ 27,115,269.12		\$ 26,914,973.00
TOTAL POSITIONS	127	133		133

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total recommended gross budget for the Water Division is \$26,914,973.00, a decrease of (\$200,296.12) compared to the Fiscal 2011 budget amount of \$27,115,269.12.

The net recommended Personal Services salaries budget is recommended to be \$5,354,226.00, a decrease of (\$533,376.12), compared to the Fiscal 2011 amount of \$5,887,602.12. (\$367,876.48) of this decrease is the result of (7) seven ERI Early Retirement Positions that are unfunded in Fiscal 2012; (\$85,878.64) the result of automatic step increases for staff positions that are not at the maximum step and a (\$79,622.00) in contractual stipends paid to Water Division employees.

The recommended Overtime budget for Fiscal 2012 is level funded at \$600,000.00, the amount approved for the Fiscal 2011 budget.

The recommended budget for Ordinary Maintenance is \$3,439,023.00. This is level funded compared to the approved Fiscal 2011 budget. The ordinary maintenance budget will be used to pay for ordinary maintenance expenditures associated with various Water Enterprise programs. It is anticipated that Water Enterprise shall continue to deliver all other Fiscal 2012 programs at the approved Fiscal 2012 rate.

The recommended budget for Debt Service is \$10,796,752.00, a net increase \$121,482.00, compared to fiscal 2011 budget of \$10,675,270.00. The projected debt service will be used to fund \$10,689,066.00 in existing principal and interest debt outstanding various water loans and additional new debt in the amount of \$107,686.00 for BAN and ½ year Bond interest cost for \$3,705,000.00 in new Water projects completed in Fiscal 2011.

The recommended budget for Fringe Benefits is \$4,639,914.00, a net increase of \$243,324.00 compared to the Fiscal 2011 budget of \$4,396,590.00. The Health Insurance portion of this account is projected to increase by \$84,209.00; an increase of \$78,927.00 in Pensions, a decrease of (\$32,476.00) in Pension Obligation Bonds and increase of \$112,722.00 in Early Retirement costs and a decrease of (\$2,879.00) for Section 90 Pensions.

The recommended budget for Transfer of Services is funded at \$2,060,059.00, a reduction of (\$31,725.00). This account is used to pay for salary and ordinary maintenance costs of other departments that provide service to this enterprise.



ROBERT L. MOYLAN, JR., COMMISSIONER

CITY OF WORCESTER

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER - DIVISION #450

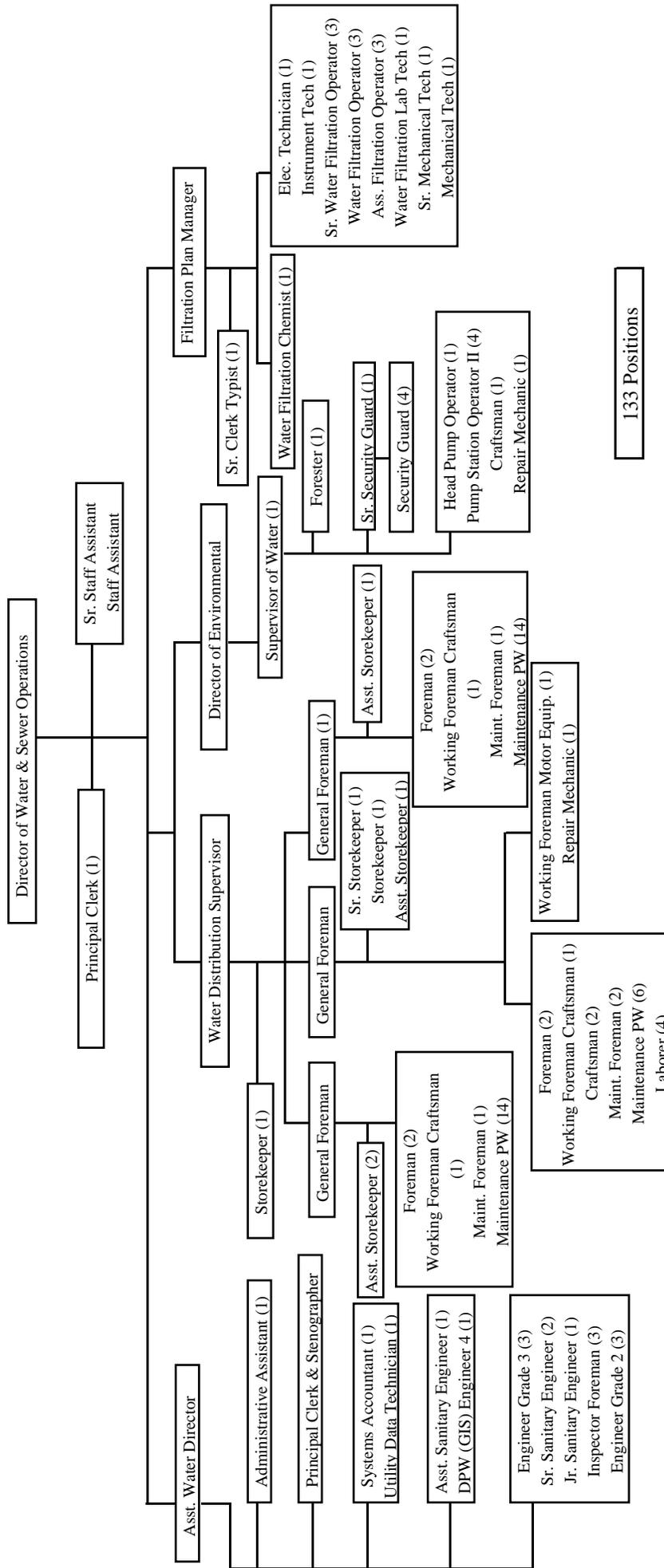
Fiscal Year Activity Report

Fiscal Year 2011 Divisional Activity Reporting

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

	Actual FY 10	Projected FY 11	Projected FY 12
Water Division			
# of Linear Feet of Domestic/Fire Pipe Service Installations/Replacements/Repairs Inspected	20,292	16,200	17,000
# of Linear Feet of Water Main Installations/Replacements/Cleaned & Cement Lined Inspected	15,992	16,300	15,500
# of Cross Connection Inspections & Tests	5,280	4,551	4,900
# of Hydrants Replaced/Repaired by Contractors	26	36	40
# of Hydrants Replaced/Repaired by Water Operations Maintenance Crews	244	500	1,000
# of Water Main Leaks/Breaks Repaired by Water Operations Maintenance Crews	52	65	60
# of Linear Feet of Domestic Services Replaced/Repaired by Water Operations Maintenance Crews	3,126	4,000	4,200
# of Water Distribution System Valves Exercised/Maintained/Replaced	200	500	600
# of Off-Shift Responses by Water Operations Maintenance Crews	1,777	1,500	1,600
# of Million of Gallons of Water Treated per year	7,348.22	7,600.00	8,000.00
Watershed Shorelines Maintained			
# of Acres maintained by Reservoir Land Management Crews	205.4	220	160
# of Linear Feet maintained by Reservoir Land Management Crews	59,497	58,000	60,000
# of Miles Traveled by Reservoir Security	91,408	80,000	75,000

DEPARTMENT OF PUBLIC WORKS & PARKS WATER DIVISION



133 Positions



ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 97,968.96	47EM	DIRECTOR, WATER & SEWER OPERATIONS	1	\$ 97,969.00
1	81,661.68	45EM	DIRECTOR OF ENVIROMENTAL SYSTEMS	1	81,662.00
1	85,169.52	47M	ASSISTANT DIRECTOR OF WATER OPERATIONS	1	85,170.00
1	81,745.20	46M	WATER FILTRATION PLANT MANAGER	1	81,746.00
1	76,003.20	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	76,004.00
1	63,308.16	39M	SUPERVISOR OF WATER SUPPLY	1	63,309.00
1	63,308.16	39M	SENIOR STAFF ASSISTANT	1	49,298.00
2	114,547.68	41	ASSISTANT SANITARY ENGINEER, GRADE 4	2	117,879.00
1	64,373.04	41	SENIOR GIS ANALYST (DPW)	1	64,374.00
1	64,373.04	41	WATER FILTRATION CHEMIST	1	64,374.00
1	62,138.88	40	WATER FILTRATION INSTRUMENT TECHNICIAN	1	62,139.00
1	59,594.96	39	FORESTER	1	59,968.00
3	179,902.08	39	SENIOR WATER FILTRATION PLANT OPERATOR	3	179,904.00
1	61,094.88	38P	SYSTEMS ACCOUNTANT	1	61,095.00
2	115,194.96	38	GENERAL PUBLIC WORKS FOREMAN	2	115,196.00
1	51,886.80	38	HEAD PUMPING STATION OPERATOR	1	51,887.00
1	50,153.76	38	WATER FILTRATION ELECTRICAL TECHNICIAN	1	50,154.00
3	171,633.60	37	JUNIOR CIVIL ENGINEER, GRADE 3 (DPW)	3	156,623.00
1	46,647.64	37	STAFF ASSISTANT III	1	48,105.00
1	53,912.16	36	SENIOR FILTRATION MECHANICAL TECHNICIAN	1	53,913.00
3	152,787.20	36	PUBLIC WORKS FOREMAN AND INSPECTOR	3	151,277.00
1	40,736.88	34	UTILITY DATA TECHNICIAN	1	42,544.00
5	230,263.04	34	PUBLIC WORKS FOREMAN	5	244,074.00
3	150,461.28	34	WATER FILTRATION PLANT OPERATOR	3	150,462.00
1	50,153.76	34	FILTRATION PLANT LABORATORY TECHNICIAN	1	50,154.00
1	38,106.00	34	WORKING FOREMAN, MOTOR EQUIP REPAIRMAI	1	38,106.00
3	140,928.64	33	SENIOR ENGINEERING AIDE, GRADE 2 (DPW)	3	143,920.00
1	48,462.48	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	48,463.00
3	128,671.84	32	WORKING FOREMAN, CRAFTSMAN	3	92,562.00
1	45,900.72	32	WATER FILTRATION MECHANICAL TECHNICIAN	1	46,667.00
4	191,344.32	32	PUMPING STATION OPERATOR II	4	191,348.00
2	89,449.92	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	89,450.00
2	78,989.04	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	78,990.00
3	122,586.48	30	WORKING FOREMAN, DPW MAINTENANCE MAN	3	133,048.00
2	87,194.88	30	HEAD CLERK	2	78,781.00
1	41,906.16	28	SENIOR STOREKEEPER	1	41,907.00
1	39,379.68	27	PRINCIPAL CLERK & STENOGRAPHER	1	39,380.00
32	1,042,916.00	26	PUBLIC WORKS MAINTENANCE MAN	32	993,436.00
1	38,941.20	26	WATER SERVICE INSPECTOR	1	38,942.00
2	69,780.96	26	STOREKEEPER (DPW)	2	70,909.00
3	108,534.24	25	ASSISTANT STOREKEEPER (DPW)	3	108,535.00
3	106,300.08	24	ASSISTANT FILTRATION PLANT OPERATOR	3	106,302.00
1	33,282.72	24	SENIOR CLERK AND STENOGRAPHER	1	33,283.00
15	547,024.24	24	PUBLIC WORKS LABORER	15	546,576.00
1	33,282.72	22	SENIOR CLERK AND TYPIST	1	33,283.00
1	47,985.68	4	SENIOR SECURITY GUARD (DPW)	1	49,298.00
4	119,679.12	1	SECURITY GUARD	4	121,323.00
126	5,469,667.64		REGULAR SALARIES	126	5,383,789.00

ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
AUTHORIZED POSITIONS UNFUNDED					
1	76,003.20	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	-
1	63,308.16	39M	WATER DISTRIBUTION SUPERVISOR	1	-
1	57,983.76	38	GENERAL PUBLIC WORKS FOREMAN	1	-
1	40,833.04	36	PUBLIC WORKS FOREMAN AND INSPECTOR	1	-
1	51,427.44	34	PUBLIC WORKS FOREMAN	1	-
1	39,379.68	27	PRINCIPAL CLERK AND TYPIST	1	-
1	38,941.20	26	PUBLIC WORKS MAINTENANCE MAN	1	-
<u>7</u>	<u>367,876.48</u>		REGULAR SALARIES	<u>7</u>	<u>-</u>
	4,922.00		EM INCENTIVE PAY		4,922.00
	182,825.00		CONTRACTUAL STIPENDS - MEO		103,203.00
	(105,502.00)		VACANCY FACTOR		(105,502.00)
	<u>5,919,789.12</u>		TOTAL RECOMMENDED SALARIES		<u>5,386,412.00</u>
	(32,187.00)		FUNDING SOURCES:		(32,187.00)
	<u>(32,187.00)</u>		CREDIT SEWER REVENUES		<u>(32,187.00)</u>
<u>133</u>	<u>\$ 5,887,602.12</u>	450-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>133</u>	<u>\$ 5,354,225.00</u>
	<u>600,000.00</u>	450-97000	TOTAL OVERTIME		<u>600,000.00</u>
\$ 290,540.00			WATER ORDINARY MAINTENANCE	\$ 290,537.00	
28,865.00			YARD ORDINARY MAINTENANCE	28,865.00	
13,050.00			WATER / YARD OM - NATURAL GAS	13,050.00	
33,820.00			WATER / YARD OM - ELECTRICITY	33,821.00	
162,500.00			WATER / YARD OM - GAS & OIL	162,500.00	
27,000.00			TELEPHONE	27,000.00	
41,000.00			WATER CONSERVATION	41,000.00	
153,000.00			VEHICLE SERVICE	153,000.00	
470,665.00			RESERVOIRS OM	470,665.00	
738,335.00			RESERVOIR - ELECTRICITY	738,335.00	
17,000.00			RESERVOIR - HEATING FUEL OIL	17,000.00	
6,400.00			RESERVOIR - NATURAL GAS	6,401.00	
10,000.00			WATER PUMPING	10,000.00	
297,000.00			TRENCH REPAIRS	297,000.00	
706,400.00			WATER FILTRATION - OM	706,400.00	
338,000.00			WATER FILTRATION - ELECTRICITY	338,000.00	
97,600.00			WATER FILTRATION - NATURAL GAS	97,601.00	
7,848.00			UNIFORM & CLOTHING SERVICE	7,848.00	
<u>\$ 3,439,023.00</u>		450-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 3,439,023.00</u>	
<u>\$ 25,000.00</u>		450-93000	TOTAL OTHER CAPITAL OUTLAY	<u>\$ 25,000.00</u>	

ROBERT L. MOYLAN, Jr., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
			DEBT SERVICES:		
	\$ 3,328,734.00		INTEREST ON BONDS		\$ 3,100,879.00
	<u>7,346,536.00</u>		REDEMPTION OF BONDS		<u>7,695,873.00</u>
	<u>\$ 10,675,270.00</u>	450-94000	TOTAL RECOMMENDED DEBT SERVICES		<u>\$ 10,796,752.00</u>
	<u>\$ 2,091,784.00</u>	450-95000	TRANSFER OF SERVICES		<u>\$ 2,060,059.00</u>
			FRINGE BENEFITS		
	\$ 2,011,547.00		HEALTH INSURANCE		\$ 2,095,756.00
	1,219,160.00		CONTRIBUTORY PENSIONS		1,298,087.00
	183,524.00		EARLY RETIREMENT		296,296.00
	34,090.00		SECTION 90 PENSIONS		31,211.00
	850,111.00		PENSION OBLIGATION BONDS		817,635.00
	88,158.00		WORKERS COMPENSATION		90,929.00
	10,000.00		UNEMPLOYMENT COMPENSATION		10,000.00
	<u>\$ 4,396,590.00</u>	450-96000	TOTAL FRINGE BENEFITS		<u>\$ 4,639,914.00</u>
	<u>\$ 27,115,269.12</u>		TOTAL WATER		<u>\$ 26,914,973.00</u>

ADMINISTRATION & FINANCE

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

Department Mission Statement:

The Department of Administration and Finance is comprised of the Budget Division, Purchasing Division and Treasurer and Collection Division. The mission of the Department is to:

- Oversee all aspects of Worcester’s financial functions and to achieve and complete the missions of the Assessing, Technical Services, and Treasury Divisions. (See applicable divisional sections)
- Act as the City’s receipting and disbursing agent of public financial assets in order to maximize the utilization and safekeeping of City funds.
- Prepare and monitor each fiscal year’s capital, grant, and tax levy budgets.
- Perform financial analyses on various projects and annual City programs.
- Perform all appropriate grant administration services.
- Coordinate grants acquisition to design and assist to identify and prioritize critical areas for state and federal funding; research legislation that furthers the departments’ long-range goals and mission; write proposals; and secure funds for programmatic, capital, and operational needs.
- Procure materials, supplies, equipment, and services at the lowest possible cost consistent with the quality necessary for the proper operation of various City organizations, thereby attaining the maximum value for each public dollar spent.

Department Overview:

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

The Budget Division provides the coordination between the financial divisions of Administration and Finance as well as all departments/divisions throughout the City. With the formulation of the City’s Five Point Plan, the Budget Division ensures both short and long term financial modeling and adherence to the City’s budget. The Grants Acquisition Division, within the Budget Division, is responsible for the identification and crafting of grant proposals for the majority of City departments.

ADMINISTRATION & FINANCE DEPARTMENT

The Treasurer and Collector Division is responsible for the timely billing and collection of all of the City's revenues as well as being the source of disbursing all of the payments by the City and the Worcester Retirement System. The Treasurers division functions as the disbursing agent for the City, issuing over 300,000 paychecks, direct deposit vouchers and vendor checks annually. This division is also responsible for the administration, withholding and disbursement of all payroll liabilities (inclusive of voluntary retirement plans) in compliance with Federal and State laws (inclusive of I.R.S. and D.O.R. regulations) and local contracts. The final major responsibility of this division is long-term debt management. The Treasurers division is responsible for the coordination and issuance of short term and long term debt obligations required to fund the City's capital improvement program. The Collectors Division issues and receipts more than 600,000 tax, utility, and departmental bills annually. This division is also responsible for adherence to Federal (bankruptcy) and Massachusetts General Laws regarding these obligations due to the City.

The Parking Ticket division is responsible for the administration of the collection of parking ticket and abandoned vehicle violations as well as the City's resident parking program. The Tax Title Foreclosure division is charged with the prosecution of Land Court foreclosure complaints, the preparation and filing of legal documents effecting property owner's title and the disposition of tax foreclosed properties in compliance with Chapter 60 of the Massachusetts General Laws. This division is also responsible for compiling and conducting tax liens for assignment sales.

The Treasurer and Collectors Office will meet its statutory duties of maximizing City revenues and paying the City's obligation while providing the highest level of customer service possible while safeguarding all public assets. The Office has continued to offer additional office hours to accommodate tax and rate payer as well as employees of the City. For the convenience of individuals making payment to the City, online options for the payment of tax and utility bills as well as city services have been added to the methods in which payments can be made to the City.

Finally, this office is charged with the oversight of all outgoing mail issued by the City. This encompasses over one million pieces of mail being issued to taxpayers, residents and employees of the City.

The Purchasing Division serves as the conduit for all City department procurements in addition to the contact with the local business community and the Commonwealth. This is done by procuring materials, supplies, equipment, or services at the lowest possible cost consistent with the quality necessary for the proper operation of the various departments, thereby attaining the maximum value for each public dollar spent.

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
EXPENDITURES	Fiscal 2010	Budget for	Number	Appropriation
		Fiscal 2011		Fiscal 2012
SALARIES	\$ 1,504,038.25	\$ 1,514,603.40	91000	\$ 1,416,360.00
OVERTIME	12,575.32	30,000.00	97000	40,000.00
ORDINARY MAINTENANCE	993,249.34	726,935.00	92000	726,935.00
TOTAL	\$ 2,509,862.91	\$ 2,271,538.40		\$ 2,183,295.00
TOTAL POSITIONS	51	42		41

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The Department of Administration & Finance’s total tax levy budget for Fiscal 2012 is recommended to be \$2,183,295.00 an overall decrease of \$88,243.40 from the approved tax levy budget for Fiscal 2011 of \$2,271,538.40.

The tax levy Personal Services budget is recommended to be \$1,416,360.00 which is a decrease of \$98,243.40 from the Fiscal 2011 budget of \$1,514,603.40. This decrease is the result of the elimination of three positions from the Treasurer’s Office; Head Teller, Supervisor of Payroll and one Senior Customer Service Representative. One Customer Service Representative position in the Treasurer’s Office was vacated during the Early Retirement Incentive Program in Fiscal 2011 and will be unfunded in Fiscal 2012. Also contributing to this decrease is one vacant Assistant Treasurer position which will also be unfunded in Fiscal 2012. This decrease is offset by two new positions; Plant Engineer – City Hall in the Administration Division and one Principal Budget Analyst position within the Budget Division, which will enable the Department to implement centralized grant financial management compliance, as recommended in previous management letters. The Plant Engineer position was transferred from City Messenger where the position was funded in Fiscal 2011. Also offsetting the decrease in Personal Services for Fiscal 2012 are automatic step increases for staff positions that are not at the maximum step.

The tax levy Overtime budget for Fiscal 2012 is recommended to \$30,000.00, an increase of \$10,000.00 from this Fiscal 2011 amount of \$30,000.00. This increase is due to the transfer of the Plant Engineer – City Hall to this Department in Fiscal 2012.

The tax levy Ordinary Maintenance budget for Fiscal 2012 is recommended to be level funded at \$726,935.

Travel Reimbursements: Travel reimbursement costs for Fiscal 2012, which are processed through the Budget Office, are recommended to be level funded at \$31,615.00. These funds are used to reimburse staff for travel expenses on mileage cost incurred on official business.



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER

DEPARTMENT OF ADMINISTRATION & FINANCE

Fiscal Year Activity Report

Fiscal Year 2010 Divisional Activity Reporting

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

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



ZIDELIS, THOMAS F., CHIEF FINANCIAL OFFICER

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

Grants

Divisional Activity Reporting

Further, it is the mission of the Grants Acquisition and Management team to research grant opportunities appropriate for all City departments, to disseminate such opportunities, and to assist with all requirements of the grant application writing and submission. The grants office is the lead contact for any questions from awarding agencies both pre- and post-award, and coordinates all fiscal and programmatic reports and compliance.

	Act. FY10	FY11 To Date	Proj FY12
Category/Name of Activity Group 1			
Grants Acquisition and Management*			
Requests to File & Accept sent to Council*	22	13	
Total funding requested	\$ 31,282,750	\$ 1,578,062	
Funds awarded**	\$ 7,269,633	\$ 466,486	
Awards not yet announced		\$ 962,728	
Funding opportunity announcements shared	170	95	
Current active grants being monitored	19	15	
Value of current open grants (awarded)	\$8.4M	\$5.56M	
Programmatic and Finance Reports Required Annually	71	81	

Notes

Through 3/22/11

*Grants office only data -some departments do their own

**FY10 grants awarded includes \$6,291,197 in one-time
Federal ARRA opportunities



John C. Orrell, Director

**City of Worcester
Purchasing Division
Fiscal Year Activity Report**

Divisional Activity Reporting

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

	Act. FY10	Proj FY11	Proj FY12
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Procure materials, supplies, equipment and services in accordance with state laws and City of Worcester ordinances at the lowest possible cost consistent with the quality standards necessary for the successful operation of City departments and Worcester Public Schools

Bids Issued	224	200	200
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Notes:

Increase new contract awards to minority and women business enterprises so that the total percentage of awards is at least 10% of all total contracts awarded in the next fiscal year

Percent of contracts awarded to minority & women businesses	10%	10%	10%
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Notes

Confirm and issue purchase orders for purchases made against existing City / State contracts within 2 days of receipt of requisition

Percent of purchase orders confirmed and issues within 2 days	100%	100%	100%
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Notes

Receive bids / quotes for evaluation within 4 weeks of receipt of requisition

Percent of bid/quotes received within 4 weeks	100%	100%	100%
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Notes

Notify City departments and WPS of contract expiration 3 months prior to the expiration date to reduce / eliminate lapses in coverage for necessary goods and services

Percent of notifications performed 3 months prior to expiration	100%	100%	100%
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Notes



Thomas F. Zidelis, Chief Financial Officer

City of Worcester

Department of Administration & Finance - Treasury Division

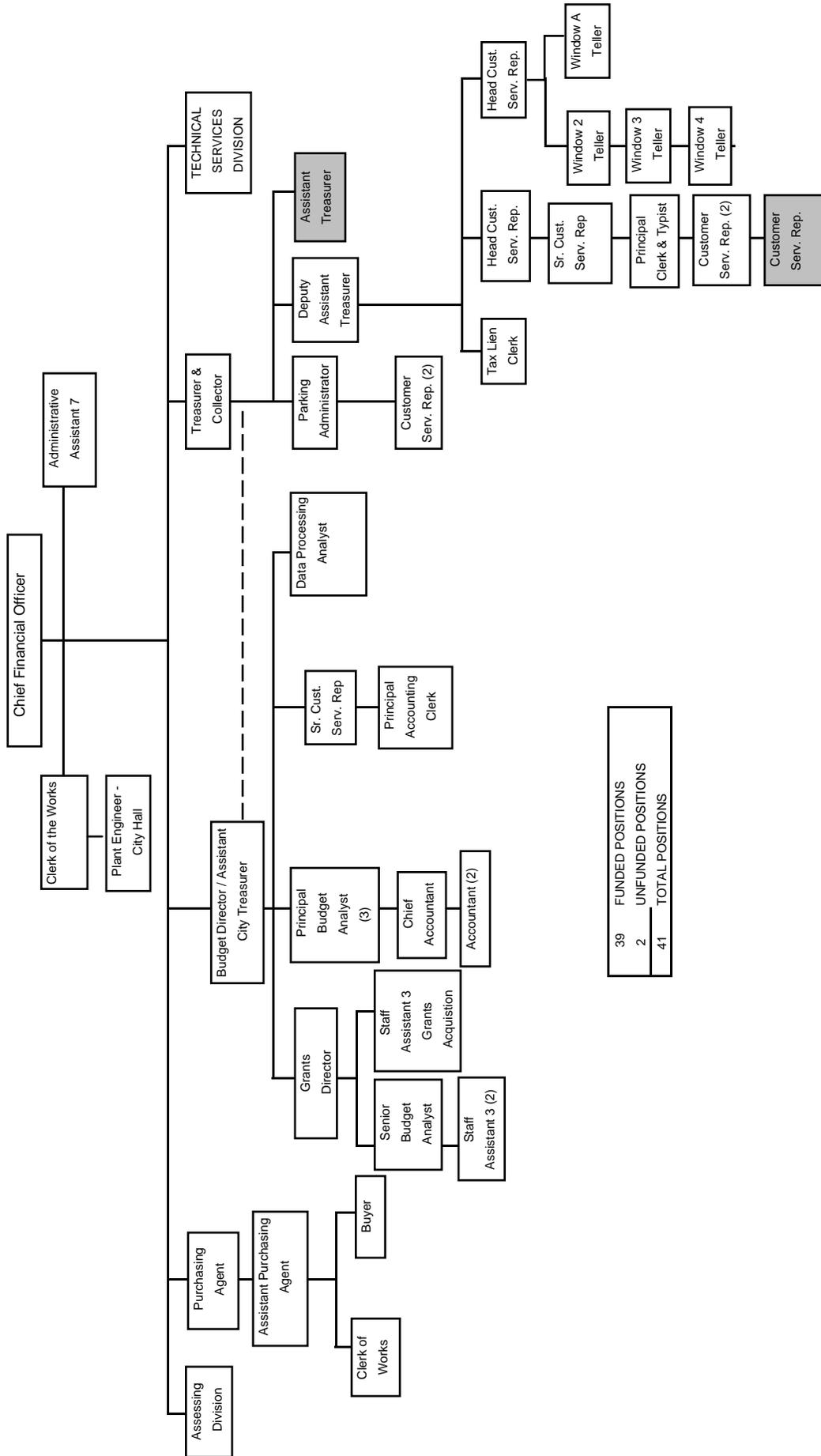
Fiscal Year Activity Report

Divisional Activity Reporting

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

	Act. FY10	Proj FY11	Proj FY12
Treasurer Division			
Payroll Checks Issued	97K	97K	
Payroll Vouchers Issued	165K	165K	
General Obligation Bonds Issued	38M	42M	
Bank Accounts Reconciled:			
Daily	5	5	
Monthly	39	39	
Accounts Receivable Reconciled:			
Monthly	20	20	
Collector Division			
Real Estate Bills Issued	184K	184K	
OTC Cash Payments Processed	2K	2K	
OTC Check Payments Processed	2K	2K	
OTC Credit Card Payments Processed	139	139	
Online Payments Processed	6K	6K	
Lock Box Payments Processed	166K	166K	
Personal Property Bills Issued	13K	13K	
OTC Cash Payments Processed	145	132	
OTC Check Payments Processed	130	167	
OTC Credit Card Payments Processed	7	7	
Online Payments Processed	397	496	
Lock Box Payments Processed	10K	10K	
Water/Sewer Bills Issued	175K	176K	
OTC Cash Payments Processed	4K	4K	
OTC Check Payments Processed	655	655	
OTC Credit Card Payments Processed	81	52	
Online Payments Processed	15K	17K	
Lock Box Payments Processed	120K	115K	
Excise Bills Processed	127K	125K	
OTC Cash Payments Processed	11K	10K	
OTC Check Payments Processed	10K	7K	
OTC Credit Card Payments Processed	125	125	
Online Payments Processed	18K	20K	
Lock Box Payments Processed	85K	85K	
Parking Administration			
Parking Tickets Issued	57K	51K	

DEPARTMENT OF ADMINISTRATION & FINANCE
ORGANIZATIONAL CHART



39	FUNDED POSITIONS
2	UNFUNDED POSITIONS
41	TOTAL POSITIONS



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF ADMINISTRATION & FINANCE

DIVISION OF PURCHASING #600, FINANCE #610 & TREASURY #660

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
<u>ADMINISTRATION & FINANCE</u>					
1	\$ 132,713.28	58CM	CHIEF FINANCIAL OFFICER	1	\$ 132,714.00
1	94,857.84	50M	CHIEF CLERK OF THE WORKS	1	94,858.00
1	50,863.68	35	ADMINISTRATIVE ASSISTANT 7	1	50,864.00
0	-	35	PLANT ENGINEER - CITY HALL	1	41,760.00
3	\$ 278,434.80		REGULAR SALARIES	4	\$ 320,196.00
<u>FINANCE & TREASURY</u>					
1	\$ 101,873.52	53EM	CITY TREASURER & COLLECTOR	1	\$ 105,048.00
2	153,363.60	47EM	ASSISTANT TREASURER	1	96,863.00
1	81,745.20	49M	GRANTS DIRECTOR	1	85,170.00
1	76,003.20	44M	DATA PROCESSING ANALYST	1	76,004.00
1	76,003.20	44M	DEPUTY ASSISTANT TREASURER	1	76,004.00
1	70,449.12	42M	PARKING ADMINISTRATOR	1	70,450.00
2	131,293.44	40M	PRINCIPAL BUDGET ANALYST	3	186,209.00
1	63,274.24	39M	SENIOR BUDGET ANALYST	1	63,309.00
1	63,308.16	39M	CHIEF ACCOUNTANT	1	63,309.00
3	161,205.28	37	STAFF ASSISTANT 3	3	155,947.00
2	105,694.56	36	HEAD CUSTOMER SERVICE REPRESENTATIVE	2	105,696.00
1	47,502.00	33	HEAD TELLER	0	-
1	42,542.64	32	SUPERVISOR OF PAYROLL	0	-
2	91,496.16	32	ACCOUNTANT	2	91,498.00
1	45,748.08	32	TAX-LIEN CLERK	1	45,749.00
4	170,965.44	30	TELLER	4	170,968.00
3	120,268.80	28	SR. CUSTOMER SERVICE REPRESENTATIVE	2	80,180.00
1	40,089.60	28	PRINCIPAL ACCOUNT CLERK	1	40,090.00
1	38,607.12	27	PRINCIPAL CLERK & TYPIST	1	38,608.00
5	158,021.20	22	CUSTOMER SERVICE REPRESENTATIVE	4	127,572.00
35	\$ 1,839,454.56	660-91000	REGULAR SALARIES	31	\$ 1,678,674.00
<u>PURCHASING DIVISION</u>					
1	\$ 98,574.48	50EM	PURCHASING AGENT	1	\$ 98,575.00
1	68,152.32	41M	ASST. PURCHASING AGENT	1	68,153.00
1	44,539.44	35	BUYER	1	46,068.00
1	51,886.80	35	CLERK OF WORKS	1	51,887.00
4	\$ 263,153.04	600-91000	REGULAR SALARIES	4	\$ 264,683.00
AUTHORIZED POSITIONS WITHOUT FUNDING:					
0	\$ -	47EM	ASSISTANT TREASURER	1	\$ -
0	-	22	CUSTOMER SERVICE REPRESENTATIVE	1	-
0	\$ -		REGULAR SALARIES	2	\$ -
	(57,937.00)		VACANCY FACTOR		(57,937.00)
	10,249.00		EM INCENTIVE PAY		10,249.00
42	\$ 2,333,354.40		TOTAL RECOMMENDED SALARIES	41	\$ 2,215,865.00
<u>FUNDING SOURCES:</u>					
	\$ (126,810.00)		FEDERAL & STATE GRANTS		\$ (182,626.00)
	(51,887.00)		DISTRICT IMPROVEMENT FINANCING (DIF)		-
	(47,429.00)		WORCESTER REDEVELOPMENT AUTHORITY		(47,429.00)
	(99,316.00)		PROJECT ACCOUNTS		(99,316.00)
	(3,105.00)		GOLF REVENUES		(2,892.00)
	(253,730.00)		SEWER REVENUES		(241,853.00)
	(236,474.00)		WATER REVENUES		(225,389.00)
	\$ (818,751.00)		TOTAL FUNDING SOURCES		\$ (799,505.00)
42	\$ 1,514,603.40		TOTAL PERSONAL SERVICES	41	\$ 1,416,360.00
	\$ -	610-97000	BUILDING MAINTENANCE OVERTIME		\$ 10,000.00
	\$ -		TOTAL RECOMMENDED OVERTIME		\$ 10,000.00
	\$ 30,000.00	660-97000	TREASURER & COLLECTOR OVERTIME		\$ 30,000.00
	\$ 30,000.00		TOTAL RECOMMENDED OVERTIME		\$ 50,000.00

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF BUDGET- DIVISION #610

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
	\$ 15,800.00		PURCHASING ORDINARY MAINTENANCE		\$ 15,800.00
	<u>\$ 15,800.00</u>	600-92000	ORDINARY MAINTENANCE		<u>\$ 15,800.00</u>
	\$ 10,069.00		BUDGET ORDINARY MAINTENANCE		\$ 30,069.00
	6,000.00		GRANTS ADMINISTRATION		6,000.00
	10,000.00		PRINTING		10,000.00
	20,000.00		OPEB ACTUARIAL STUDY		-
	31,616.00		TRAVEL ORDINARY MAINTENANCE		31,616.00
	53,500.00		TREASURER ORDINARY MAINTENANCE		53,500.00
	25,000.00		TAX TITLE FORECLOSURE		25,000.00
	182,500.00		PARKING ADMINISTRATION SECTION		182,500.00
	450,000.00		MAILING SECTION		450,000.00
	<u>\$ 788,685.00</u>	660-92000	ORDINARY MAINTENANCE		<u>\$ 788,685.00</u>
			FUNDING SOURCES:		
	\$ (6,000.00)		FEDERAL GRANTS		\$ (6,000.00)
	(31,493.00)		SEWER REVENUES		(31,493.00)
	(40,057.00)		WATER REVENUES		(40,057.00)
	<u>\$ (77,550.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (77,550.00)</u>
	<u>\$ 726,935.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 726,935.00</u>
			FRINGE BENEFITS:		
	\$ 16,019.00		HEALTH INSURANCE		\$ 13,285.00
	13,252.00		RETIREMENT		19,084.00
	<u>\$ 29,271.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 32,369.00</u>
			FUNDING SOURCES:		
	(29,271.00)		FEDERAL & STATE GRANTS		(32,369.00)
	(29,271.00)		TOTAL FUNDING SOURCES		(32,369.00)
	<u>\$ -</u>		TOTAL FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 2,271,538.40</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,183,295.00</u>

ASSESSING DIVISION

William J. Ford

City Assessor

City Hall - Room 209

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1108

Division Mission Statement:

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

- a. Apply Assessment Division practices to the appraisal of real and personal property and to maintain the level of assessment at its full and fair cash value as required by the laws of the Commonwealth of Massachusetts.
- b. Develop and maintain accurate records of all real estate parcels and personal property accounts within the City, including property record folders, electronic databases, tax maps, deed references, etc.
- c. Periodically review and inspect all City of Worcester property and update electronic data files.
- d. Administer motor vehicle excise tax programs that include commitment of excise tax bills and the abatement /appeal process related to individual taxpayer's excise bills.

Division Overview:

The Assessment Division is responsible for the administration of all laws and regulations regarding property tax assessment. The assessors, as required by chapters 59, 60A, 61, 61B, 121A of the Massachusetts General Laws and various acts of the Legislature, perform the appraisal of approximately 48,000 real property (residential, commercial, industrial, tax exempt) and 5,200 personal property (business and utility tangible assets) accounts; process 101,500 excise tax accounts on motor vehicles.

The assessors provide information to the City Council annually so that a tax rate(s) can be established. The assessor then commits to the Treasurer/Collector the annual real and personal property taxes to be collected, including betterments – sewer, street, sidewalk; and liens – sewer, water; handles requests for real estate abatements and personal exemptions (elderly, surviving spouse, blind, infirm, hardship, disabled) through the avenues prescribed by the Legislature and processes thousands of abatements on motor vehicle excise.

This department also prepares and defends property values before the Massachusetts Appellate Tax Board, and reports all sales within the City to the Massachusetts Department of Revenue as required by law.

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2010	Budget for	Number	Appropriation
		Fiscal 2011		Fiscal 2012
EXPENDITURES				
SALARIES	\$ 455,283.64	\$ 529,878.00	91000	\$ 481,892.00
OVERTIME	-	1,000.00	97000	1,000.00
ORDINARY MAINTENANCE	72,582.00	222,928.00	92000	77,454.00
TOTAL	\$ 527,865.64	\$ 753,806.00		\$ 560,346.00
TOTAL POSITIONS	10	10		9

FISCAL 2012 BUDGET OVERVIEW

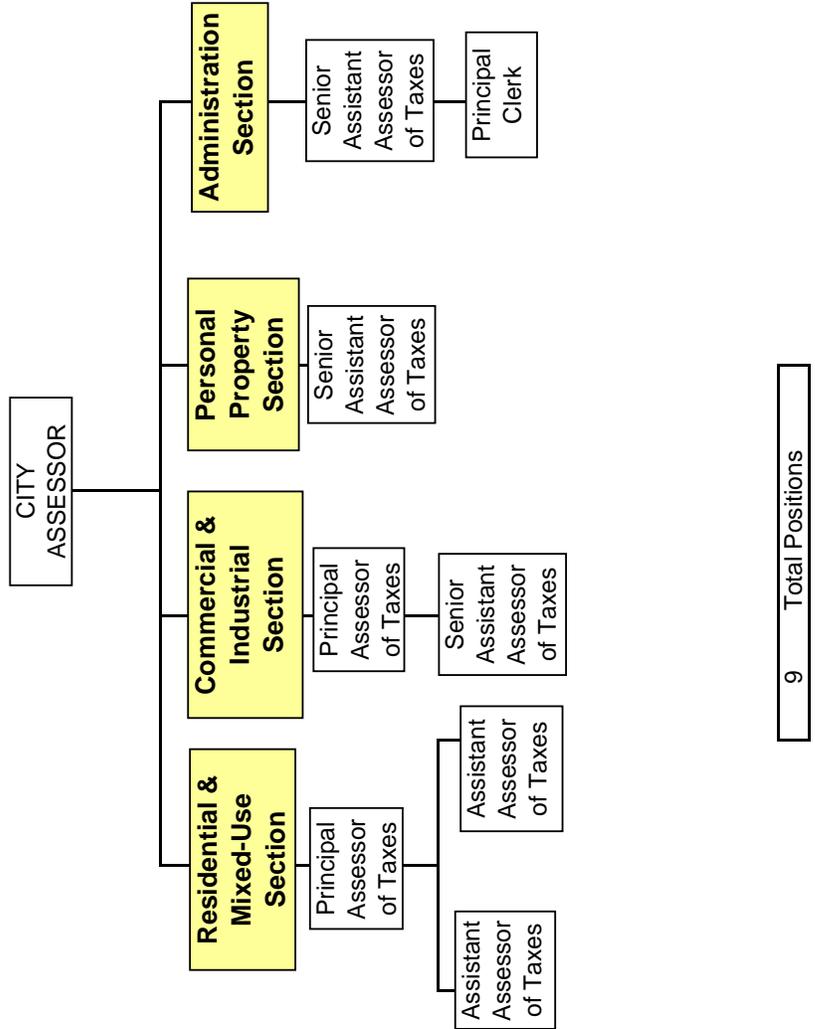
Expenditures:

The total budget for the Assessment Division is recommended to be \$560,346.00, a decrease of \$193,460.00 from the Fiscal 2011 budget of \$753,806.00. The recommended Personal Services budget is \$481,892.00, which is a decrease of \$47,986.00 from Fiscal 2011. This decrease is reflective of the elimination of the Senior Clerk Typist position and positions being vacated in Fiscal 2011 and being filled at lower rates. This decrease is offset by automatic step increases for staff positions that are not at the maximum step.

The Overtime budget is recommended to be eliminated in Fiscal 2012.

The recommended Ordinary Maintenance for Fiscal 2012 is \$77,454.00, a decrease of \$145,474.00 from the Fiscal 2011 amount of \$222,928.00. During Fiscal 2011, a transfer of \$176,515.00 was made to provide the division with funding to complete necessary work associated with the city’s revaluation of the 48,000 real estate properties within the City of Worcester. The offset of this reduction will be used to complete the remainder of this work in Fiscal 2012.

DEPARTMENT OF ADMINISTRATION & FINANCE
ASSESSING DIVISION
ORGANIZATIONAL CHART





WILLIAM J. FORD, CITY ASSESSOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF ADMINISTRATION & FINANCE
ASSESSING DIVISION - DIVISION #670

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 102,708.72	54EM	CITY ASSESSOR	1	\$ 102,709.00
2	131,293.44	40M	PRINCIPAL ASSESSOR OF TAXES	2	117,948.00
3	153,853.52	37	SENIOR ASSISTANT ASSESSOR OF TAXES	3	156,852.00
2	84,900.88	32	ASSISTANT ASSESSOR OF TAXES	2	78,739.00
1	31,986.00	27	PRINCIPAL CLERK	1	33,144.00
1	32,635.44	22	SENIOR CLERK AND TYPIST	0	-
<u>10</u>	<u>\$ 537,378.00</u>		TOTAL REGULAR SALARIES	<u>9</u>	<u>\$ 489,392.00</u>
	-		EM INCENTIVE PAY		-
	(7,500.00)		VACANCY FACTOR		(7,500.00)
<u>10</u>	<u>\$ 529,878.00</u>	670-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>9</u>	<u>\$ 481,892.00</u>
	\$ 1,000.00		OVERTIME		\$ -
	<u>\$ 1,000.00</u>	670-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ -</u>
	\$ 222,928.00		ASSESSING ORDINARY MAINTENANCE		\$ 77,454.00
	<u>\$ 222,928.00</u>	670-92000	TOTAL RECOMMENDED ORDINARY MAINTANENCE		<u>\$ 77,454.00</u>
	<u>\$ 753,806.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 559,346.00</u>

TECHNICAL SERVICES DIVISION

Paul R. Covello

Chief Information Officer

1 Skyline Drive, Building A

Worcester, Massachusetts 01605

(508) 799-1272

Divisional Mission Statement:

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

Divisional Overview:

The Technical Services Division provides quality technical solutions and support services to city departments. By utilizing technology, departments have increased productivity, are able to do more with less and deliver more effective municipal services to the public. During the past year, Technical Services has continued to build upon the existing platforms and develop applications that automate manual functions and/or streamline existing processes in city departments, thereby improving services to the public.

Technical Services continues to focus its efforts on citizen-centric services such as expanding its e-government offerings on the city's newly-designed website. Other value added services include a 24x7 online customer service request system, online bill payments, certificate requests, and various license renewals.

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

Technical Services supports many areas including networks and system management, production and financial operations, application support and development, geographic information system, office automation, desktop support, document imaging and Internet services.

The Production Services Division supports the operational processes of the City's financial systems such as payroll, budget, auditing, purchasing, miscellaneous receivables, utility billing, tax billing and collections and the corresponding procedural documentation. This group manages system and site security procedures, as well as environmental controls. The responsibility for data back-ups, disaster recovery, off-site storage and media retention lies with the Production Services Division. Staff members also manage the printing requirements for payrolls, year-end tax forms, purchase orders, elections and many customized reports.

The Technical Support Division provides support to more than 1,700 computer users, 960 personal computers, 200 printers and 50 Windows servers. The staff resolves and troubleshoots

problems that require extensive knowledge of networks, operating systems, desktops, hardware, software, document imaging and system security. Through the Help Desk, staff members respond to more than 6,000 annual user requests for both on-site and remote assistance. This division also supports the city's extensive, wide-area network and provides system management services for various operating system platforms such as IBM Unix, Linux, Windows 2003. These platforms consist of systems such as:

- Integrated Financial Management System
- Public Safety (Police, Fire, Communications)
- Office Automation
- Geographic Information System
- Internet
- Document Imaging
- Health and Code Permits
- Golf Course Point of Sale
- Parks/Recreation Reservation System
- Remote Access System

The Programming Services Division develops applications to meet the needs of city user departments. The Division enhances and supports client/server applications such as payroll, purchasing, fund accounting, budget, human resources, tax billing and collections, water/sewer and elections. The Division also develops and supports PC-based applications for departments such as the City Manager, City Clerk, Police, Fire, Public Works, Health and Code, Purchasing, Human Resources, Law, Economic Development, Human Right and Auditing. As a result of these programming efforts, business processes have been automated in many city departments. In most cases, significant reductions have been realized in the overall time to process business transactions.

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

In addition to providing system management for the city's Internet platform, the Department maintains the city's website. Features available on the city's website include: online bill payments, live and archived video streaming of City Council and Committee meetings, City Council/City Manager calendar attachments, Assessing Property Valuation search with links to GIS maps, Tax Title property listing with accompanying maps for Treasury and Winter Parking Ban and Street Sweeping notifications. In addition, the following services are included on the city site: an on-line calendar of events, a "Where Do I Vote?" search for the Election Commission, pot hole reporting forms, crime statistics and various forms and reports available for downloading. The City's website is now available with translation services for seven languages.

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

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
SALARIES	\$ 1,638,645.03	\$ 1,513,192.88	91000	\$ 1,515,093.00
OVERTIME	34,493.16	35,700.00	97000	35,700.00
ORDINARY MAINTENANCE	829,084.38	903,495.00	92000	903,495.00
TOTAL	\$ 2,502,222.57	\$ 2,452,387.88		\$ 2,454,288.00
TOTAL POSITIONS	23	22		22

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total recommended budget for the Technical Services Department for Fiscal 2012 is \$2,454,288.00, a \$1,900.12 increase from the approved budget for Fiscal 2011 of \$2,452,387.88.

The Fiscal 2012 Personal Services budget is recommended to be \$1,515,093.00 which is an increase of \$1,900.12 from Fiscal 2011 budget of \$1,513,192.88. This increase can be attributed to a decrease in the divisions' vacancy factor as well as automatic step increases for staff positions that are not at the maximum step. This increase is offset in part by positions being vacated and budgeted at a lower step as well as increases in Water and Sewer revenues.

The Fiscal 2012 Overtime budget will be level funded at \$35,700.00.

The Fiscal 2012 tax levy Ordinary Maintenance budget is recommended to be level funded at \$903,495.00.



Paul R. Covello

**City of Worcester
Technical Services Division
Fiscal Year Activity Report**

Divisional Activity Reporting

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

	Act. FY10	Proj FY11	Proj FY12
Develop/upgrade applications to automate city business functions			
Upgrade outdated VB6 applications to Visual Studio 2008	8	6	4
Convert text-based financial applications to GUI-based	6	5	3

The following applications were developed/ upgraded during Fiscal 2011: Customer Service Request System Phase II, Online Help Desk, Inventory, Towed Vehicles Tracking, WPD Bureau of Professional Standards Incident Tracking, WPD Court Attendance Tracking and Work Schedules, WFD Work Schedules, Communications Work Schedules, WPD Inventory

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

Total number of requests received and resolved	7,219	7,500	7,900
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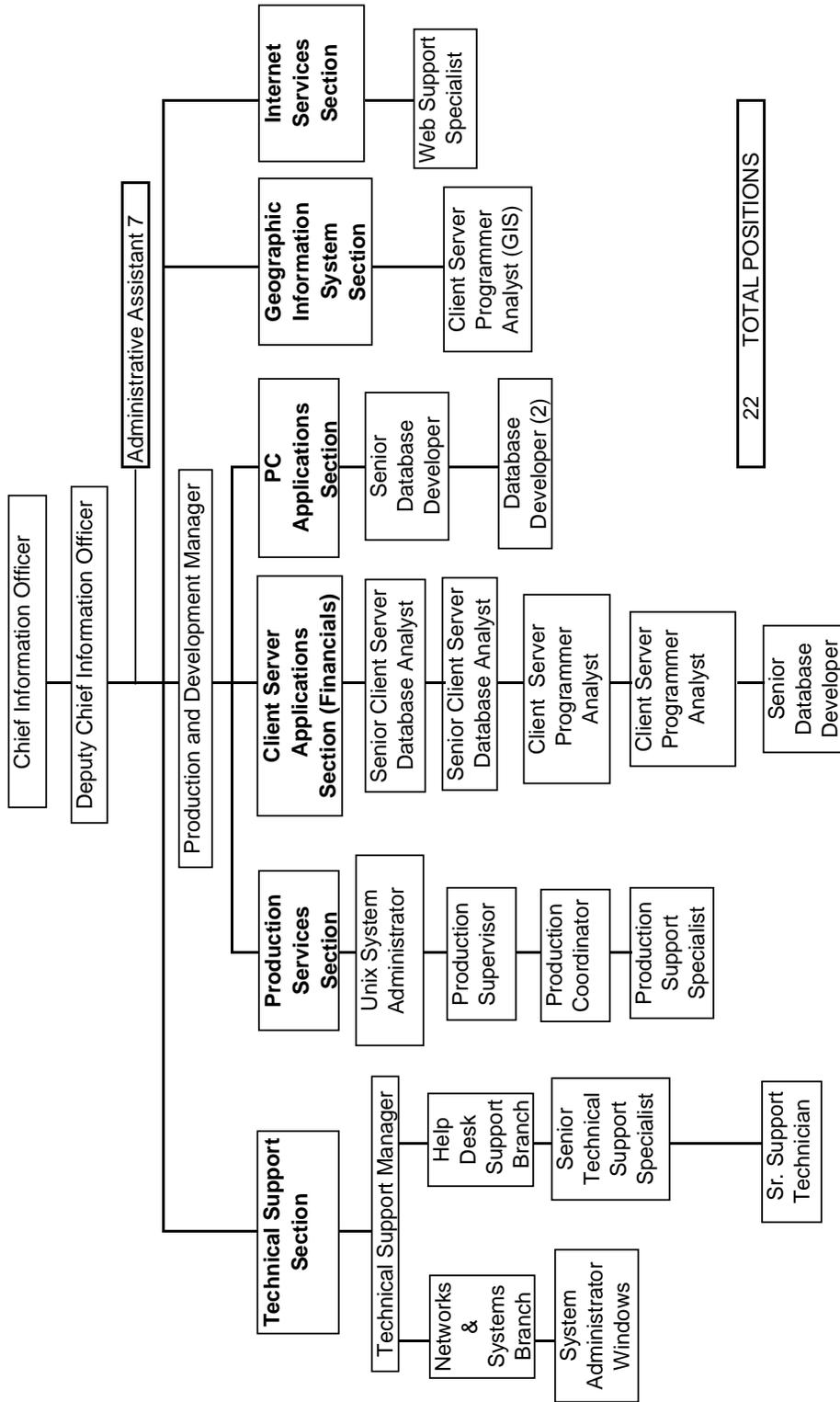
Enhance e-government services via the City's website

Total web pages accessed by the public	11,046,126	11,550,000	12,100,000
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Added the following e-government offerings :

Archived Agendas/Minutes for all public agencies
WPD Crime Tip Submission
WPD Crime Suspects Information
DPW Trash and Litter Survey
Winter Parking Ban Email Notification
Vendor Check Register Search
Voluntary Emergency Preparedness Registry
Social Media

TECHNICAL SERVICES DIVISION ORGANIZATIONAL CHART





PAUL R. COVELLO, CHIEF INFORMATION OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF TECHNICAL SERVICES- DIVISION #680

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 107,114.40	53EM	CHIEF INFORMATION OFFICER	1	\$ 107,115.00
1	98,073.36	48EM	DEPUTY CHIEF INFORMATION OFFICER	1	98,074.00
1	96,945.84	47EM	PRODUCTION AND DEVELOPMENT MANAGER	1	96,946.00
1	88,593.84	47EM	TECHNICAL SUPPORT MANAGER	1	88,594.00
2	176,101.92	48P	SENIOR DATABASE DEVELOPER	2	176,102.00
2	176,101.92	48P	SENIOR CLIENT SERVER DATABASE ANALYST	2	169,774.00
2	176,101.92	48P	SYSTEM ADMINISTRATOR	2	176,102.00
1	88,050.96	48P	SENIOR TECHNICAL SUPPORT SPECIALIST	1	88,051.00
3	194,135.52	42P	CLIENT SERVER PROGRAMMER/ANALYST	3	183,132.00
2	140,898.24	42P	DATABASE DEVELOPER	2	140,900.00
1	62,536.48	42P	WEB SUPPORT SPECIALIST	1	64,832.00
1	65,646.72	40P	PRODUCTION SUPERVISOR	1	65,647.00
1	62,138.88	40	SENIOR SUPPORT TECHNICIAN	1	62,139.00
1	57,983.76	38	PRODUCTION COORDINATOR	1	57,984.00
1	44,569.44	35	PRODUCTION SUPPORT SPECIALIST	1	46,097.00
1	51,886.80	35	ADMINISTRATIVE ASSISTANT 7	1	51,887.00
22	\$ 1,686,880.00		REGULAR SALARIES	22	\$ 1,673,376.00
	15,411.00		EM INCENTIVE PAY		15,411.00
	(80,949.12)		VACANCY FACTOR		(65,415.00)
22	\$ 1,621,341.88		TOTAL RECOMMENDED SALARIES	22	\$ 1,623,372.00
			FUNDING SOURCES:		
	\$ (2,048.00)		GOLF REVENUES		\$ (2,110.00)
	(42,193.00)		SEWER REVENUES		(42,208.00)
	(63,908.00)		WATER REVENUES		(63,961.00)
	\$ (108,149.00)		TOTAL FUNDING SOURCES		\$ (108,279.00)
22	\$ 1,513,192.88	680-91000	TOTAL RECOMMENDED PERSONAL SERVICES	22	\$ 1,515,093.00
	\$ 35,700.00		OVERTIME		\$ 35,700.00
	\$ 35,700.00	680-97000	TOTAL RECOMMENDED OVERTIME		\$ 35,700.00
	\$ 195,509.00		REGULAR ORDINARY MAINTENANCE		\$ 195,509.00
	491,238.00		REGULAR SYSTEM MAINTENANCE		491,238.00
	86,578.00		MICROSOFT LICENSES--ASSURANCE AGREEMENT		86,578.00
	45,000.00		ELECTRICITY		45,000.00
	61,632.00		FIBER RING CITY HALL/9-11 LINCOLN SQUARE		61,632.00
	37,429.00		EMC DATA STORAGE SUPPORT		37,429.00
	95,164.00		GIS HARDWARE/SOFTWARE		95,164.00
	10,000.00		SQL ORDINARY MAINTENANCE		10,000.00
	\$ 1,022,550.00		TOTAL ORDINARY MAINTENANCE		\$ 1,022,550.00
	(1,179.00)		CREDIT FROM GOLF		(1,179.00)
	(47,672.00)		CREDIT FROM SEWER		(47,672.00)
	(70,204.00)		CREDIT FROM WATER		(70,204.00)
	(119,055.00)		TOTAL FUNDING SOURCES		(119,055.00)
	\$ 903,495.00	680-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 903,495.00
	\$ 2,452,387.88		TOTAL RECOMMENDED TAX LEVY		\$ 2,454,288.00

**DEPARTMENT ADMINISTRATION & FINANCE
CITY MESSENGER**

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

Divisional Mission Statement:

The mission of the City Messenger Division is to:

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

Divisional Overview:

The City Messenger Section maintains and manages City Hall. The facility is under the direction of the Chief Financial Officer and falls under the Department of Administration & Finance. The Department's maintenance staff performs day-to-day operations and maintenance for City Hall. These tasks include general custodial work, event setup & takedown, general oversight of the mechanical systems and building security.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2010	Budget for	Account	Appropriation
		Fiscal 2011	Number	Fiscal 2012
EXPENDITURES				
SALARIES	\$ 38,001.60	\$ 38,001.60	91000	\$ -
OVERTIME	4,349.48	7,072.00	97000	-
ORDINARY MAINTENANCE	308,088.50	414,132.00	92000	314,400.00
TOTAL	\$ 350,439.58	\$ 459,205.60		\$ 314,400.00
TOTAL POSITIONS	1	1		0

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The City Messenger tax levy budget for Fiscal 2012 is recommended to be \$314,400.00, an overall decrease of \$144,805.60 from the approved budget for Fiscal 2011 of \$459,205.60. The reduction is due to the transfer of the citywide telephone costs to the Department of Public Works and the transfer of the Personal Services salary costs to Department of Administration & Finance.

The Ordinary Maintenance budget is funded at \$314,400.00 a net decrease of \$99,732.00 compared to the Fiscal 2011 budget of \$414,132.00. This will be used to fund fuel oil and the cost of electricity. Expenses to be paid from this account in Fiscal 2012 include Fuel & Oil \$85,000, Electricity \$90,000.00, Maintenance & Repair \$35,000.00, Natural Gas \$800.00 and Other Supplies \$42,400.00. The remaining \$1,600.00 is for regular telephone expenses and associated costs. \$60,000.00 of the Ordinary Maintenance expenditures is included to cover the cost of professional cleaning services. This cleaning contract provides for the daily cleaning of city hall outside of normal business hours. The contract covers more than 95,000 square feet of occupied office and bathroom space and requires the following daily and weekly duties (dry/wet mop halls and stairs, trash and recycling emptied, complete bathroom cleaning, vacuuming and dusting, floor washing, window and glass doors, carpet cleaning as needed and other services). Additional services included in the contract include monthly floor and woodwork polishing.



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

DEPARTMENT OF ADMINISTRATION & FINANCE

CITY MESSENGER- DIVISION #110

FY11 TOTAL POSITIONS	APPROVED FY11 AMOUNT	PAY GRADE	TITLE	FY12 TOTAL POSITIONS	RECOMMENDED FY12 AMOUNT
1	\$ 38,001.60	35	PLANT ENGINEER - CITY HALL	0	\$ -
1	\$ 38,001.60	110-91000	TOTAL RECOMMENDED SALARIES	0	\$ -
<hr/>					
	\$ 7,072.00	110-97000	TOTAL RECOMMENDED OVERTIME		\$ -
<hr/>					
	\$ 30,900.00		CITY MESSENGER ORDINARY MAINTENANCE	\$	42,000.00
	30,000.00		MAINTENANCE & REPAIR		35,000.00
	55,000.00		CLEANING SERVICES		60,000.00
	100,000.00		ELECTRICITY		90,000.00
	1,600.00		TELEPHONE		1,600.00
	75,000.00		FUEL & OIL		85,000.00
	1,632.00		NATURAL GAS		800.00
	120,000.00		CENTREX TELEPHONE		-
	\$ 414,132.00	110-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$	314,400.00
<hr/>					
	\$ 459,205.60		TOTAL RECOMMENDED TAX LEVY	\$	314,400.00

FINANCE - DEBT SERVICE OBLIGATIONS

Treasurer

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

Divisional Overview:

Massachusetts General Law rigorously defines the scope and intent of municipal finance. The main sections, which deal with municipal debt, are Section 7 and Section 8 of Chapter 44. Section 7 deals primarily with debt, which is considered to be inside the debt ceiling as provided by Proposition 2 1/2 and codified into statute. This section describes the types of capital projects which are controlled under the debt limit, as well as the length of amortization for the particular project being implemented. Capital projects falling under this section include building rehabilitation, land acquisition, additions to or construction of specific buildings, departmental equipment, traffic signal installation, fire alarm and police communications.

Section 8 of Chapter 44 delineates certain specific capital projects which are excluded from the statutorily prescribed Debt Limit (2 1/2% of Equalized Valuation) as specified in Section 7 of Chapter 44. Capital projects which fall under the jurisdiction of this section are considered to be "Outside the Debt Limit". Majority of the projects within this category are major public works projects and deal with such categories as sewerage systems, treatment plants, water filtration plants, memorials, and various other (generally enterprise) projects.

Cities and towns within the Commonwealth are restricted to the maximum amount of debt authorized for certain defined purposes, at any one time. Massachusetts General Law (M.G.L.), Chapter 44, Section 10 defines the "debt limit" for cities at 2 1/2% of the total Equalized Valuation of all property subject to local taxation. Following the provisions set forth within M.G.L. Chapter 8B, the Commissioner of the State Department of Revenue determines the equalized valuation of all municipalities every two years. Worcester's last equalized valuation was completed and effective in January of 2010. At that time the actual value and limits were set and exist as of the time of this budget submission. The Equalized Valuation for Worcester is \$10,911,942,365.

DEBT SERVICE INTEREST - #662

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
DEBT INTEREST	\$ 20,081,028.77	\$ 19,906,025.00		\$ 18,798,130.00
BUDGET ADJUSTMENT	0.00	(100,000.00)		0.00
FOLEY STADIUM	0.00	40,250.00		0.00
TREE REMOVAL	0.00	12,000.00		0.00
TOTAL INTEREST	\$ 20,081,028.77	\$ 19,858,275.00	94000	\$ 18,798,130.00
FUNDING SOURCES				
WATER REVENUES	3,471,560.90	3,328,734.00	94972	3,100,879.00
SEWER REVENUES	2,140,102.00	2,332,100.00	94938	2,405,941.00
CAPITAL CAMPAIGN	4,149,268.91	3,864,481.00	94903	3,582,686.00
NORTH HIGH FUND	264,392.50	311,343.00	94909	227,418.00
MAJOR TAYLOR	220,747.42	212,440.00	94904	194,092.00
WORCESTER AIRPORT	138,095.41	70,661.00	94973	58,434.00
OFF STREET PARKING	133,042.45	177,105.00	94944	183,179.00
UNION STATION GARAGE	314,476.69	254,153.00	94980	279,965.00
OPCD/WEBSTER SQ.	150,401.05	220,915.00	94976	167,676.00
DCU CENTER	283,062.34	521,494.00	94975	679,583.00
CITY SQUARE	487,696.87	516,556.00	94910	564,478.00
GOLF REVENUES	67,545.12	78,096.00	94970	51,280.00
GENERAL FUND	8,260,637.11	7,970,197.00		7,302,519.00
TOTAL	\$20,081,028.77	\$19,858,275.00		\$18,798,130.00

FISCAL 2012 BUDGET OVERVIEW**Expenditures:**

The total recommended Fiscal 2012 budget for both long-term debt interest and short term borrowing interest is \$18,798,130.00. Of this amount \$17,670,896.00 is for long-term bond interest for debt issued through Fiscal 2010 which is still outstanding. It also includes \$414,172.00 to account for short-term interest incurred by the City for \$38,030,000.00 in capital projects implemented in Fiscal 2011 and an additional budget recommendation of \$713,063.00 for ½ year of interest on long term debt to be issued on November 08, 2011

Short Term Borrowing \$38,030,000:

The \$38,030,000.00 of BANS borrowed includes \$19,000,000.00 for tax levy funded projects. The \$19,000,000.00 borrowing limit supports the debt ceiling per the Five Point Plan adopted by the City Council and the new approved \$20,000,000.00 Street program.

DEBT SERVICES - OBLIGATIONS

The balance of \$19,030,000.00 in borrowings consists of \$7,110,000.00 for Sewer Enterprise infrastructure, equipment and rehabilitation improvements; \$3,705,000.00 for Water Enterprise infrastructure, equipment and rehabilitation improvements; \$855,000.00 for Off Street Parking projects that include Pearl Elm Garage and Federal Plaza Garage, Union Station Garage and Off Street Garage Improvements and Parking Meters; \$4,410,000.00 for City Square projects; \$2,045,000.00 for the Special District Financing rehabilitation projects for the DCU Center; \$155,000.00 for Golf Course infrastructure that includes improvements to the access road; and \$750,000.00 for the rehabilitation of the Communication Building at Coppage Drive which will serve as the regional communications center.

Funding Sources for Debt Interest Payment:

The gross interest expense for Fiscal 2012 is anticipated to be in the amount of \$18,798,130.00. Funding from non tax levy is estimated in the amount of \$11,495,605.00 to include Water, Sewer Enterprise accounts, Golf Course, Off Street Parking revenues, as well as other financial sources listed. The remaining balance of \$7,302,519.00 is recommended to be financed with tax levy funds. This represents a decrease of (\$667,678.00) compared to the approved Fiscal 2011 tax levy debt service interest budget of \$7,970,197.00.

Short-Term Financing for Capital Projects:

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

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



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

FINANCE - DEBT SERVICE INTEREST - #662

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 19,906,025.00	INTEREST ON LONG TERM BONDS	\$ 18,798,130.00
(100,000.00)	BUDGET ADJUSTMENT	-
40,250.00	FOLEY STADIUM	-
12,000.00	ICE STORM DEBRIS REMOVAL	-
<u>\$ 19,858,275.00</u>	TOTAL INTEREST	<u>\$ 18,798,130.00</u>
	FUNDING SOURCES:	
\$ (3,328,734.00)	CREDIT FROM WATER	\$ (3,100,879.00)
(2,332,100.00)	CREDIT FROM SEWER	(2,405,941.00)
(3,864,481.00)	STABILIZATION - CAPITAL CAMPAIGN	(3,582,686.00)
(311,343.00)	STABILIZATION - NORTH HIGH SCHOOL	(227,418.00)
(212,440.00)	MAJOR TAYLOR BOULEVARD GARAGE	(194,092.00)
(70,661.00)	CREDIT FROM AIRPORT	(58,434.00)
(177,105.00)	CREDIT OFF STREET PARKING	(183,179.00)
(254,153.00)	CREDIT UNION STATION GARAGE	(279,965.00)
(220,915.00)	CREDIT OPCD/WEBSTER SQ. FIRE STATION	(167,676.00)
(521,494.00)	CREDIT DCU CENTER REVOLVING	(679,583.00)
(516,556.00)	CREDIT CITY SQUARE CAPITALIZED INTEREST	(543,360.00)
-	CREDIT GRANT COMMUNICATION BUILDING	(21,118.00)
(78,096.00)	CREDIT FROM GOLF	(51,280.00)
<u>\$ (11,888,078.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (11,495,611.00)</u>
<u>\$ 7,970,197.00</u>	662-94000 TOTAL RECOMMENDED INTEREST PAYMENT	<u>\$ 7,302,519.00</u>
<u>\$ 7,970,197.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 7,302,519.00</u>

DEBT SERVICES - OBLIGATIONS

DEBT SERVICE PRINCIPAL - #661

	Actual Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
DEBT PRINCIPAL	\$ 40,718,940.85	\$ 43,934,101.00		\$ 44,590,924.00
TOTAL PRINCIPAL	\$ 40,718,940.85	\$ 43,934,101.00	94000	\$ 44,590,924.00
FUNDING SOURCES				
WATER REVENUES	6,772,941.36	7,346,536.00	94972	7,695,873.00
SEWER REVENUES	3,139,197.15	3,329,798.00	94938	3,635,902.00
CAPITAL CAMPAIGN	6,634,778.00	6,683,006.00	94903	6,717,427.00
NORTH HIGH FUND	291,000.00	291,000.00	94909	290,000.00
MAJOR TAYLOR	330,000.00	347,000.00	94904	375,000.00
AIRPORT REVENUES	455,249.00	510,137.00	94973	470,075.00
OFF STREET PARKING	193,551.60	222,888.00	94944	295,292.00
UNION STATION GARAGE	345,000.00	374,000.00	94980	416,000.00
OPCD/WEBSTER SQ.	265,108.00	271,305.00	94976	369,980.00
DCU CENTER	546,820.00	559,731.00	94975	708,785.00
CITY SQUARE	17,000.00	18,000.00	94910	19,000.00
GOLF REVENUES	117,440.00	141,513.00	94970	139,284.00
LAND SALES- (AIRPORT)	0.00	2,000,000.00		0.00
GENERAL FUND	21,610,855.74	21,839,187.00		23,458,306.00
TOTAL	\$40,718,940.85	\$43,934,101.00		\$44,590,924.00

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The amount of principal payments the City of Worcester will make on long-term debt for Fiscal 2012 is \$44,590,924. Of this \$44,590,924 in anticipated payments, it is recommended that \$21,132,615 be repaid from sources other than tax levy funds to include Water, Sewer, Airport, Neighborhood Revitalization, Off Street Parking, Capital Campaign Stabilization Funds, Golf Course, Major Taylor Boulevard Garage. The remaining balance of \$23,458,306, is recommended to be financed with tax levy funds in Fiscal 2012, compared to the Fiscal 2011 approved amount of \$21,839,187, an increase of \$1,619,119.

The tight fiscal controls inclusive of the borrowing caps contained within the Five Point Plan, have mitigated the aggregate amount of debt service to be paid in Fiscal 2012 Debt service obligations. The city has been able to reduce its obligations within \$15,000,000 for Fiscal 2009 and Fiscal 2010. A total of \$19,000,000 is projected for Fiscal 2011. This includes a \$1,000,000 of the new \$20M street resurfacing capital program funds approved in Fiscal 2011.



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012

FINANCE - DEBT SERVICE PRINCIPAL- #661

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 43,934,101.00	REDEMPTION ON BONDS	\$ 44,590,924.00
\$ 43,934,101.00	TOTAL PRINCIPAL	\$ 44,590,924.00
	FUNDING SOURCES:	
\$ (7,346,536.00)	CREDIT FROM WATER	\$ (7,695,873.00)
(3,329,798.00)	CREDIT FROM SEWER	(3,635,902.00)
(6,683,006.00)	STABILIZATION-BUILDING CAMPAIGN	(6,717,427.00)
(291,000.00)	STABILIZATION-NORTH HIGH SCHOOL	(290,000.00)
(347,000.00)	MAJOR TAYLOR BOULEVARD GARAGE	(375,000.00)
(510,137.00)	CREDIT FROM AIRPORT	(470,075.00)
(222,888.00)	CREDIT OFF STREET PARKING	(295,292.00)
(374,000.00)	CREDIT UNION STATION GARAGE	(416,000.00)
(271,305.00)	CREDIT OPCD/WEBSTER SQ. FIRE STATION	(369,980.00)
(559,731.00)	CREDIT DCU CENTER REVOLVING	(708,785.00)
(18,000.00)	CREDIT CITY SQUARE CAPITALIZED PRINCIPAL	(19,000.00)
(141,513.00)	CREDIT GOLF	(139,284.00)
(2,000,000.00)	CREDIT LAND SALES - (AIRPORT)	-
\$ (22,094,914.00)	TOTAL FUNDING SOURCES	\$ (21,132,618.00)
\$ 21,839,187.00	661-9400 TOTAL RECOMMENDED PRINCIPAL PAYMENT	\$ 23,458,306.00
\$ 21,839,187.00	TOTAL RECOMMENDED TAX LEVY	\$ 23,458,306.00

DEBT SERVICES - OBLIGATIONS

The following two charts identifies the summary of bonded debt and an illustration of various specific project issued by the City of Worcester from Fiscal 2007 through Fiscal 2010. The Fiscal 2011 amount is the estimated borrowings projected for the various entities.

**CITY OF WORCESTER
FISCAL YEAR 2007 - 2011
CASH FLOW ANALYSIS SUMMARY**

DESCRIPTION	FY2007	FY2008	FY2009	FY2010	FY2011	TOTAL
CAPITAL EQUIPMENT	\$ 3,350,000	\$ 3,382,000	\$ 3,120,000	\$ 1,553,500	\$ 3,034,000	\$ 14,439,500
BUILDING REHABILITATION	\$ 3,300,000	\$ 5,460,000	\$ 4,910,000	\$ 3,144,000	\$ 2,850,000	\$ 19,664,000
BLACKSTONE VALLEY GATEWAY		\$ 500,000	\$ 420,000	\$ 120,000		\$ 1,040,000
INFRASTRUCTURE IMP. /PARKS	\$ 8,120,000	\$ 7,655,000	\$ 6,550,000	\$ 10,182,000	\$ 12,116,000	\$ 44,623,000
INFRASTRUCTURE IMP. RESURFACING					\$ 1,000,000	\$ 1,000,000
TOTAL TAX LEVY	\$ 14,770,000	\$ 16,997,000	\$ 15,000,000	\$ 14,999,500	\$ 19,000,000	\$ 80,766,500
EMERGENCY COMMUNICATION BLDG					\$ 750,000	\$ 750,000
SCHOOL CONSTRUCTION	\$ 6,750,000	\$ 5,180,000		\$ 1,800,000		\$ 23,355,000
ECONOMIC DEVELOPMENT			\$ 400,000	\$ 1,950,000		\$ 3,350,000
AUDITORIUM		\$ 450,000				\$ 450,000
CITY SQUARE	\$ 7,500,000		\$ 500,000	\$ 2,695,000	\$ 4,410,000	\$ 11,195,000
DCU CENTER	\$ 625,000	\$ 1,195,000	\$ 395,000	\$ 6,350,000	\$ 2,045,000	\$ 8,815,000
OFFSTREET PARKING	\$ 2,800,000	\$ 3,300,000	\$ 1,975,000	\$ 1,620,000	\$ 855,000	\$ 9,895,000
AIRPORT	\$ 165,000	\$ 300,000				\$ 530,000
GOLF ENTERPRISE	\$ 430,000	\$ 100,000	\$ 700,000	\$ 770,000	\$ 155,000	\$ 2,160,000
SEWER ENTERPRISE	\$ 6,252,000	\$ 5,728,000	\$ 5,850,000	\$ 7,716,000	\$ 7,110,000	\$ 37,041,000
WATER ENTERPRISE	\$ 9,305,000	\$ 8,040,000	\$ 5,815,000	\$ 4,319,000	\$ 3,705,000	\$ 33,504,000
GRAND TOTAL	\$ 48,597,000	\$ 41,290,000	\$ 30,635,000	\$ 42,219,500	\$ 38,030,000	\$ 211,811,500

DEBT SERVICES - OBLIGATIONS

CITY OF WORCESTER - FISCAL 2011 - CASHFLOW ANALYSIS

	Q1	Q2	Q3	Q4	TOTAL
PUBLIC IMPROVEMENT BONDS (CITY SQ)		\$ 3,510,000	\$ 900,000		\$ 4,410,000
TOTAL CITY SQUARE	\$ -	\$ 3,510,000	\$ 900,000		\$ 4,410,000
EMERGENCY COMMUNICATION BUILDING		\$ 750,000			\$ 750,000
DCU SPECIAL DISTRICT IMPROVEMENTS		\$ 2,000,000			\$ 2,000,000
DCU CAPITAL EQUIPMENT	\$ 45,000				\$ 45,000
TOTAL DCU	\$ 45,000	\$ 2,000,000	\$ -	\$ -	\$ 2,045,000
CAPITAL EQUIPMENT	\$ 230,000	\$ 50,000	\$ 25,000		\$ 305,000
EQUIPMENT BONDS (CITYWIDE)			\$ 75,000	\$ 202,000	\$ 277,000
CAPITAL EQUIPMENT	\$ 455,000			\$ 332,000	\$ 787,000
CAPITAL EQUIPMENT	\$ 350,000	\$ 605,000	\$ 410,000	\$ 300,000	\$ 1,665,000
CAPITAL EQUIPMENT	\$ 1,035,000	\$ 655,000	\$ 510,000	\$ 834,000	\$ 3,034,000
BLACKSTONE GATEWAY VISITORS CENT		\$ 50,000			\$ 50,000
BLDG REMODELING BONDS(FORESTRY DEMO)			\$ 25,000		\$ 25,000
BUILDING REHAB	\$ 600,000	\$ 100,000			\$ 700,000
BUILDING REMODELING BONDS(MILLBURY St STORAGE)				\$ 200,000	\$ 200,000
95 GRAND STREET DEMOLITION/ARCHITECTURAL	\$ 280,000	\$ 320,000	\$ 300,000		\$ 900,000
BRIDGE REHABILITATION	\$ 40,000				\$ 40,000
CITYWIDE BUILDING REHABILITATION	\$ 200,000	\$ 75,000			\$ 275,000
BUILDING REHABILITATION - FIRE		\$ 15,000	\$ 70,000	\$ 75,000	\$ 160,000
TOTAL BUILDING REHABILITATION	\$ 1,120,000	\$ 560,000	\$ 395,000	\$ 275,000	\$ 2,350,000
STREET CONSTRUCTION RESURFACING				\$ 650,000	\$ 650,000
STREET SIDEWALK CONSTR.(CITYWIDE RESURFACE)SHADE TRESS	\$ 350,000	\$ 150,000	\$ 350,000		\$ 850,000
ACQUISITION OF STREET LIGHTS	\$ 125,000				\$ 125,000
STREET CONST (VARIOUS STREET)	\$ 130,000			\$ 150,000	\$ 280,000
STREET CONSTRUCTION EXT PAVEMENT	\$ 250,000			\$ 400,000	\$ 650,000
STREET CONSTRUCTION SIDEWALKS	\$ 450,000			\$ 300,000	\$ 750,000
STREETS PRIVATE STREET CONVERSION	\$ 850,000				\$ 850,000
BELMONT STREET CONVERSION				\$ 200,000	\$ 200,000
EXTENDED PAVEMENT			\$ 150,000		\$ 150,000
PRIVATE STREET CONCERSION				\$ 300,000	\$ 300,000
STREET - FARADAY EXTENSION	\$ 200,000				\$ 200,000
STREET - WINTHROP			\$ 50,000	\$ 70,000	\$ 120,000
STREET RESURFACING		\$ 1,500,000			\$ 1,500,000
STREET/ADA/STREET RESURFACING				\$ 120,000	\$ 120,000
STREETS - GRAFTON			\$ 50,000	\$ 100,000	\$ 150,000
STREETS - LINCOLN	\$ 50,000			\$ 50,000	\$ 100,000
STREET CONSTRUCTION				\$ 1,000,000	\$ 1,000,000
TOTAL STREET CONSTRUCTION	\$ 2,055,000	\$ 1,850,000	\$ 400,000	\$ 3,690,000	\$ 7,995,000
GOLF IMPROVEMENTS				\$ 75,000	\$ 75,000
REMODELING BONDS(GOLF CLUB HOUSE)		\$ 80,000			\$ 80,000
TOTAL GOLF ENTERPRISE	\$ -	\$ 80,000	\$ -	\$ 75,000	\$ 155,000
FEDERAL PLAZA GARAGE	\$ 200,000				\$ 200,000
FEDERAL PLAZA GARAGE		\$ 100,000	\$ 20,000		\$ 120,000
PEARL ELM GARAGE		\$ 70,000			\$ 70,000
BUILDING REHABILITATION - UNION STATION	\$ 150,000	\$ 100,000	\$ 190,000		\$ 440,000
GARAGE IMPROVEMENTS				\$ 10,000	\$ 10,000
OFF STREET PARKING METERS			\$ 15,000		\$ 15,000
TOTAL OFF STREET PARKING	\$ 350,000	\$ 270,000	\$ 225,000	\$ 10,000	\$ 855,000

DEBT SERVICES - OBLIGATIONS

CITY OF WORCESTER - FISCAL 2011 - CASHFLOW ANALYSIS

	Q1	Q2	Q3	Q4	TOTAL
PARK IMPROVE - GREENHILL PARK	\$ 71,000			\$ 90,000	\$ 161,000
PARK IMPROVEMENTS - KNIGHTS OF COLUMBUS	\$ 40,000				\$ 40,000
OUTDOOR RECREATIONAL FAC(AQUATIC CAPITAL PLA	\$ 660,000				\$ 660,000
ACQUISITION OF TREES	\$ 250,000	\$ 100,000			\$ 350,000
PARK IMPROVEMENT POOLS	\$ 900,000				\$ 900,000
PARKS/BAILEY/INTITUTE/VERNON/COLUMBO/	\$ 680,000	\$ 370,000	\$ 120,000	\$ 290,000	\$ 1,460,000
PARK - IMPROVEMENT -CROMPTON	\$ 200,000	\$ 200,000		\$ 250,000	\$ 650,000
PARK IMPROVEMENT - ACQUATIC FACILITIES DEMOLITIC	\$ 50,000	\$ 25,000	\$ 25,000	\$ 150,000	\$ 250,000
PARK IMPROVEMENT - BAILEY/SPILLANE		\$ 100,000	\$ 50,000		\$ 150,000
PARK IMPROVEMENT - BENNETT FIELD		\$ 60,000	\$ 20,000	\$ 150,000	\$ 230,000
PARK IMPROVEMENT - GREENHILL PARK		\$ 50,000	\$ 50,000		\$ 100,000
PARK IMPROVEMENT - LOGAN FIELD	\$ 20,000			\$ 100,000	\$ 120,000
PARK IMPROVEMENT - NEWTON SQ VETERANS MEMORI	\$ 10,000		\$ 10,000	\$ 30,000	\$ 50,000
TOTAL PARK IMPROVEMENT	\$ 2,881,000	\$ 805,000	\$ 375,000	\$ 1,060,000	\$ 5,121,000
BUILDING REHABILATION SCHOOLS				\$ 500,000	\$ 500,000
TOTAL WORCESTER PUBLIC SCHOOL REHABILITATION	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
INFILTRATION CONTROL CITY				\$ 100,000	\$ 100,000
SEWER OVERFLOW CONTROL	\$ 25,000				\$ 25,000
BUILDING REHAB - SEWER		\$ 25,000			\$ 25,000
ROUTE 20 SEWER ENGINEERING	\$ 40,000				\$ 40,000
SEWER CON - LONG TERM CONTROL				\$ 150,000	\$ 150,000
SEWER CONSTRUCTION - GRANITE				\$ 400,000	\$ 400,000
SEWER CONSTRUCTION - I & I	\$ 650,000			\$ 250,000	\$ 900,000
SEWER DRAINS				\$ 100,000	\$ 100,000
SEWER BONDS	\$ 100,000				\$ 100,000
SEWER BONDS BEAVER BROOK	\$ 150,000				\$ 150,000
SEWER BONDS ROUTE 20	\$ 160,000				\$ 160,000
BELMONT ST FORCE MAIN				\$ 200,000	\$ 200,000
SEWER BLD REHAB				\$ 100,000	\$ 100,000
SEWER CONSTRUCTION/RECONSTRUCTION	\$ 1,200,000			\$ 195,000	\$ 1,395,000
SURFACE DRAINS	\$ 130,000				\$ 130,000
SEWER CAPITAL EQUIPMENT	\$ 50,000	\$ 130,000		\$ 150,000	\$ 330,000
SEWER CONSTRUCTION - BEAVER BROOK		\$ 50,000	\$ 50,000	\$ 100,000	\$ 200,000
SEWER CONSTRUCTION - CMOM	\$ 100,000				\$ 100,000
SEWER INTERCEPTOR			\$ 300,000		\$ 300,000
SEWER PUMP STATION	\$ 100,000	\$ 25,000	\$ 175,000	\$ 200,000	\$ 500,000
SEWER PUMP STATION - LAKE AVE PUMP		\$ 200,000	\$ 300,000		\$ 500,000
SEWER RECONSTRUCTION		\$ 400,000	\$ 400,000	\$ 305,000	\$ 1,105,000
SEWER BUILDING REHABILITATION				\$ 100,000	\$ 100,000
TOTAL SEWER ENTERPRISE	\$ 2,705,000	\$ 805,000	\$ 1,250,000	\$ 2,350,000	\$ 7,110,000
WATER CAPITAL EQUIPMENT	\$ 2,000				\$ 2,000
RESEVOIR REHAB BONDS(WATER TANK PAINT)	\$ 50,000				\$ 50,000
RESERVOIR REHABILITATION				\$ 300,000	\$ 300,000
WATER CAPITAL EQUIPMENT	\$ 200,000				\$ 200,000
WATER HYDRANTS	\$ 50,000				\$ 50,000
WATER MAINS	\$ 455,000				\$ 455,000
WATER MAINS ACCOUNTABILITY	\$ 50,000		\$ 50,000		\$ 100,000
WATER SYSTEMS SECURITY	\$ 100,000				\$ 100,000
WATER CAPITAL	\$ 48,000	\$ 50,000		\$ 200,000	\$ 298,000
WATER FILTRATION PLANT MODIFICATION	\$ 50,000				\$ 50,000
WATER MAINS		\$ 400,000	\$ 200,000	\$ 1,000,000	\$ 1,600,000
WATER MAINS - ACCOUNTABILITY ANALYSIS				\$ 50,000	\$ 50,000
WATER MAINS CROSS CONNECTION SURVEY	\$ 50,000				\$ 50,000
WATER METERS	\$ 50,000	\$ 75,000	\$ 75,000		\$ 200,000
WATER PUMP STATION	\$ 100,000				\$ 100,000
WATER BUILDING REHABILITATION				\$ 100,000	\$ 100,000
TOTAL WATER ENTERPRISE	\$ 1,205,000	\$ 525,000	\$ 325,000	\$ 1,650,000	\$ 3,705,000
GRAND TOTAL	\$ 11,396,000	\$ 11,810,000	\$ 4,380,000	\$ 10,444,000	\$ 38,030,000

PENSION OBLIGATION BONDS

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

Departmental Overview:

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

Introduction:

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

Unfunded Pension Obligation:

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

DEBT SERVICE OBLIGATIONS

Administration:

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

AMORTIZATION SCHEDULE – EXISTING VRS REFUNDING #665

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

PENSION OBLIGATION BONDS - ORGANIZATION #665

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2010	Budget for	Number	Appropriation
EXPENDITURES		Fiscal 2011		Fiscal 2012
FRINGE BENEFITS	\$ 12,222,644.94	\$ 10,409,475.00	96000	\$ 10,409,475.00
TOTAL	\$ 12,222,644.94	\$ 10,409,475.00		\$ 10,409,475.00

FISCAL 2012 BUDGET OVERVIEW

Expenditures:

The total tax levy Pension Obligation budget for Fiscal 2012 is recommended to be level funded at \$10,409,475.00 with the Fiscal 2011 budget.



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF PENSION OBLIGATION BONDS- DIVISION #665

APPROVED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 11,986,621.00	665-94100 PENSION OBLIGATION DEBT SERVICE	\$ 12,056,723.00
<u>\$ 11,986,621.00</u>		<u>\$ 12,056,723.00</u>
	FUNDING SOURCES:	
(89,088.00)	CREDIT FROM AIRPORT	(81,234.00)
(21,089.00)	CREDIT FROM GOLF	(23,558.00)
(616,858.00)	CREDIT FROM SEWER	(641,032.00)
(850,111.00)	CREDIT FROM WATER	(843,496.00)
<u>(1,577,146.00)</u>	TOTAL FUNDING SOURCES	<u>(1,589,320.00)</u>
<u>\$ 10,409,475.00</u>	665-94000 TOTAL RECOMMENDED PAYMENT	<u>\$ 10,467,403.00</u>
<u>\$ 10,409,475.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 10,467,403.00</u>

CITY MANAGER’S –FIVE POINT PLAN FUNDS

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

BUDGET SUMMARY INFORMATION

	Actuals Fiscal 2010	Approved Budget for Fiscal 2011	Account Number	Recommended Appropriation Fiscal 2012
EXPENDITURES				
Capital Campaign Stabilization	\$ 9,344,263	\$ 10,547,487	04D802	\$ 10,300,112
CitySquare DIF Reserve Fund	381,354	450,281	04D803	500,000
MSBA Stabilization Fund	115,000	-	04D804	-
Bond Rating Reserve Fund	-	950,000	359-21	950,000
North High Construction Fund	851,537	3,047,000	04D806	3,047,000
Total Expenditures	\$ 10,692,154	\$ 14,994,768		\$ 14,797,112
FUNDING SOURCES				
General Fund Revenue	\$ 10,692,154	\$ 14,994,768	04D802	\$ 14,797,112
Total Funding Source	\$ 10,692,154	\$ 14,994,768		\$ 14,797,112

FY 2012 Budget Overview

Five Point Plan Funds

The City of Worcester’s Five Point Plan, adopted in 2007, established a long term plan for the financing of known debt obligations and the building of reserves to maintain and improve the City’s bond rating over time.

Capital Campaign for Worcester Technical High School/other projects The Capital Campaign fund exists to meet the current debt service obligations for major construction projects that have been completed: Worcester Technical High School, Worcester Public Library Renovation, Worcester Senior Center, and Forrest Grove Middle School. The combined debt service for these projects is \$10.3M and is now fully funded through tax levy appropriations. This has increased \$1M per year over the last four years consistent with the Five Point Plan. These projects are now entirely supported by the annual tax levy contribution to this fund.

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 2012 is \$500,000.00.

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

The Five Point Plan defined Two other stabilization funds for the purpose of pre-funding known upcoming debt service obligations and building up general fund reserves (Fund Balance). The Funds are the following: The North High Construction Fund for the purpose of funding future debt service associated with the construction of a new North High School, and the Bond Rating Stabilization Fund which was developed to build general fund reserve so that the City would poise to maintain or improve its bond rating. Per the Five Point Plan, the City has committed to depositing 50% of any net certified Free Cash as identified by the City Auditor in to the Bond Rating Stabilization Fund. The following table illustrates the history of deposits into these accounts as well as a schedule of the uses of the North High Fund for the debt service associated with that project to date.

Reserve Building Plan Update--Deposits to Date

Year	North High	Bond Rating
FY08	718,007	1,575,579.00
FY09	851,537	2,303,718.00
FY10	851,537	344,463.00
FY11	3,047,000	1,473,334.00
FY12	3,047,000	950,000.00
Total Sources	8,515,081	6,647,094

Reserve Building Plan--Uses To Date

Year	North High Debt	Reserve Withdrawals
FY08	(22,946.25)	0
FY09	(349,028.19)	0
FY10	(555,392.50)	0
FY11	(450,308.75)	0
FY12	(517,418.00)	0
Total Uses	(1,895,093.69)	-
FY12 Balances	6,619,987.31	6,647,094.00



MICHAEL V. O'BRIEN, CITY MANAGER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2012
CITY MANAGER'S "FIVE POINT PLAN" STABILIZATION ACCOUNTS

RECOMMENDED FY11 AMOUNT	TITLE	RECOMMENDED FY12 AMOUNT
\$ 10,547,487.00	CAPITAL CAMPAIGN STABILIZATION (1) 04D802	\$ 10,300,112.00
450,281.00	CITY SQUARE DIF RESERVE FUND 04D803	500,000.00
0.00	CAP CAMPAIGN MITIGATION (MSBA) 04D804	-
950,000.00	BOND RATING STABILIZATION FUND 359-21	950,000.00
0.00	EMERGENCY STABILIZATION RESERVE 04D807	-
<u>3,047,000.00</u>	NORTH HIGH SCHOOL CONSTRUCTION FUND 04D806	<u>3,047,000.00</u>
<u>\$ 14,994,768.00</u>	TOTAL STABILIZATION	<u>\$ 14,797,112.00</u>
<hr/>		
<u>\$ 14,994,768.00</u>	TOTAL STABILIZATION	<u>\$ 14,797,112.00</u>

**CITY OF WORCESTER
FISCAL 2012
LINE ITEM BUDGET**

DEPT NAME	DEPT NO.	91000 Salaries	92000 OM	93000 Capital Outlay	94000 Debt	95000 Transfer	96000 Benefits	97000 Overtime	TOTAL
CITY COUNCIL	010	324,000.00	26,867.00						350,867.00
MAYOR	030	100,798.00	5,205.00						106,003.00
CITY MANAGER	040	597,491.00	1,334,280.00						1,931,771.00
PROMOTION OF TOURISM	041	0.00	0.00						0.00
ECONOMIC DEVELOPMENT	043	686,178.00	90,590.00						776,768.00
CITY CLERK	100	507,778.00	36,024.00				1,000.00		544,802.00
CITY MESSENGER	110	0.00	314,400.00				0.00		314,400.00
LAW	120	689,842.00	122,842.00						812,684.00
COURT JUDGMENTS	121		378,100.00						378,100.00
PROPERTY & CASUALTY	122		119,948.00						119,948.00
ELECTIONS	150	339,099.00	110,885.00						449,984.00
CONTRIBUTORY PENSIONS	161				18,512,712.00				18,512,712.00
NON CONTRIBUTORY PENSIONS	162				147,920.00				147,920.00
HUMAN RESOURCES	170	743,535.00	237,701.00					3,000.00	984,236.00
WORKERS COMPENSATION	171		104,700.00				982,981.00		1,087,681.00
UNEMPLOYMENT COMPENSATION	172						850,000.00		850,000.00
PUBLIC SAFETY IOD	174						389,098.00		389,098.00
LICENSE COMMISSION	190		1,200.00						1,200.00
POLICE	250	32,175,147.00	1,833,845.00					2,257,297.00	36,266,289.00
FIRE	260	29,399,371.00	1,014,541.00	25,000.00				532,378.00	30,971,290.00
COMMUNICATIONS	270	1,608,389.00	313,076.00					143,820.00	2,065,285.00
INSPECTIONAL SERVICES	280	2,142,692.00	272,707.00					75,733.00	2,491,132.00
PUBLIC HEALTH	330	179,633.00	20,000.00						199,633.00
ELDER AFFAIRS	340	284,942.00	297,704.00					2,124.00	584,770.00
DPW ADMINISTRATION	4101	434,229.00	227,090.00					31,110.00	692,429.00
DPW ENGINEERING	4102	1,004,165.00	427,342.00					81,793.00	1,513,300.00
DPW STREETS	4103	1,169,874.00	624,039.00					350,108.00	2,144,021.00
DPW SANITATION	4104	1,076,052.00	4,120,283.00					121,414.00	5,317,749.00
DPW CENTRAL GARAGE	4105	494,719.00	1,145,912.00					30,613.00	1,671,244.00
SNOW REMOVAL	411		2,650,631.00		150,000.00			356,252.00	3,156,883.00
STREET LIGHTS	412		1,987,828.00						1,987,828.00
UNION STATION	480		420,128.00						420,128.00
WORCESTER PUBLIC SCHOOLS (1)	500	163,880,600.00	46,655,908.00	338,788.00			61,516,108.00	1,465,009.00	273,856,413.00
PUBLIC LIBRARY	550	2,565,281.00	1,298,704.00					65,232.00	3,929,217.00
REGIONAL LIBRARY	560								0.00
ADMINISTRATION/FINANCE	600/610/660	1,416,360.00	726,935.00					40,000.00	2,183,295.00
AUDITING	650	471,008.00	82,559.00					2,193.00	555,760.00
DEBT PRINCIPAL	661				23,458,306.00				23,458,306.00
DEBT INTEREST	662				7,302,519.00				7,302,519.00

Cont...

**CITY OF WORCESTER
FISCAL 2012
LINE ITEM BUDGET**

DEPT NAME	DEPT NO.	91000 Salaries	92000 OM	93000 Capital Outlay	94000 Debt	95000 Transfer	96000 Benefits	97000 Overtime	TOTAL
HEALTH INSURANCE	663						27,413,864.00		27,413,864.00
PENSION OBLIGATION BONDS	665				10,467,403.00				10,467,403.00
ASSESSING	670	481,892.00	77,454.00					0.00	559,346.00
TECHNICAL SERVICES	680	1,515,093.00	903,495.00					35,700.00	2,454,288.00
PARKS	720	2,383,539.00	806,256.00					287,679.00	3,477,474.00
AUDITORIUM	740		121,506.00						121,506.00
DCU	750		342,097.00		352,253.00				694,350.00
WORKFORCE DEVELOPMENT	31S	72,508.00							72,508.00
CONTINGENCY	900		250,000.00						250,000.00
TOTAL TAX LEVY APPROPRIATION		246,744,215.00	69,502,782.00	363,788.00	41,730,481.00	0.00	109,812,683.00	5,882,455.00	474,036,404.00
CHARTER SCHOOLS									26,297,661.00
OTHER INTERGOVERNMENTAL									3,458,944.00
FIVE POINT PLAN TRANSFERS OUT									14,797,112.00
TOTAL TRANSFERS AND INTERGOVERNMENTAL									44,553,717.00
SEWER	440	2,765,823.00	18,380,510.00	24,500.00	6,041,843.00	3,191,753.00	3,247,885.00	196,000.00	33,848,314.00
WATER	450	5,354,225.00	3,439,023.00	25,000.00	10,796,752.00	2,060,059.00	4,639,914.00	600,000.00	26,914,973.00
AIRPORT	470	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GOLF COURSE	710	212,970.00	710,265.00		190,564.00	9,920.00	105,008.00	0.00	1,228,727.00
TOTAL ENTERPRISE APPROPRIATION		8,333,018.00	22,529,798.00	49,500.00	17,029,159.00	5,261,732.00	7,992,807.00	796,000.00	61,992,014.00