

City of Worcester

Fiscal Year 2017

Operating Budget

Edward M. Augustus, Jr., City Manager
Worcester, Massachusetts

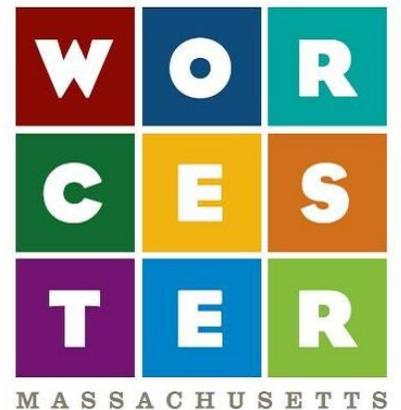
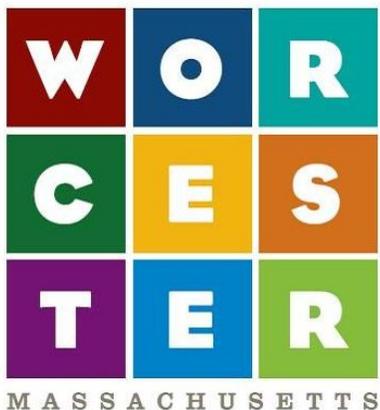


TABLE OF CONTENTS

I.	TABLE OF CONTENTS		I – 1
II.	GENERAL INFORMATION		
	1) City Manager’s Transmittal and Budget Overview		II – 1
	2) Budget Financial Plan—Revenue and Expenditure Summary	pg. 1	II – 2
	3) Revenue and Expenditure Summary Table	pg. 21	II – 3
	4) Fiscal 2017 Budget Procedure	pg. 23	II – 4
	5) Fiscal Policies	pg. 25	II – 5
	6) Citywide Organizational Chart	pg. 29	II – 6
III.	LEGISLATIVE OFFICES		
	1) City Council	pg. 31	III – 1
	2) Mayor’s Office	pg. 35	III – 2
	3) City Clerk	pg. 37	III – 3
	4) Election Commission	pg. 41	III – 4
	5) City Auditor	pg. 45	III – 5
	6) Retirement	pg. 49	III – 6
	· Contributory Pensions		
	· Non-Contributory Pensions		
IV.	CITY MANAGER’S OFFICE		
	1) City Manager’s Office	pg. 55	IV – 1
	2) City Manager’s Contingency	pg. 61	IV – 2
	3) Public Library	pg. 63	IV – 3
V.	DEPARTMENT OF HEALTH AND HUMAN SERVICES		
	1) Health and Human Services	pg. 69	V – 1
	· Administration		
	· Veterans Services		
	· Human Rights and Disabilities		
	· Youth Services		
	2) Public Health	pg. 75	V – 2
	3) Elder Affairs	pg. 85	V – 3

TABLE OF CONTENTS

VI. DEPARTMENT OF ECONOMIC DEVELOPMENT		
1) Economic Development	pg. 89	VI – 1
2) Worcester Redevelopment Authority / Union Station	pg. 97	VI – 2
3) Workforce Investment Board	pg. 101	VI – 3
4) Workforce Central Career Center	pg. 105	VI – 4
5) Marketing Campaign	pg. 109	VI – 5
6) Cable Services	pg. 111	VI – 6
7) License Commission	pg. 115	VI – 7
VII. HUMAN RESOURCES		
1) Human Resources	pg. 117	VII – 1
2) Workers’ Compensation & Public Safety IOD	pg. 123	VII – 2
3) Unemployment Compensation	pg. 127	VII – 3
4) Health Insurance	pg. 129	VII – 4
VIII. LAW DEPARTMENT		
1) Law Department	pg. 135	VIII – 1
2) Property & Casualty Insurance	pg. 139	VIII – 2
3) Court Judgments	pg. 141	VIII – 3
IX. WORCESTER POLICE DEPARTMENT		
1) Police Department	pg. 143	IX – 1
· Administration Division		
· Garage Division		
· Investigative Division		
· Community Service Division		
X. WORCESTER FIRE DEPARTMENT		
1) Fire Department	pg. 165	X – 1
· Administration Division		
· Maintenance Division		
· Fire Prevention Division		
· Training Division		
· Fire Suppression Division		
EMERGENCY COMMUNICATIONS & MANAGEMENT		
XI. 1) Emergency Communications	pg. 175	XI – 1
· Emergency Management		

TABLE OF CONTENTS

XII. DEPARTMENT OF INSPECTIONAL SERVICES

1) Inspectional Services pg. 181 **XII- 1**

XIII. WORCESTER PUBLIC SCHOOLS

1) Public Schools pg. 187 **XIII – 1**

XIV. PUBLIC WORKS & PARKS

1) Auditorium pg. 191 **XIV – 1**
2) DPW Administration/Finance Division pg. 193 **XIV – 2**
3) DPW Engineering/Architectural Division pg. 201 **XIV – 3**
4) DPW Streets Division pg. 203 **XIV – 4**
5) DPW Sanitation Division pg. 205 **XIV – 5**
6) DPW Central Garage Division pg. 207 **XIV – 6**
7) Parks, Recreation, & Hope Cemetery Division pg. 209 **XIV – 7**
8) Enterprise: Green Hill Golf Course pg. 217 **XIV – 8**
9) Snow Removal pg. 223 **XIV – 9**
10) Streetlights Division pg. 227 **XIV – 10**
11) Enterprise: Sewer Division pg. 229 **XIV – 11**
12) Enterprise: Water Division pg. 235 **XIV – 12**
13) Off Street Parking pg. 243 **XIV – 13**

XV. ADMINISTRATION & FINANCE

1) Finance pg. 247 **XV – 1**
 · Administration
 · Budget & Treasurer and Collector
 · Purchasing
2) Assessing pg. 255 **XV – 2**
3) Technical Services pg. 261 **XV – 3**
4) City Energy and Asset Management pg. 267 **XV – 4**
5) Debt Service Principal & Interest pg. 271 **XV – 5**
6) Pension Obligation Bonds pg. 281 **XV – 6**
7) DCU Center pg. 285 **XV – 7**

XVI. FIVE POINT PLAN FUNDS pg. 289 **XVI – 1**

XVII. LINE ITEM BUDGET pg. 293 **XVII – 1**



Edward M. Augustus, Jr.
City Manager

CITY OF WORCESTER

cm2016may06113543

Attachment for Item #

8.36 A

May 10, 2016

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

Attached please find my Fiscal Year 2017 budget document, recommending a tax levy appropriation in the amount of \$614,094,246.00 for the purposes and to the accounts identified in the Line Item Budget contained therein.

This is a back-to-basics budget. We have listened to the City Council and the community and responded with a focus on the core values of our community. This budget focuses on maintaining and improving essential city services. We are also investing in key infrastructure which had been deferred due to budget constraints caused by the recession and years of state aid cuts, which we can no longer ignore. This budget makes a significant commitment—to meet the basic needs that preserve and build value in our community today and in the future.

The budget is our most important policy document. It is a true clear statement of our priorities and values. With this budget, we are stating our intent to continue investing in the future of our city. Our goal should be to continue the positive momentum. With a focus on core services and investment in education, we will support already-rising property values that will grow the tax base and encourage additional private investment in our community.

Provide Safe Streets, Invest in the Future of our Youth, Improve City Services, and Protect City Finances. These are basic steps toward building values that endures into the future—in our properties, our neighborhoods, our schools, and in our well-being as residents of a great and growing City.



OFFICE OF THE CITY MANAGER, CITY HALL, WORCESTER, MA 01608

TELEPHONE (508) 799-1175 | FAX (508) 799-1208

EMAIL: citymanager@worcesterma.gov



- **Provide a Safe City:** A safe city is a growing city, and we meet our commitment to public safety through the following initiatives:
 - **Recruit Classes:** Supports recruit classes in both the Police and Fire Departments, providing stability, increased visibility and responsiveness in our neighborhood.
 - **Safety Equipment:** Supports an equipment replacement program to provide firefighters with two complete sets of turnout gear over four years, making a priority of providing protective equipment to the men and women of the Fire Department.
 - **Fire Preventative Maintenance Program:** Provides a position to enhance the departments apparatus repair operations and maximize the safety and availability of all fire apparatus. The average fire engine/truck, including reserve equipment, is more than 15 years old, and we need to protect those investments, the men and women who rely on them each day, and the residents who expect responses on time.
 - **Shotspotter:** With the end of CSX funding, this budget funds the City's ShotSpotter gunshot detection program, which has made our police department more efficient and our neighborhoods safer.
 - **Summer Impact:** Maintains the police Summer Impact program, which allows for additional officers to be deployed to targeted areas.
 - **Modernized 911 System:** Modernizes the City's 911 Communications and Dispatch System. Our current system has reached the end of its supportable life and failing to update it risks the very backbone of our public safety system. Through a lease construction agreement, we will implement a state-of-the-art system in FY17.

- **Invest in the Future of our Youth**
 - **Support Our Public Schools:** No thriving community increases its well-being or property values by disinvesting in education. Education is a core service and provides a key value to our city. This budget builds on our commitments to date to improve education funding over the last three years:

cleanup/trash removal operations and creating a working foreman to address day-to-day issues that impact our parks. We have invested in our parks, and we should commit to their care and upkeep for the long-term.

- **Customer-friendly Website/Apps:** Investments in technology will build on existing systems and improve City operations and customer satisfaction:
 - Meets demand for customer friendly and up-to-date website
 - Builds upon the City's commitment to transparency
 - Deploys additional mobile applications to reach constituents where they are.
- **Field Technology:** Supports continued deployment of tablet computers for Inspectional Services, reducing paperwork and office time for all inspectors. Straightforward deployment of existing and inexpensive technology will reap rapid rewards for our frontline staff and residents seeking inspections.
- **Outreach to the Homeless:** The City will expand its outreach and work with regional agencies to better coordinate services to better serve those most in need and to mitigate the negative consequences associated with homelessness.
- **Clean Streets:** We meet our obligations to maintain the City's trash pickup and recycling programs despite rising costs of both programs with no increase in the trash bag fee.
- **Early Voting:** Establishes early voting for the upcoming Presidential Election. We have funded the program recommended by the Election Commission to provide early voting at five sites across city.
- **Protect City Finances:** In the end, our hopes for addressing any of our shared public priorities will amount to nothing if we are not good stewards of the City's finances. This budget meets and exceeds our commitments under the City's Five Point Financial Plan through the following:
 - **Reserve Building:** Seeking to achieve a reserve level of 5% of general fund revenues as sought by the Bond Rating Agencies, this budget includes a \$950,000 deposit into the Bond Rating Stabilization Reserve.

- **Non Tax Levy Funding Sources:** Wherever possible, this budget incorporates new revenues to fund new programs. Improvements and programming at the Worcester Common will be supported with the new surcharge on the CitySquare Parking Garage, already approved by the Off-Street Parking Board. The One City One Library program continues to be funded by the City's Pilot agreement with our colleges and universities. In FY18, we will begin to recognize funding from marijuana dispensaries, thanks to agreements we are now working out with several groups, further diversifying our revenue streams.
- **OPEB:** For the first time ever, the recommended budget provides a \$500,000 deposit into the City's OPEB reserve fund to demonstrate to bond rating agencies that this liability is a part of our ongoing financial planning.
- **Controlling Non Operational Cost Drivers:** Health insurance reforms are continuing to yield benefits, as the City's health insurance costs are growing at a slower rate lower than state and national averages. This is another way we are tackling the City's OPEB liability, as slower health insurance costs keep our liability from growing at a faster rate.
- **Preparing for Known Expenses:** This budget prudently sets aside funds for known liabilities coming this fiscal year. Most collective bargaining units settled their contracts in FY15 or FY16. We must have funds available to properly fund the remaining contract to be settled. In addition, we must be prepared for the reality of potentially costly legal suits and judgements in FY17. This budget includes funding sufficient to prepare the City both of these financial liabilities.

The following summarizes the major financial changes from the FY16 budget. Details for each department are included in the complete budget document attached to this communication.

Financial Overview:

		FY17	FY17	FY17
Revenue	FY16 Bud	FY17 Bud	Change	% Change
Property Tax	271.3	282.5	11.2	4.1%
Local Receipts	40.8	39.7	(1.1)	-2.7%
State Aid Education	233.7	237.5	3.8	1.6%
State Aid General	52.1	53.7	1.6	3.1%
Other Available Funds	1.6	0.7	(0.9)	-56.3%
Free Cash (Operations)	0.2	-	(0.2)	-100.0%
Total	599.6	614.1	14.5	2.4%
Expenditure	FY16 Bud	FY17 Est	Change	%
Education	346.0	350.3	4.3	1.2%
Fixed	118.8	122.0	3.2	2.7%
OPEB Trust	-	0.5	0.5	100.0%
Public Safety	84.4	89.7	5.3	6.2%
Contingency	3.3	0.5	(2.8)	-84.9%
DPWP	17.0	18.1	1.0	6.0%
Other operational	30.0	33.1	3.0	10.1%
Total	599.6	614.1	14.5	2.4%

Amounts In Millions of Dollars. Amounts may not total due to rounding

In total, the City's budget increases \$14.5M, or 2.4%. \$4.3M of that increase is allocated to the Worcester Public Schools, based on state funding that increased by \$3.8M combined with City funding that exceeds the required minimum by \$1.1M. The State's required minimum for the public schools would have allowed the City to reduce funding for education by \$670,000. Instead, this budget maintaining our commitment to education and increases our investment. This commitment to education will bring the City above net school spending (by \$630,000) for the first time since Fiscal 2010.

\$3.2M of the budget increase is due to escalation in Fixed Costs including debt service, pensions, worker's compensation, injured on duty payments, and health insurance. Without the ongoing commitment to reforms on the part of our City Administration and the cooperation of our partners in the City's bargaining units, this would have increased by an additional \$1.5M in FY17.

\$500,000 will be used to fund the OPEB Trust - the City's first contribution from the recommended operating budget into the OPEB Trust. The City will still plan to meet its obligation under the Five Point Plan to deposit 30% of Free Cash into the OPEB Trust when that amount is certified next fall.

Public Safety increases by \$5.3M due to our commitment to maintain staffing levels in both departments with recruit classes. In addition, the budget allocates funding for the

coming firefighter's contract which goes back to FY14. Also included in the Public Safety budget is the first \$700,000 lease payment toward the City's modernized state of the art citywide radio system. These increases are offset in part by the fact that the police officers and officials settled contracts in FY16, so retroactive payments made in FY16 do not have to be budgeted again in FY17.

The Department of Public Works and Parks shows an increase of \$1M from FY16 to FY17. This increase is driven largely by program costs, particularly increases in the City's contract costs for trash pickup and recycling. Due to a general reduction in the value of recycled commodities, the City's contracts for recycling are less favorable generating increased costs for our pickup and disposal of the City's recycling. Additional increases in Public Works and Parks include a Blue Space protection plan for the protection of the City's water bodies, \$150,000 for planning and 40% of a new position to oversee this project. The budget includes investments in the Parks division, funding two positions, one to improve trash pick-up and one for park troubleshooting and customer service responsiveness. Finally, the Public Works and Parks budget includes increases in the days of operation for the City's pools and beaches, expanding services to the greatest degree possible while addressing the escalating costs of hiring qualified lifeguards.

Other operational departments show an increase of \$3M, \$1.7M of which addresses the need to prepare for imminent legal settlements in FY17. The City's Veteran's Benefits budget is increased by \$300,000 to meet the current level of obligations for these services. Spending on Veteran's benefits is reimbursed by the Commonwealth at 75%. All departmental budgets reflect salary increases consistent with settled collective bargaining units. All remaining departments increase \$1M, or 3%, inclusive of all budgetary adjustments, contractual salary amounts, and program costs.

The attached budget document provides detailed information on each department as well the line item budget containing the legal appropriation recommended amounts for the FY17 Operating Budget. This comprehensive recommendation achieves balance—not just of revenues and expenditures—but of our shared priorities. It meets the basic expectations of a diverse community, while adhering to the principles of sound municipal finance. It is important to consider the alternative. What would our community look like if we do not invest in our public safety departments, or our school system, or

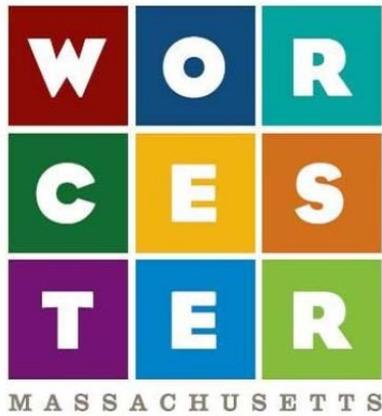
our 911 communications system, or our green and blue spaces? This budget is built to meet these critical responsibilities so that our commitment and hope for the future is backed up by sound decisions and effective action.

I respectfully recommend adoption of the attached Fiscal Year 2017 budget submission as identified in the line item budget.

Respectfully submitted,

A handwritten signature in black ink, reading "Edward M. Augustus, Jr." in a cursive script.

Edward M. Augustus, Jr.
City Manager



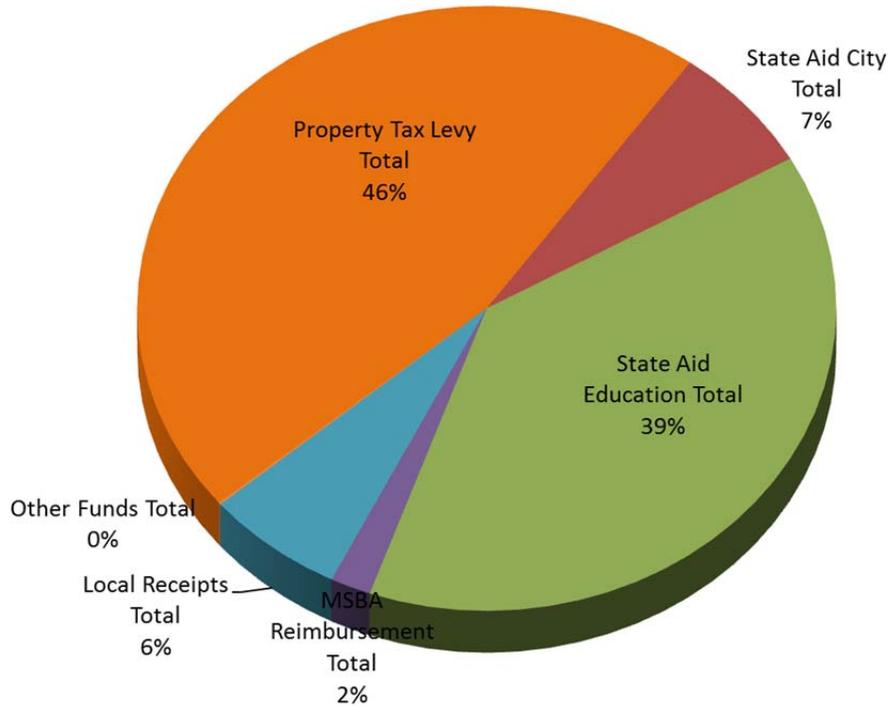
Fiscal Year 2017 Budget Financial Plan Revenue and Expenditure Overview

The Fiscal Year 2017 recommended budget is balanced and submitted in accordance with the City Charter and Chapter 44 of the Massachusetts General Laws. All of the revenues or other funding sources for the appropriation recommendation in this budget are detailed below. Expenditure appropriation recommendations are summarized in this overview and detailed in each of the departmental sections that follow. The official appropriation order is summarized in the Line Item Budget at the end of the budget document.

Revenue Overview

The Fiscal Year 2017 budget is funded through \$614.1M in revenues. This is comprised of \$282.5M in property taxes, \$42.1M in State Aid for City operations, \$235.3M in State Aid for Education, \$2.18M in Charter School reimbursements. Other revenues include \$11.5M in MSBA reimbursements for schools construction, \$39.6M in local receipts, and \$700K in other available funds.

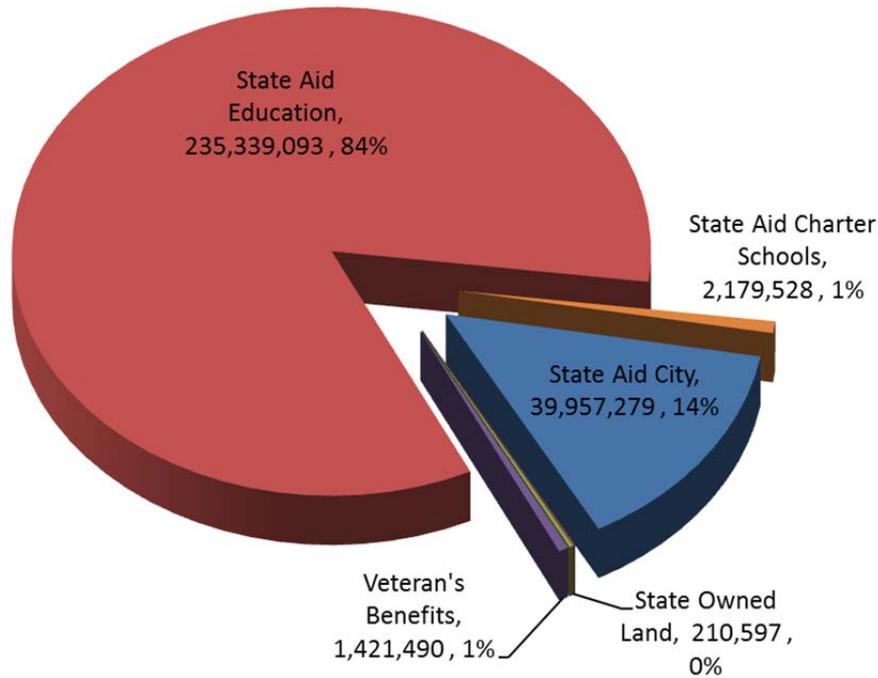
FY17 Revenue Estimates



State Aid (Cherry Sheet)

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

FY17 State Aid Totals



State Aid Overview and trends

The chart above indicates the breakdown of state funding among the aid categories for Fiscal 2017. 84% of the City’s aid from the state is directed toward public education. 14% is allocated for direct general government aid. The table below shows the trend in support from the Commonwealth for education and City services. Education aid has increased 32% while support for City services has been reduced by 27% since Fiscal 2008.

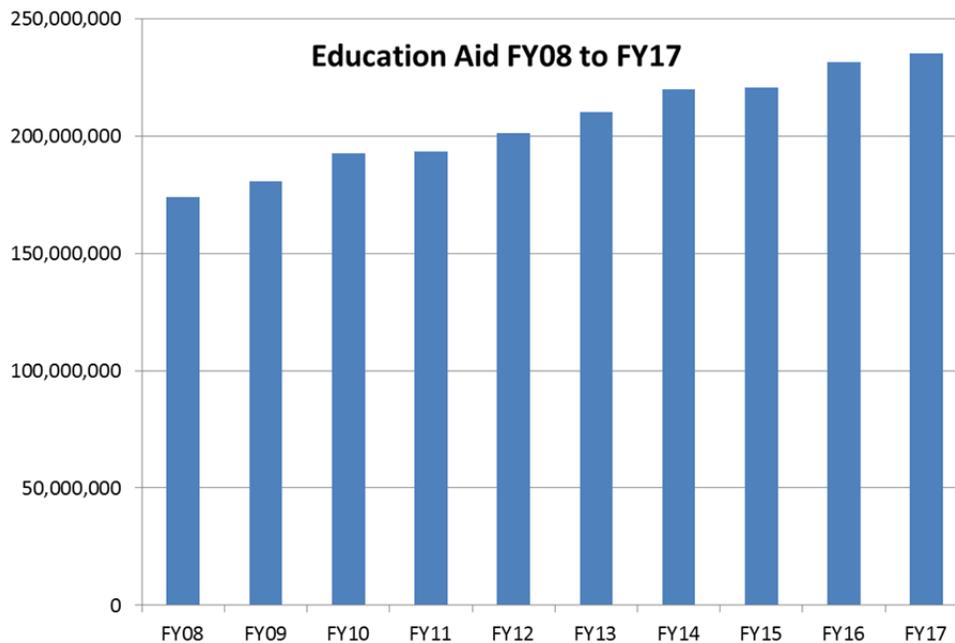
State Aid Education	FY08 Actual	FY17 Budget	Amt Change	FY08 to FY17 %
Education Chapter 70	174,025,314	235,339,093	61,313,779	35.2%
Education Charter School	5,082,267	2,179,528	(2,902,739)	-57.1%
Education Aid	179,107,581	237,518,621	58,411,040	32.6%
State Aid City Services	FY08 Actual	FY17 Budget		FY08 to FY16 %
General Revenue Sharing	51,721,578	39,957,279	(11,764,299)	-22.7%
Urban Renewal	2,410,000	0	(2,410,000)	-100.0%
Veteran's Benefits	347,564	1,421,490	1,073,926	309.0%
Vet/Eld Abatements	668,998	560,303	(108,695)	-16.2%
State Owned Land	615,428	210,597	(404,831)	-65.8%
Regional Lib	119,655	0	(119,655)	-100.0%
Quinn Bill	2,190,117	0	(2,190,117)	-100.0%
Total State Aid City Serv	58,073,340	42,149,669	(15,923,671)	-27.4%

Revenue and Expenditure Summary

State Aid Categories—The following describes each of the line items on the Cherry Sheet, the state aid amounts anticipated by the City for Fiscal 2017.

Education Aid—Chapter 70

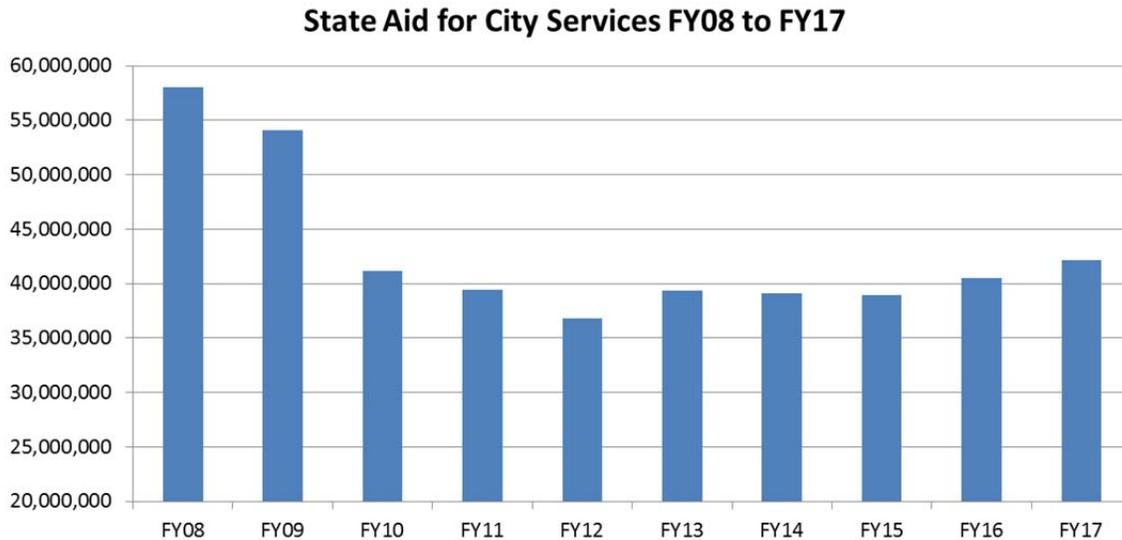
Massachusetts General Laws Chapter 70 Education Aid provides financial assistance to cities and towns in order to promote the equalization of the burden of school costs across the state. Chapter 70 School Aid is based on a formula that generates a “foundation budget” representing the per pupil funding required to provide education per state law. The state then uses a separate formula to determine a locality’s required contribution for education from local revenues using the Department of Revenue’s Municipal Revenue Growth Factor (MRGF). The result of this formula is the City’s required contribution for education. The difference between the calculated “foundation budget” and the City’s “required contribution” is then funded with Chapter 70 Aid. Education Aid for the Worcester Public Schools is projected to be \$235,339,093 for Fiscal 2017.



Unrestricted General Government Aid

This aid category represents the bulk of non-educational aid to cities and towns in the Commonwealth. The City of Worcester, by formula, receives approximately 3.9% of the total state appropriation for this aid category. The City of Worcester relies heavily on this revenue source which comprised more than 20% of the City’s non-educational budget in Fiscal 2008. Recent budget reductions have increased the percentage of the City budget that is funded through property taxes and reduced the percent of the City’s budget funded through this aid category. This revenue source has been reduced by 22% since Fiscal 2008. This budget proposal recognizes an increase in this aid category, an increase of \$1.6M, or 4.3%.

Revenue and Expenditure Summary



Urban Renewal

Worcester received, through the Cherry Sheet, aid from the state as a reimbursement for a percentage of our costs on a completed urban renewal project. Authorization of this category of revenue falls under Chapter 121 of the Massachusetts General Laws. This allotment is the state's share to pay for half net costs of the urban renewal project that included "Medical City". These reimbursements have concluded, so no funding is recognized in Fiscal 2017.

Charter School Reimbursement

The Commonwealth provides a declining reimbursement amount to cities and towns for each student that chooses to attend a Charter School. In Fiscal 2017, the Charter Tuition Reimbursement is budgeted at \$2.18M. This amount is subject to change as final enrollments in the City's charter schools are tabulated. In recent years, the Commonwealth has not fully funded this aid category.

Veterans Benefits

The Commonwealth of Massachusetts reimburses the City of Worcester 75% of the cost of veterans' benefits. As a result of the timing for reimbursements from the State, this revenue source represents 75% of the City's spending on Veteran's benefits for the past 12 months, not an estimate of the coming twelve months. Benefits are paid consistent with Massachusetts General Laws Chapter 115 and have been escalating in recent years. The Fiscal 2017 revenue estimate is \$1.42M.

State Owned Land

The Commonwealth provides a reimbursement to cities and towns for tax revenues lost due to state owned land. The reimbursement is based on state calculated values and is based solely on the value of the land itself, not the structures on the property. This receipt is estimated at \$210,597 for Fiscal 2017.

Revenue and Expenditure Summary

Public Libraries

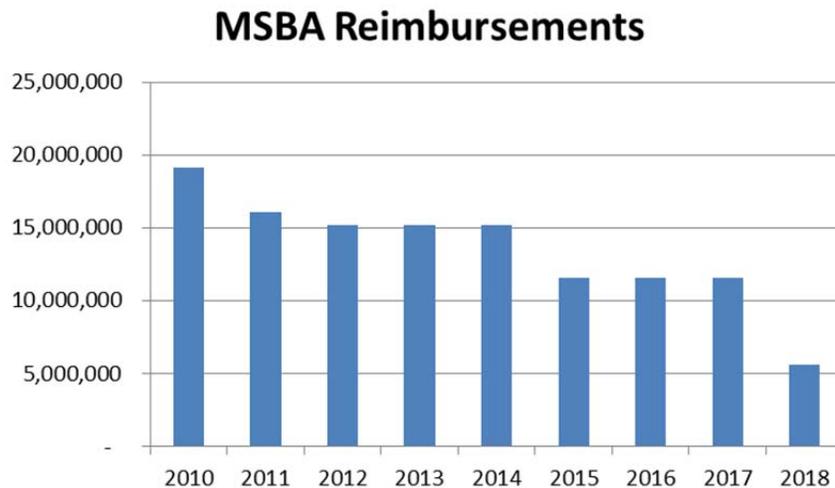
Under Chapter 78, Section 19A, of the Massachusetts General Laws, each municipality which is certified by the Board of Library Commissioners, and meets certain requirements and standards for free public library service, receives aid from the Commonwealth. This amount also appears as a Cherry Sheet Offset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

Veterans, Elderly and Disabled Tax Exemption aid

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

School Construction MSBA Reimbursements

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



Property Taxes

The Fiscal 2017 budget includes property tax revenue increases consistent with the provisions of Proposition 2 1/2, recognizing a 2.5% increase in the property tax levy as well as the value of new construction growth projected to be certified by the Commonwealth. The budget assumes new growth of \$3.9M, a reduction from the Fiscal 2016 new growth amount of \$6.17M. The

Revenue and Expenditure Summary

total tax levy is \$285.84M, which is reduced by the required overlay deposit of \$3.35M for a net tax levy available for appropriation of \$282.49M in Fiscal 2017.

Overlay Reserve for Abatements and Exemptions

The overlay reserve is raised by the City Assessor in excess of appropriations and other charges for the purpose of creating a fund to cover abatements and exemptions. Abatements are granted in circumstances where real or personal property has been overvalued or disproportionately valued and appropriate adjustments are made to the original assessed value. The overlay for Fiscal 2017 is set at \$3.35M. Unused Levy capacity remains at \$6.0M. The following table includes all elements of the City's property tax revenue estimate for Fiscal 2017.

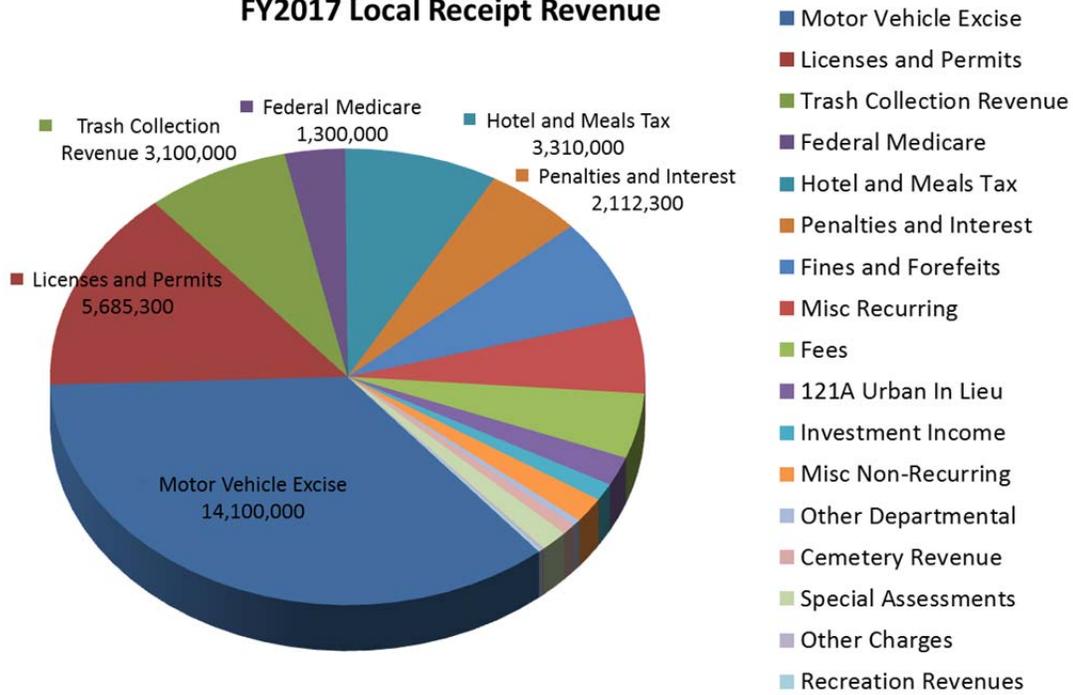
Property Tax Revenues			
	2015	2016	2017
Prior Year Levy	250,808,527	261,890,891	274,867,833
Levy Limit	260,880,706	271,963,070	280,922,031
2.5% Increase	6,522,018	6,799,077	7,023,051
New Growth	4,560,346	6,177,865	3,950,000
New Limit	271,963,070	280,922,031	291,895,082
Remaining Unused Capacity	10,072,179	6,054,198	6,054,198
New Total Levy	261,890,891	274,867,833	285,840,884
Less Overlay	(3,000,000)	(3,558,476)	(3,350,000)
Available Tax Levy	258,890,891	271,309,357	282,490,884

Local Receipts

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

Revenue and Expenditure Summary

FY2017 Local Receipt Revenue



City of Worcester Fiscal Year 2017 Budget Summary--Revenues

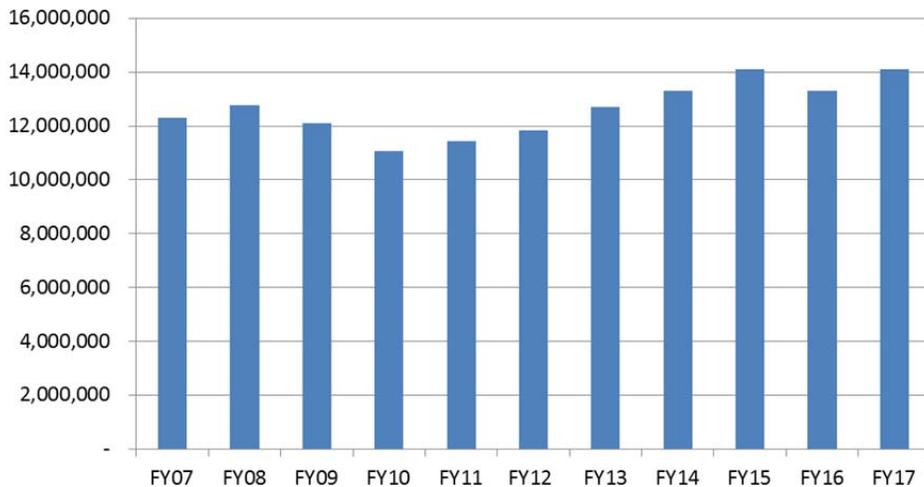
Revenue Summary	FY15 Actual	FY16 Budget	FY17 Budget	\$ Change	% Change
Motor Vehicle Excise	14,113,165	13,300,000	14,100,000	800,000	6.0%
Licenses and Permits	5,795,069	5,299,825	5,685,300	385,475	7.3%
Trash Collection Revenue	3,115,753	3,100,000	3,100,000	-	0.0%
Federal Medicare	2,454,413	2,400,000	1,300,000	(1,100,000)	-45.8%
Hotel and Meals Tax	3,297,177	3,080,000	3,310,000	230,000	7.5%
Penalties and Interest	2,106,626	2,400,000	2,112,300	(287,700)	-12.0%
Fines and Forefeits	3,097,071	3,028,500	2,857,000	(171,500)	-5.7%
Misc Recurring	3,419,987	2,154,500	2,155,000	500	0.0%
Fees	1,821,719	1,891,100	1,826,800	(64,300)	-3.4%
121A Urban In Lieu	805,026	952,000	815,000	(137,000)	-14.4%
Investment Income	476,634	350,000	479,000	129,000	36.9%
Misc Non-Recurring	993,838	1,813,685	702,495	(1,111,190)	-61.3%
Other Departmental	379,237	180,000	175,000	(5,000)	-2.8%
Cemetery Revenue	306,943	265,000	304,000	39,000	14.7%
Special Assessments	674,800	350,000	600,000	250,000	71.4%
Other Charges	83,333	108,000	80,000	(28,000)	-25.9%
Recreation Revenues	60,344	77,500	60,600	(16,900)	-21.8%
Local Receipts Total	43,001,135	40,750,110	39,662,495	(1,087,615)	-2.7%

Revenue and Expenditure Summary

Motor Vehicle Excise Taxes

The Motor Vehicle Excise Tax is billed annually through the Assessor's Office with payments received through the Treasurer's Office. The city or town in which a vehicle is garaged at the time of registration collects the associated excise tax. Chapter 6A, Section 1, of the Massachusetts General Laws sets the rate of this tax at \$25 per \$1,000 valuation. The City issues bills based on data provided by the Massachusetts Registry of Motor Vehicles. The Registry determines valuation using a statutory formula based on the manufacturer's list price and year of manufacture. The Fiscal 2017 revenue estimate for Motor Vehicle Excise is \$14.1M.

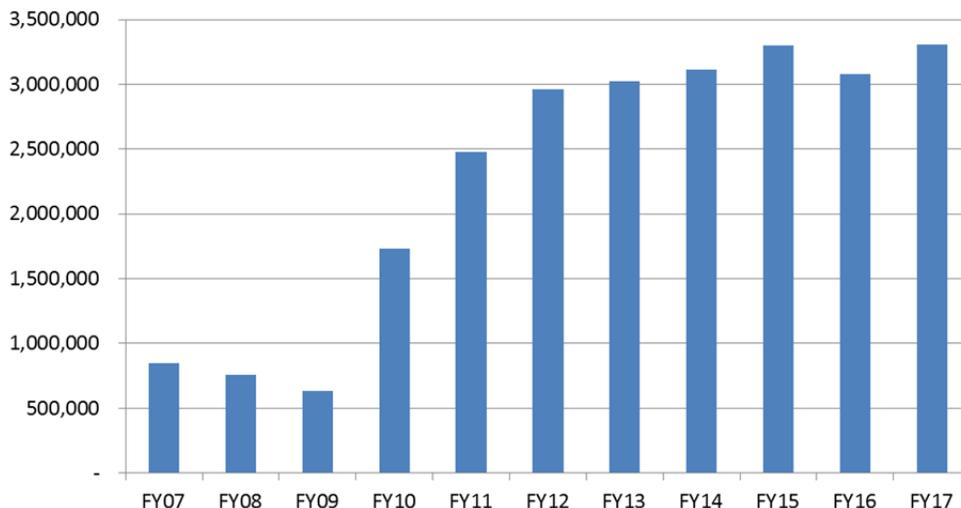
Motor Vehicle Excise Revenue



Other Excise: Hotel and Meals Taxes

Hotel taxes of 6% are collected by the Commonwealth and disbursed to the City of Worcester quarterly. Meals taxes of 0.75% are also collected by the Commonwealth and distributed to the City quarterly. The hotel and meals tax is estimated to be \$3.3M in Fiscal 2017.

Meals and Hotel Revenue



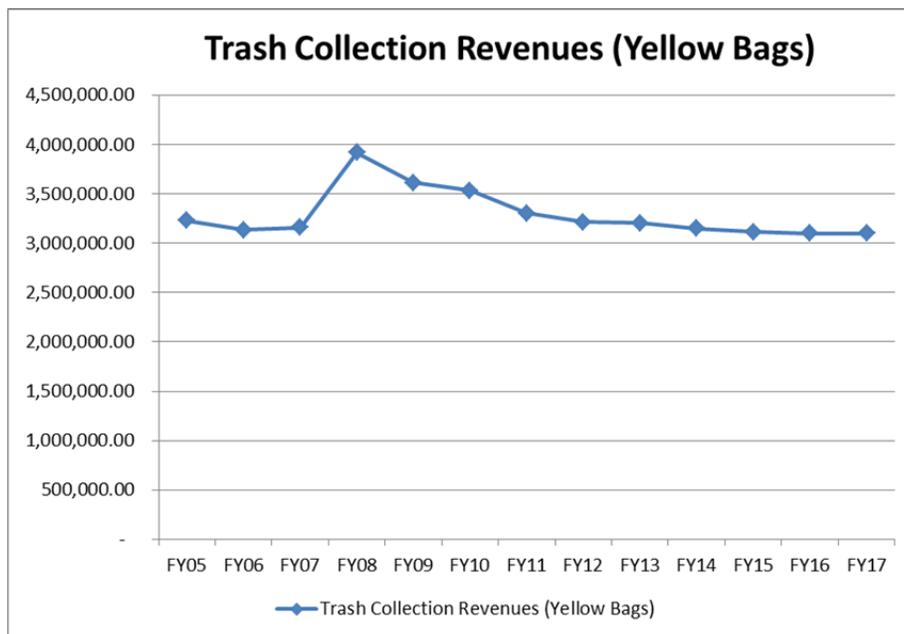
Revenue and Expenditure Summary

Penalties and Interest

State law dictates the interest rate on delinquent taxes, while City Ordinance sets the rate for water and sewer late charges. Penalties and fees are incurred for delinquency of tax payment, serving notice and issuance of warrants, recording instruments of taking and other miscellaneous fees. \$2.1M is estimated from this revenue source in Fiscal 2017.

Trash Fees

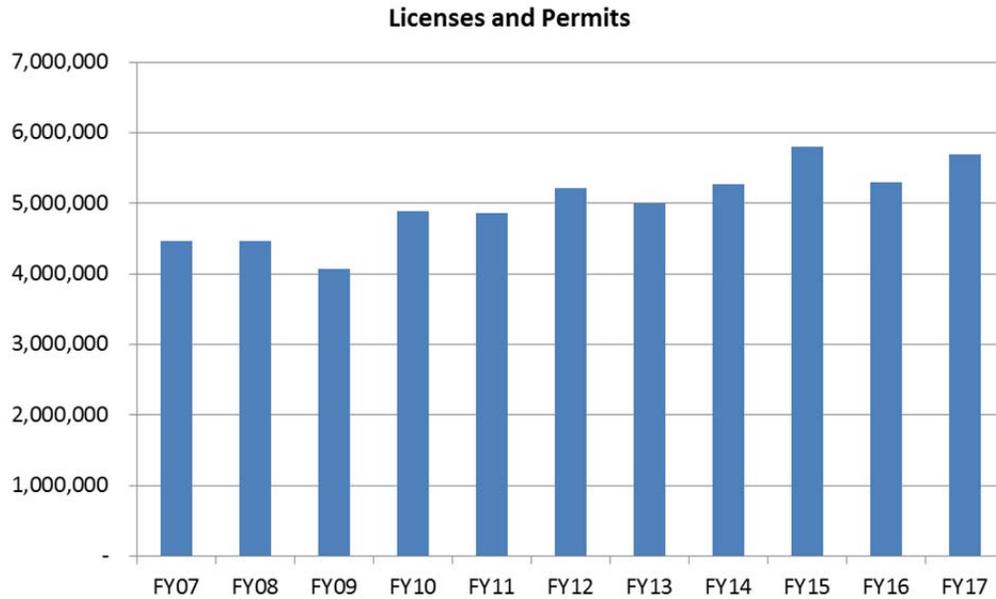
In 1993 the City instituted a "pay as you throw" trash collection program. The City's Pay as You Throw trash program partially funds the cost of curbside garbage pickup through the collection of a fee attached to the sale of official city trash bags. These bags are \$7.50 per pack of 5 large or 10 small bags. The revenues offset some of the cost of trash collection and the City's recycling operation. The revenue estimate has been maintained at \$3.1M for Fiscal 2017.



Licenses and Permits

Revenues are collected associated with licenses and permits issued by the City. These include building permits, electrical and plumbing permits. This category also includes charges for weights and measures, liquor licenses, and other City licenses. This category is budgeted at \$5.68M based on estimated license and permit activity in Fiscal 2017.

Revenue and Expenditure Summary



Fines and Forfeits

This revenue category includes parking tickets, boot removal fees, court fines assessed through motor vehicle violations, and health violation fines. This category is budgeted at \$2.86M for Fiscal 2017.

Investment Income (Interest)

The City regularly invests temporarily idle cash and receives interest on these funds. Interest rates, and hence interest earnings, are subject to market conditions. This category of revenues has taken a significant negative turn since the Great Recession hit as interest rates have been maintained at historic lows. This revenue source has fallen from a high of \$4.5M in Fiscal 2005 to its current level of \$479,000 for Fiscal 2017 due to the reduction of interest rates over that time.

Payment In Lieu of Taxes

The City of Worcester collects payments in lieu of taxes from certain tax exempt properties within the city. In addition, the City generates revenues from the Urban Development Excise Tax (121A). Chapter 121A, section 10 of the Massachusetts General Laws, states that each city or town is entitled to receive proceeds of the urban redevelopment excise tax paid on its local projects. This excise tax is only valid for the first forty years of the corporation's existence in the municipality, and is composed of the following: an amount equal to five percent of its gross income in the preceding year and an amount equal to \$10 per \$1,000 of valuation. This revenue source is estimated at \$815,000 for Fiscal 2017.

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

Revenue and Expenditure Summary

now a "Medicaid Eligible Provider", and is enrolled in the Medicaid Program. The Medicaid reimbursement program allows for the submission of claims, on a per diem rate per day for various categories of special education students. Administrative Costs incurred by the School System to provide these health- based services are also captured and incorporated into claims and submitted for reimbursement. This revenue source has fallen from a high of over \$7M in FY10 to the current estimate of \$1.3M for Fiscal 2017.

Cemetery Fees

Hope Cemetery generates most of its revenue from burial fees and services provided. Other revenues include fees charged for foundations, repair orders, canopy tents, liner boxes and other miscellaneous receipts. The general fund budget is built on an estimate of \$304,000 from this revenue source in Fiscal 2017.

Recreation Fees

The City charges various organizations and individuals for the use of City parks through the Division of Parks and Recreation. Other revenue is generated from tennis permits, concession receipts from various parks throughout the City, picnicking, woodcutting, wedding permits, and miscellaneous receipts that are estimated to total \$60,600 in Fiscal 2017.

Other Fees:

Other fees include charges for birth and death records, fire inspection fees, police detail administrative fees, planning board fees, and other departmental fees for services provided. The estimate for this revenue source is \$1.82M in Fiscal 2017.

Other Revenues

The City collects revenue from the sale of surplus properties (usually equipment) sold to the highest bidder. Contained within this category are revenues received from the City's towing contract. Revenues are estimated to total \$175,000 in Fiscal 2017.

Charges for Services

This category represents the annual rental amount collected for tenants leasing space on properties owned by the City of Worcester. Based on current leases for space, this revenue category is estimated to generate \$80,000 in Fiscal 2017.

Special Assessments

Special assessments are collected from property owners to provide funds to implement capital improvement projects such street betterments. The special assessment rates are set by the City Council, and are paid in full or financed over a period of years. This revenue category is estimated at \$600,000 for Fiscal 2017.

Miscellaneous Recurring and Non Recurring Revenues—Federal Grants and Prior Year Receipts/Reversions, and Premiums on Loans

The City is authorized under Federal regulations to charge 3% of grant funds for administrative overhead costs. This assessment has been reduced to 2.0% in Fiscal 2017 which generates a revenue estimate of \$1.4M with the balance of miscellaneous revenues derived from prior year

Revenue and Expenditure Summary

receipts and reversions. Other Miscellaneous non-recurring revenues include premiums on loans associated with borrowing in Fiscal 2017.

Other Revenue/ Funding Sources

Free Cash

Free cash represents the City's amount of available "fund balance," as certified by the Department of Revenue, including the result of the current fiscal year's revenues, less expenditures net of all transfers in and out of the General Fund. The amount is certified by the Commonwealth of Massachusetts Department of Revenue and then available for appropriation. The City of Worcester follows the City's Five Point Financial Plan policy regarding the appropriation of Free Cash: 50% is to be appropriated to reserves, 30% is to be appropriated into the City's OPEB reserve, and 20% is available for appropriation in the City's budget. No free cash is assumed in the Fiscal 2017 Budget. Should free cash be certified at year end, it will be recommended for appropriation according to the above breakdown.

Other Available Funds

Other available funds consist of revenues transferred in from various reserve accounts that are classified as another available fund for the purposes of the Fiscal 2017 budget. These sources total \$697,000 for Fiscal 2017, a decrease of \$873,000 from Fiscal 2016. The reduction is due to the reduction of FEMA reimbursement funds that were available for appropriation in FY15 and FY16 but are not available in Fiscal 2017.

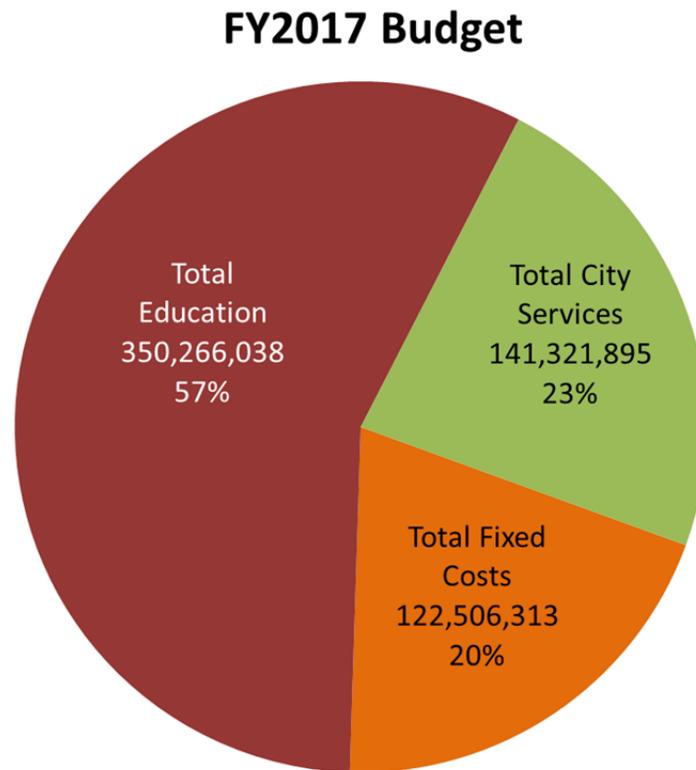
Other Available Funds (Non Local Receipt)		FROM	FY15	FY16	FY17
DPW Engineering	Chapter 90 Funds		79,460	73,000	73,000
DPW Engineering	Conservation Commission	330-15	-	-	-
DPW Engineering	Construction Inspection Fee	330-12	147,900	-	-
DPW Engineering	Sewer Connection	330-10	126,223	117,930	117,930
DPW Engineering	Off Street Parking	330-03	169,442	-	-
DPW Engineering	Parking Meters	330-04	183,562	-	-
DPW Streets	Chapter 90 Funds		324,926	445,000	445,000
Subtotal DPW Engineering Funding			1,031,513	635,930	635,930
		FROM			
Treasury Parking Ticket Processing		330-04	10,000	-	-
Treasury Parking Ticket Processing		330-03	90,000	-	-
Treasury Parking Ticket Processing		330-01	-		
Hope Cemtery Debt Princ. Service			30,000	-	49,714
Hope Cemtery Debt Interest Service			9,500	-	11,875
Subtotal Other Funds			139,500	-	61,589
FEMA Reimbursements Prior Year			800,000	935,000	
Total Other Available Funds (Non Local Receipts)			1,971,013	1,570,930	697,519

Revenue and Expenditure Summary

Fiscal Year 2017 Expenditure Overview

The Fiscal 2017 budget appropriates \$614.1M in revenues to fund the following services. The City's expenditure budget is broken into three large categories—Education (Including Worcester Public Schools and Charter and Choice School Tuition), City Operations (operating departments), and City Fixed Costs (debt, pensions, health Insurance, required reserve deposits, street lighting and snow removal). The following chart shows the breakdown by percentage of these expenditures in those three categories.

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



Education Funding

Education Costs are driven by the state's calculation of the foundation budget for the Worcester Public Schools. The state determines a local contribution level and funds the balance with State Aid. The Fiscal 2017 budget for the Worcester Public Schools is \$322.9M , which represents an increase of \$4.6M from Fiscal 2016. The City's budget includes \$27.37M for the funding of Charter and Choice schools, for a total education budget of \$350.3M.

Revenue and Expenditure Summary

Foundation Budget:

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

Local Required Contribution

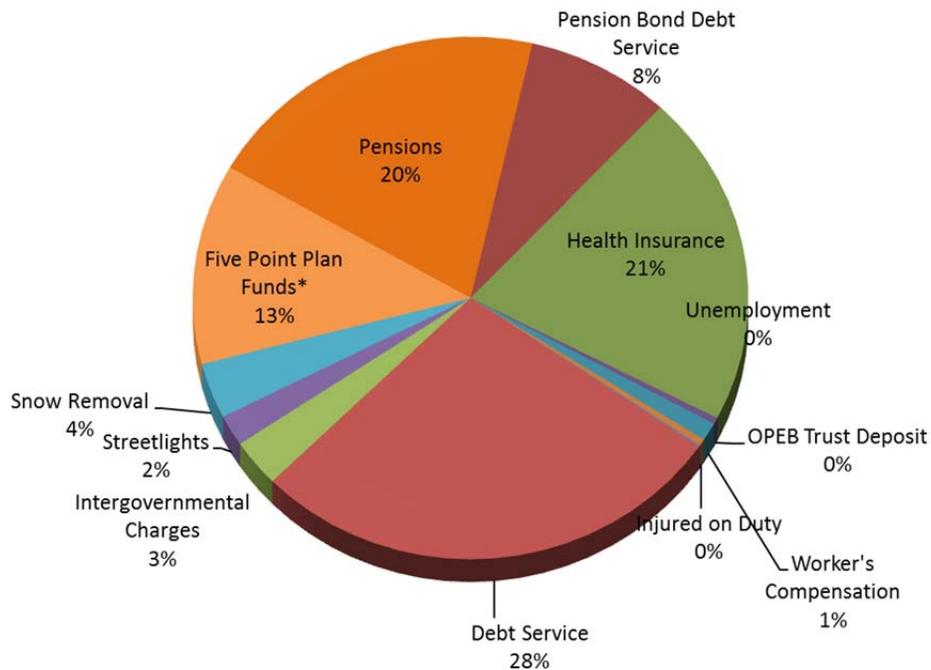
The local required contribution is the amount of school funding that must be provided by the local government for the support of education, per the terms of Chapter 70 of the Massachusetts General Laws. This amount is calculated by the Department of Elementary and Secondary Education (DESE) and increased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

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

City Fixed Costs

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

Total City Fixed Costs



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

The biggest component of the city’s fixed costs is health insurance. This cost is split between the City and Worcester Public Schools budgets. City side health insurance costs are budgeted at \$27M of which \$24.3M is funded through the tax levy budget, and the balance are funded by grants, projects, and enterprise funds. For bargaining units that have not yet adopted the most recent health reforms, the health insurance budget includes an allocation for the associated increased cost of health insurance. These funds will be transferred as needed to meet the possible costs of contract settlements that include health insurance reform in Fiscal 2017.

Pensions

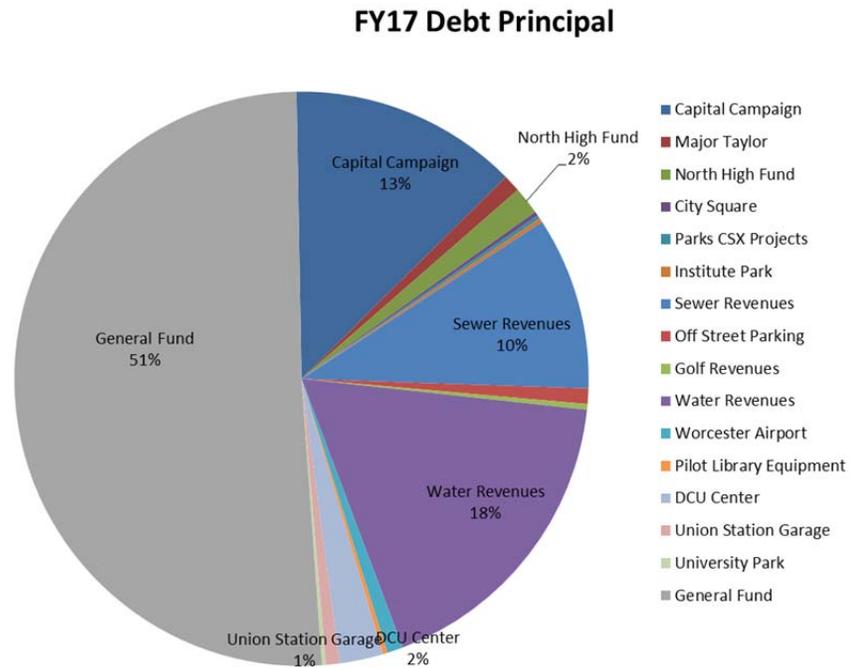
The combined pension contribution required for the City of Worcester is \$44.4M. In addition, the City must make a debt service payment of \$16M on the Pension Obligation Bonds issued to fund the City’s unfunded pension liability in 1998. Some of these obligations are funded through the City’s enterprise funds and the Worcester Public Schools. The Fiscal 2017 combined tax levy obligation for pension assessment is \$24.8M and the pension obligation bond debt service is \$10.3M. The Debt Service on the Pension Obligation Bond will cease after Fiscal 2028.

Debt Service

The City’s borrowing for equipment, infrastructure improvements including streets and sidewalks, public buildings including the construction and rehabilitation of public schools are funded through municipal bond issues. Annual Debt Service payments meeting all City and enterprise fund obligations for these borrowings totals \$71.7M. In Fiscal 2017, \$34.3M in principal and interest payments are to be paid by the City’s tax levy budget, and the remainder is

Revenue and Expenditure Summary

funded through enterprise funds and grant programs. The following chart illustrates the breakdown of Fiscal 2016 7ebt principal cost by funding source.



Snow Removal/Snow Carryover

Per the City's Five Point Plan, the Snow Removal budget was increased each year by 10% with the goal of achieving adequate funding for an average snowfall. The Snow budget for Fiscal 2017 is set at \$4.2M, adequate to fund the City's average annual snowfall, and represents the level established by Five Point Financial Plan.

Unemployment

The City must fund unemployment benefits for workers who have lost their jobs. The Fiscal 2017 budget for unemployment is estimated at \$100,000, an increase to make the budget consistent with actual expenditures in the last fiscal year.

Street lighting

The City has acquired ownership and maintenance control of the City's street lighting network. The costs of the electricity and maintenance contracts for the street lighting network are a fixed cost and known at the beginning of the fiscal year. Due to increased maintenance and electricity costs, this budget increased to \$1.3M in Fiscal 2017.

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 \$3.59M in Fiscal 2017

Revenue and Expenditure Summary

Five Point Plan Funds

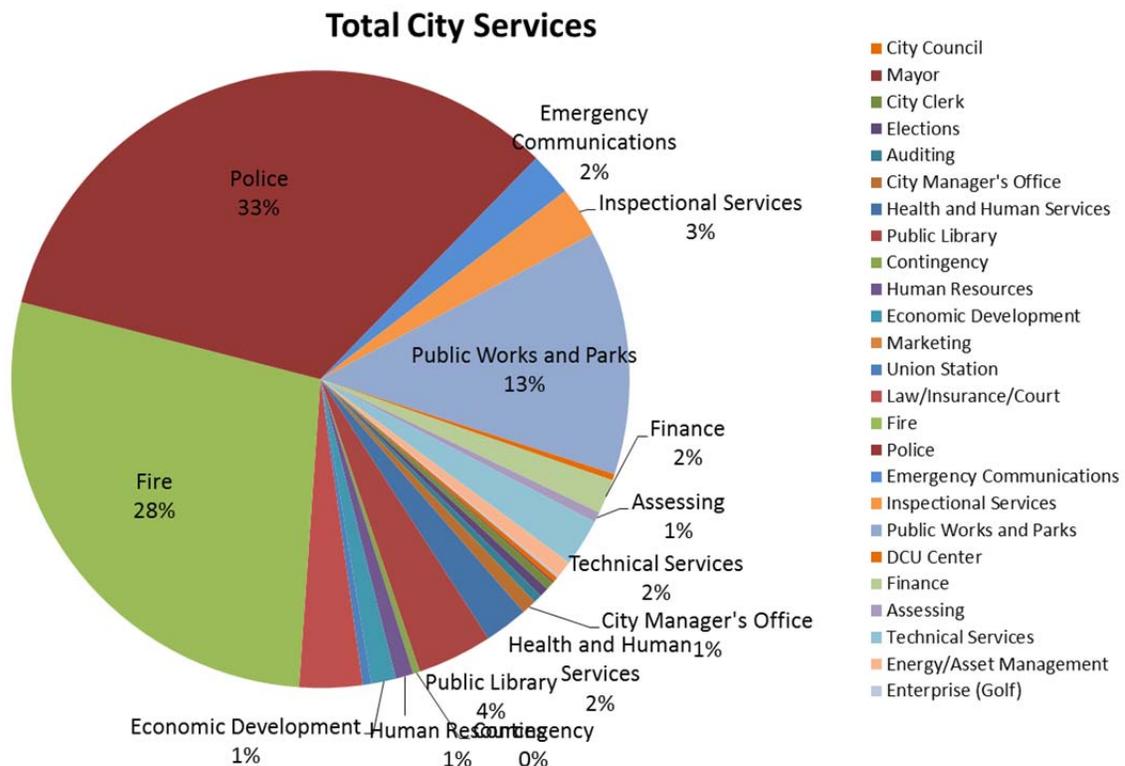
The City continues to make deposits to designate reserve funds per the terms of the City's Five Point Financial Plan. This includes a deposit of \$8.8M to the Capital Campaign fund which is used to fund ongoing debt service payments associated with the Worcester Technical High School, Library renovations and other completed school projects. It also includes \$2.3M deposited into the DIF fund reserve, for payments for the public investments in CitySquare, \$3.0M in deposits into the North High Construction Fund, and \$950,000 to the Bond Rating Stabilization Fund.

OPEB Reserve Fund

For the first time, this operational budget includes an allocation of \$500,000 to the OPEB Reserve fund to prefund the City's OPEB liability. In addition to this deposit and per the City's Five Point Financial Plan, 30% of Free Cash will also be appropriated into this account when Free Cash is certified in the fall.

Operational Budgets

The City's budget for operational departments is based on the funds remaining after all education costs and other fixed costs have been funded. In Fiscal 2017, the amount available for operational budgets is \$141.3M. Details of each of the operational budgets are included in the subsequent budget sections of the budget document.



Revenue and Expenditure Summary

Gross Revenue and Expenditure Overview Fiscal Year 2015 to Fiscal Year 2017

Revenue	FY15 Actual	FY16 Bud	FY17 Bud	Change	% Change
Property Tax	255.8	271.3	282.5	11.2	4.1%
Local Receipts	43.0	40.8	39.7	(1.1)	-2.7%
State Aid Education	222.4	233.7	237.5	3.8	1.6%
State Aid General	50.7	52.1	53.7	1.6	3.1%
Other Available Funds	3.4	1.6	0.7	(0.9)	-56.3%
Free Cash (Operations)	0.9	0.2	-	(0.2)	-100.0%
Total	576.3	599.6	614.1	14.5	2.4%
Expenditure	FY15 Bud	FY16 Bud	FY17 Est	Change	%
Education	332.1	346.0	350.3	4.3	1.2%
Fixed	119.4	118.8	122.0	3.2	2.7%
OPEB Trust	-	-	0.5	0.5	100.0%
Public Safety	80.6	84.4	89.7	5.3	6.2%
Contingency	-	3.3	0.5	(2.8)	-84.9%
DPWP	16.8	17.0	18.1	1.0	6.0%
Other operational	27.2	30.0	33.1	3.0	10.1%
Total	576.0	599.6	614.1	14.5	2.4%
Amounts In Millions of Dollars. Amounts may not total due to rounding					

In total, City revenues increased \$14.5M, a 2.4% increase from Fiscal 2016 to Fiscal 2017. This increase was the net effect of an increase of \$11.2M in Property Tax revenues, an increase of \$3.8M in State Aid for Education, an increase of \$1.6M in State Aid for City services, and decreases of \$1.1M in local receipts, \$900,000 in other available funds, and a decrease of \$200,000 in Free Cash used for operations. Free cash amounts appropriated to reserve funds in Fiscal 2015 and Fiscal 2016 are not included in the table above.

Overall expenditures increased \$14.5M. This increase was the net effect of the following changes in expenditure categories:

Education costs increased \$4.3M due to a reduction in Charter School assessments of \$237,000 and an increase in the Worcester Public Schools appropriation of \$4.6M for a total Fiscal 2017 budget of \$350.3M.

Fixed costs including, health, debt and pension, snow and streetlights increased \$3.2M.

In addition, the budget includes a deposit of \$500,000 to the City's OPEB Reserve Fund.

Education costs increased \$4.3M due to a reduction in Charter School assessments of \$237,000 and an increase in the Worcester Public Schools appropriation of \$4.6M for a total Fiscal 2017 budget of \$350.3M.

The City's contingency fund, primarily used for funding of collective bargaining agreements was decreased from \$3.3M in FY16 to \$500,000 in FY17 to address outstanding contracts that could impact Fiscal Year 2017

Revenue and Expenditure Summary

Public Safety departments increased by \$5.3M to 89.7M. Public Works and Parks Departments increased by \$1M to 18.1M, and Other operational departmental budgets were increased by \$3.0M to \$33.1M for a total Fiscal 2017 appropriation of \$141.3M for operational departments. The bulk of the increases in the operational departments are due to the anticipated costs of contract settlements and pending legal matters.

Enterprise Fund Overview

FY17 Enterprise Revenue and Expenditure Summary			
	Water	Sewer	Golf
Total Estimated Revenue	\$ 27,649,472	\$ 42,731,075	\$ 1,309,874
Tax Levy	\$ -	\$ -	\$ 150,000
Total Funding Sources	\$ 27,649,472	\$ 42,731,075	\$ 1,459,874
Expenditure	Water	Sewer	Golf
Salary	\$ 6,602,296	\$ 3,211,468	\$ 242,014
Overtime	\$ 643,000	\$ 250,000	\$ -
OM	\$ 3,706,023	\$ 23,440,189	\$ 847,513
Capital	\$ 25,000	\$ 24,500	\$ -
Debt	\$ 9,430,984	\$ 8,912,721	\$ 219,950
Benefits	\$ 4,954,515	\$ 3,284,852	\$ 119,654
Transfer of Services	\$ 2,287,654	\$ 3,607,345	\$ 30,743
Total	\$ 27,649,472	\$ 42,731,075	\$ 1,459,874

Water

Water revenues are projected to increase consistent with the current rate required to meet anticipated expenditures for Fiscal 2017. These revenue sources are expected to cover operational costs for Fiscal 2017, requiring no tax levy subsidy for this enterprise division. The total appropriation for the Water Division is \$27.6M for all operations, inclusive of debt service and other fixed costs.

Sewer

Sewer revenues associated with fees for use of the system (billed at 80% of water usage) are estimated to increase to \$42.7M in Fiscal 2017. These revenues are expected to cover 100% of operational costs in Fiscal 2017, requiring no tax levy subsidy for this enterprise division. The total appropriation for the Sewer Division is \$42.7M for all operations, inclusive of debt service and other fixed costs.

Golf

Revenues associated with the Worcester Municipal Golf Course at Green Hill are projected to be \$1.3M inclusive of concessions and merchandise. The Fiscal 2017 budget for the golf course includes an anticipated transfer in from the general fund of \$150,000 to fund a total appropriation of \$1.46M for the operations of the Golf Course.

General Fund Revenue Overview

Revenue and Expenditure Summary

City of Worcester Fiscal Year 2017 Budget Summary--Revenues					
Revenue Summary	FY15 Actual	FY16 Budget	FY17 Budget	\$ Change	% Change
Property Tax Levy Total	255,790,862	271,309,357	282,490,884	11,181,527	4.1%
State Aid City	36,978,717	38,309,951	39,957,279	1,647,328	4.3%
State Owned Land	212,335	212,335	210,597	(1,738)	-0.8%
Urban Renewal	-	-	-	-	
State Exemptions	653,095	561,527	560,303	(1,224)	-0.2%
Veteran's Benefits	1,315,286	1,425,297	1,421,490	(3,807)	-0.3%
State Aid City Total	39,159,433	40,509,110	42,149,669	1,640,559	4.0%
State Aid Education	220,569,583	231,540,738	235,339,093	3,798,355	1.6%
State Aid Charter Schools	1,840,663	2,125,538	2,179,528	53,990	2.5%
State Aid Education Total	222,410,246	233,666,276	237,518,621	3,852,345	1.6%
MSBA Reimbursement Total	11,575,058	11,575,058	11,575,058	-	0.0%
Motor Vehicle Excise	14,113,165	13,300,000	14,100,000	800,000	6.0%
Licenses and Permits	5,795,069	5,299,825	5,685,300	385,475	7.3%
Trash Collection Revenue	3,115,753	3,100,000	3,100,000	-	0.0%
Federal Medicaid	2,454,413	2,400,000	1,300,000	(1,100,000)	-45.8%
Hotel and Meals Tax	3,297,177	3,080,000	3,310,000	230,000	7.5%
Penalties and Interest	2,106,626	2,400,000	2,112,300	(287,700)	-12.0%
Fines and Forfeits	3,097,071	3,028,500	2,857,000	(171,500)	-5.7%
Misc Recurring	3,419,987	2,154,500	2,155,000	500	0.0%
Fees	1,821,719	1,891,100	1,826,800	(64,300)	-3.4%
121A Urban In Lieu	805,026	952,000	815,000	(137,000)	-14.4%
Investment Income	476,634	350,000	479,000	129,000	36.9%
Misc Non-Recurring	993,838	1,813,685	702,495	(1,111,190)	-61.3%
Other Departmental	379,237	180,000	175,000	(5,000)	-2.8%
Cemetery Revenue	306,943	265,000	304,000	39,000	14.7%
Special Assessments	674,800	350,000	600,000	250,000	71.4%
Other Charges	83,333	108,000	80,000	(28,000)	-25.9%
Recreation Revenues	60,344	77,500	60,600	(16,900)	-21.8%
Local Receipts Total	43,001,135	40,750,110	39,662,495	(1,087,615)	-2.7%
Other Funds Total	3,394,622	1,570,930	697,519	(873,411)	-55.6%
Free Cash for Operations*	931,330	201,301	-	(201,301)	-100.0%
Total Revenues	576,262,686	599,582,142	614,094,246	14,512,104	2.4%

Revenue and Expenditure Summary

General Fund Expenditure Overview

Expenditure Summary	FY15 Actual	FY16 Budget	FY17 Budget	FY17 Change	%
Pensions	23,609,243	24,182,479	24,810,650	628,171	2.6%
Pension Bond Debt Service	10,531,115	10,470,831	10,300,316	(170,515)	-1.6%
Health Insurance	24,177,100	23,912,486	25,239,735	1,327,249	5.6%
OPEB Trust Deposit	-	-	500,000	500,000	
Worker's Compensation	1,258,219	1,369,526	1,369,289	(237)	0.0%
Injured on Duty	432,307	492,422	510,133	17,711	3.6%
Unemployment	57,574	50,000	100,000	50,000	100.0%
Debt Service	34,409,718	34,909,594	34,318,116	(591,478)	-1.7%
Intergovernmental Charges	3,360,334	3,522,811	3,594,233	71,422	2.0%
Streetlights	2,247,282	2,252,828	2,352,828	100,000	4.4%
Snow Removal	5,641,768	4,000,000	4,200,000	200,000	5.0%
Five Point Plan Funds*	13,651,599	13,635,732	15,211,013	1,575,281	11.6%
Total Fixed Costs	119,376,259	118,798,709	122,506,313	3,707,604	3.1%
Worcester Public Schools	304,751,781	318,291,993	322,895,803	4,603,810	1.4%
Charter Schools	27,299,249	27,665,856	27,370,235	(295,621)	-1.1%
Total Education	332,051,030	345,957,849	350,266,038	4,308,189	1.2%
City Council	348,619	357,347	365,958	8,611	2.4%
Mayor	127,018	123,645	127,604	3,959	3.2%
City Clerk	599,303	642,033	605,747	(36,286)	-5.7%
Elections	522,533	791,499	686,856	(104,643)	-13.2%
Auditing	552,222	599,940	621,981	22,041	3.7%
City Manager's Office	1,107,915	1,005,047	1,086,789	81,742	8.1%
Health and Human Services	2,977,592	2,985,046	3,212,653	227,607	7.6%
Public Library	4,975,107	5,392,452	5,562,273	169,821	3.1%
Contingency	-	3,313,616	500,000	(2,813,616)	-84.9%
Human Resources	1,105,183	1,344,641	1,309,532	(35,109)	-2.6%
Economic Development	1,490,264	1,748,995	1,819,413	70,418	4.0%
Marketing	-	-	-	-	
Union Station	470,305	447,484	649,702	202,218	45.2%
Law/Insurance/Court	1,677,122	2,886,974	4,642,985	1,756,011	60.8%
Fire	34,156,708	34,557,528	39,454,618	4,897,090	14.2%
Police	44,253,253	47,455,459	47,023,806	(431,653)	-0.9%
Emergency Communications	2,186,951	2,407,068	3,192,435	785,367	32.6%
Inspectional Services	3,333,181	3,512,472	3,719,666	207,194	5.9%
Public Works and Parks	16,809,056	17,045,092	18,070,626	1,025,534	6.0%
DCU Center	317,684	490,164	470,494	(19,670)	-4.0%
Finance	2,409,651	2,548,958	2,546,381	(2,577)	-0.1%
Assessing	810,829	758,284	758,981	697	0.1%
Technical Services	3,136,758	3,233,892	3,502,774	268,882	8.3%
Energy/Asset Management	971,700	1,027,948	1,240,621	212,673	20.7%
Enterprise (Golf)	228,000	150,000	150,000	-	0.0%
Total City Services	124,566,954	134,825,584	141,321,895	6,496,311	4.8%
Total Expenditures	575,994,243	599,582,142	614,094,246	14,512,104	2.4%

Fiscal 2017 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 2017 was initiated in August 2015, and at that time, the budget staff met with the City Manager to establish the general budgetary guidelines and expectations for the coming fiscal year.

Following this session, the Administration and Finance Department Budget Division updated the City's Five Year Fiscal forecast after budget meetings with City Departments and Divisions. In conjunction with the City's budget staff, each department then prepared a Fiscal 2017 operating budget. The operating budgets, including expenditure and revenue estimates, were submitted to the City Manager in March and April 2016.

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

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

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

Fiscal 2017 Budget Procedure

By statute, the budget must be submitted to the City Council within 170 days after the council organizes in early January. The submission of the Fiscal 2017 Annual Budget to the City Council was on May 10, 2016.

The City Council has jurisdiction to make reductions, but cannot increase the proposed budget without the recommendation of the City Manager. Following submission of the budget, the City Council has 45 days in which to approve or reduce the proposed appropriation order. Should the Council fail to act within 45 days, the City Manager's recommended budget is appropriated. The Fiscal 2017 Annual Budget becomes effective on July 1, 2016.

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

The following Calendar summarizes the Budget Process for development and adoption of the Fiscal Year 2017 budget:

July - August 2015: Current year budget status meetings are held with departments to address current fiscal year issues and identify implications for future fiscal years.

November 2015: Department meetings begin formal budget process, assessing needs and budgetary issues citywide.

January 2016 – March 2016: Formal budget materials are distributed and collected for review. Follow up meetings with departments are held to finalize budget requests. City Manager reviews requests and makes recommendations for inclusion in the final budget recommendation.

March 2016 - May 2016: City Manager completes budget recommendations. Budget Office finalizes budget document for submission to City Council.

Fiscal 2017 Finance Policies

City Charter Article Five—Financial Policies (Operating Budget)

Section 5-1. SUBMISSION OF BUDGET

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

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

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

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

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

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

Section 5-2. ACTION ON THE BUDGET

(a) Public hearing:

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

(b) Adoption:

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

Fiscal 2017 Finance Policies

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

Failure to submit budget recommendations:

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

Section 5-3. SUPPLEMENTARY APPROPRIATIONS

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

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

Section 5-4. TRANSFER OF APPROPRIATIONS

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

Fiscal 2017 Finance Policies

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

Five Point Financial Plan:

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

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

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

Established an annual borrowing cap.

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

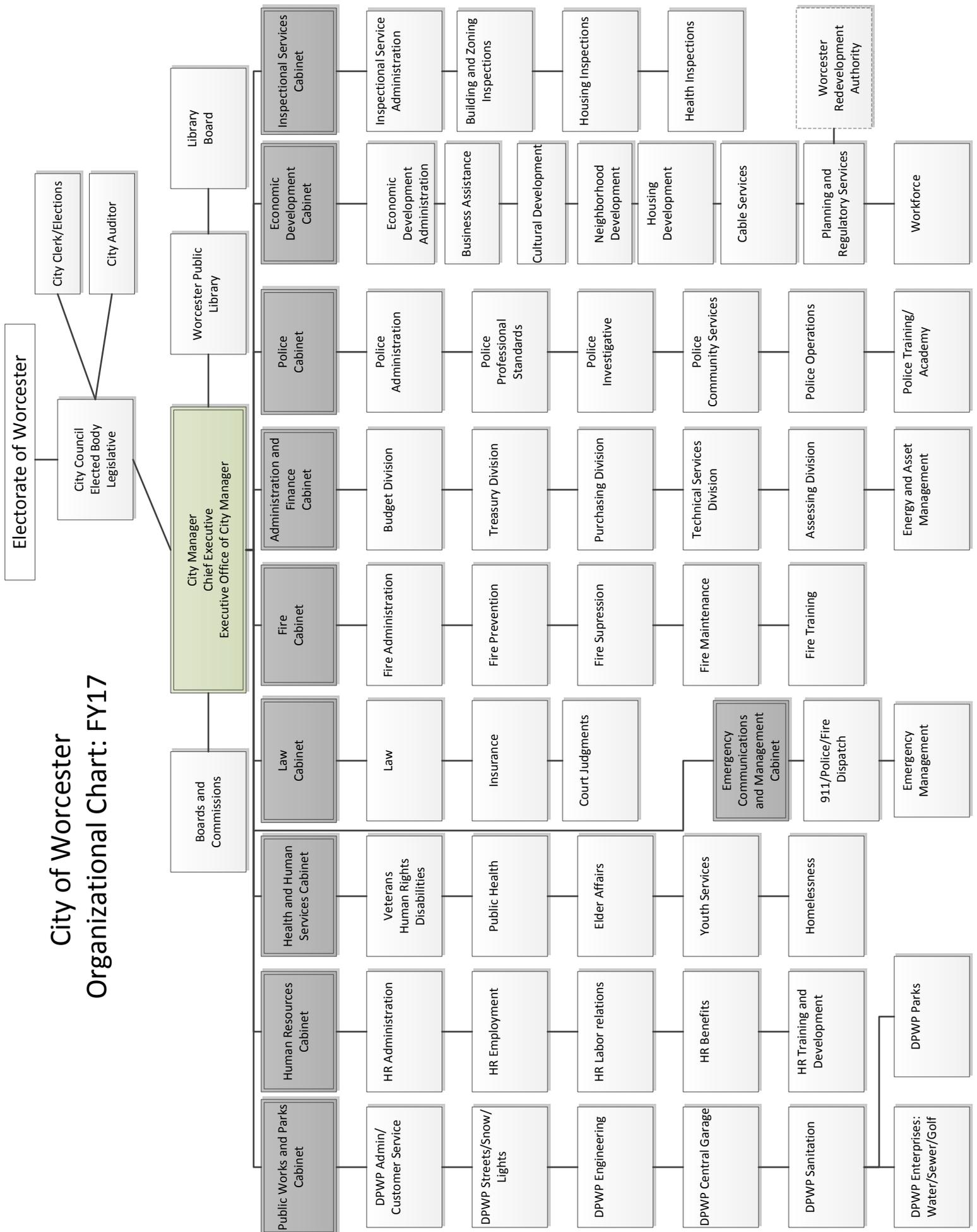
In October 2012, the Five Point Plan reserve policy was amended to include the requirement that 30% of net free cash be deposited into the City's Other Post Employment Benefits (OPEB) Liability Trust Fund to begin to prefund the City's OPEB liability.

Fund Balance: Actual results and budget projections:

The City's fund balances include stabilization fund balances that are being set aside for specific debt service expenses. The balances do not include the funds held within the City's health claims trust fund nor funds held as grants or donations. The following summary reflects the actual results on a budgetary basis from the Fiscal Years ending June 30, 2015 and as presented in the City's audited financial statements. The amounts shown for Fiscal Years 2016 and 2017 are budgeted levels. Actual year end results will determine if fund balance will change in each year.

Summary Actual/Budgeted Changes in Fund Balance: FY14 through FY17				
General Fund	Actual FY14	Actual FY15	Budget FY16	Budget FY17
Revenue	564,571,379	570,942,887	600,387,345	614,094,246
Expenditure	(549,173,658)	(568,631,420)	(585,946,410)	(598,883,233)
Transfer In	4,472,405.00	11,431,114		
Transfer Out	(19,503,097)	(15,802,481)	(13,937,683)	(14,261,013)
Beginning Fund Balance	28,206,573	28,573,602	26,513,702	27,016,954
Ending Fund Balance	28,573,602	26,513,702	27,016,954	27,966,954
Change in Fund Balance	367,029	(2,059,900)	503,252	950,000
Enterprise Golf	Actual FY14	Actual FY15	Budget FY16	Budget FY17
Revenue	1,096,398	1,089,508	1,230,865	1,309,874
Expenditure	(1,311,174)	(1,297,327)	(1,380,865)	(1,459,874)
Transfer In	233,198	227,840	150,000	150,000
Transfer Out	(18,422)	(20,021)		
Beginning Fund Balance				
Ending Fund Balance	-	-	-	-
Change in Fund Balance	-	-	-	-
Enterprise Sewer	Actual FY14	Actual FY15	Budget FY16	Budget FY17
Revenue	35,898,825	37,552,630	40,736,832	42,731,075
Expenditure	(35,666,781)	(36,867,518)	(40,736,832)	(42,731,075)
Transfer In	673,110	70,000		
Transfer Out	(566,372)	(565,832)		
Beginning Fund Balance	2,289,993	2,628,775	2,818,055	2,818,055
Ending Fund Balance	2,628,775	2,818,055	2,818,055	2,818,055
Change in Fund Balance	338,782	189,280	-	-
Enterprise Water	Actual FY14	Actual FY15	Budget FY16	Budget FY17
Revenue	28,409,882	28,448,165	29,426,381	27,649,472
Expenditure	(26,908,312)	(27,284,190)	(29,426,381)	(27,649,472)
Transfer In		-		
Transfer Out	(766,929)	(790,632)		
Beginning Fund Balance	2,629,521	3,364,162	3,737,505	3,737,505
Ending Fund Balance	3,364,162	3,737,505	3,737,505	3,737,505
Change in Fund Balance	734,641	373,343	-	-

City of Worcester Organizational Chart: FY17





This Page is Intentionally Left Blank

Worcester City Council FY17 Budget Recommendation

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

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

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

FY17 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Salaries	\$ 323,999.16	\$ 330,480.00	91000	\$ 339,091.00
Ordinary Maintenance	24,620.05	26,867.00	92000	26,867.00
Total	\$ 348,619.21	\$ 357,347.00		\$ 365,958.00
Total Positions	11	11		11

Expenditures:

The Fiscal 2017 budget for the Office of the City Council is recommended to be \$365,958 which is an increase of \$8,611 from the budget for Fiscal 2016 of \$357,347.

The Personal Services budget for Fiscal 2017 is recommended to be \$339,091 which is an increase of \$8,611 from the Fiscal 2016 budget amount of \$330,480.

- Per the City’s salary ordinance, salary increases for the Mayor and the five City Councilors: \$8,611.

Operational Overview:

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

All candidates nominated in the preliminary election for the office of City Councilor-At-Large appear on the ballot as a candidate for Mayor, unless the individual withdraws his or her name from

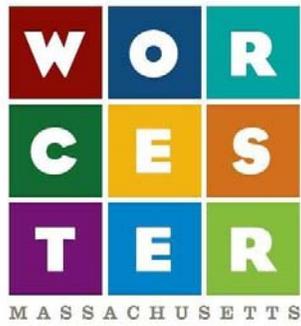
Worcester City Council FY17 Budget Recommendation

nomination to the Office of Mayor. The Mayor, under the City Charter, is recognized as the official head of the City for ceremonial purposes. This individual serves as the Chair of the City Council and Chair of the School Committee.

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

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
CITY COUNCIL- DEPARTMENT #010

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 34,680.00	FL	MAYOR	1	\$ 36,866.00
10	295,800.00	FL	COUNCILOR	10	302,225.00
<u>11</u>	<u>\$ 330,480.00</u>	010-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>11</u>	<u>\$ 339,091.00</u>
	\$ 10,800.00		LEASES & RENTALS		\$ -
	1,900.00		MAINTENANCE & REPAIR		-
	1,000.00		TELEPHONE		1,000.00
	200.00		POSTAGE		-
	8,867.00		OTHER PERSONAL SERVICES		22,767.00
	3,600.00		OFFICE SUPPLIES		2,600.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	<u>\$ 26,867.00</u>	010-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 26,867.00</u>
	<u>\$ 357,347.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 365,958.00</u>



This Page is Intentionally Left Blank

Office of the Mayor FY17 Budget Recommendation

Joseph M. Petty, Mayor

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Expenditures				
Salaries	\$ 111,619.07	\$ 115,868.00	91000	\$ 119,827.00
Ordinary Maintenance	15,398.64	7,777.00	92000	7,777.00
Total	\$ 127,017.71	\$ 123,645.00		\$ 127,604.00
Total Positions	2	2		2

Expenditures:

The total Fiscal 2017 budget for the Office of the Mayor is recommended to be \$127,604 which is an increase of \$3,959 from the Fiscal 2016 budget amount of \$123,645.

The Personal Services budget for Fiscal 2017 is recommended to be \$119,827 which is an increase of \$3,959 from the Fiscal 2016 amount of \$115,868. This increase is a result of:

- Contractual and Non-represented wage increases, step increases: \$3,959

The Ordinary Maintenance budget for Fiscal 2017 is recommended to be level funded at \$7,777.

Operational Overview:

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

JOSEPH M. PETTY, MAYOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
DEPARTMENT OF MAYOR- DEPARTMENT #030**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 59,112.00	39	SECRETARY TO MAYOR	1	\$ 61,578.00
1	56,756.00	35	ASSISTANT SECRETARY TO MAYOR	1	58,249.00
<u>2</u>	<u>\$ 115,868.00</u>	030-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>2</u>	<u>\$ 119,827.00</u>
	\$ 750.00		LEASES & RENTALS		\$ 750.00
	727.00		MAINTENANCE & REPAIR		-
	800.00		OTHER PERSONAL SERVICES		800.00
	200.00		PRINTING		-
	5,300.00		OFFICE SUPPLIES		5,227.00
	-		OTHER SUPPLIES		500.00
	-		OTHER CHARGES & EXPENDITURES		500.00
	<u>\$ 7,777.00</u>	030-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 7,777.00</u>
	<u>\$ 123,645.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 127,604.00</u>

City Clerk FY17 Budget Recommendation

Susan M. Ledoux

City Clerk

City Hall - Room 206

455 Main Street

Worcester, Massachusetts 01608

(508) 799 - 1121

Departmental Mission Statement:

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

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

FY7 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Salaries	\$ 560,775.44	\$ 601,258.00	91000	\$ 568,723.00
Overtime	2,550.38	4,751.00	97000	1,000.00
Ordinary Maintenance	35,977.26	36,024.00	92000	36,024.00
Total	\$ 599,303.08	\$ 642,033.00		\$ 605,747.00
Total Positions	10	10		10

Expenditures:

The City Clerk's tax levy budget for Fiscal 2017 is recommended to be \$605,747 which is a decrease of \$36,286 from the budget for Fiscal 2016 of \$642,033.

The Personal Services budget for Fiscal 2017 is recommended to be \$568,723 which is a decrease of \$32,535 from the Fiscal 2016 budget amount of \$601,258. This decrease is a net result of:

- Contractual and non-represented wage increases, step increases: \$27,021
- Decreases in EM incentive pay, regrade Assistant City Clerk, lower wages for new City Clerk position: (\$32,870)
- FY16 contractual retro payment for prior years not required in FY17: (\$26,686)

The Overtime budget for Fiscal 2017 is recommended to be \$1,000 which is a decrease of \$3,751 from the Fiscal 2016 budget of \$4,751.

- FY16 contractual retro payment for prior years not required in FY17: (\$51)
- Overtime for Elections: (\$3,700)

City Clerk FY17 Budget Recommendation

The Ordinary Maintenance budget for Fiscal 2017 is recommended to be level funded at \$36,024.

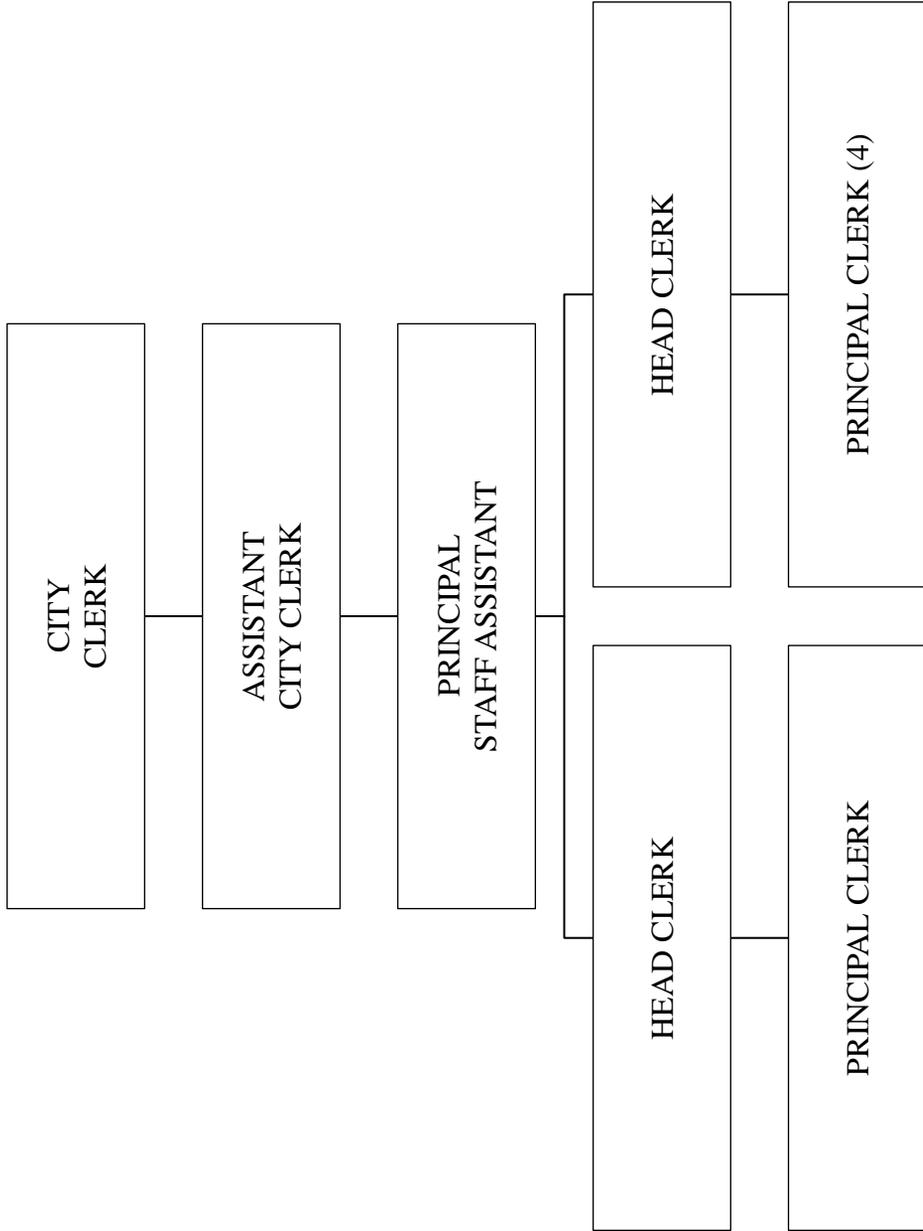
Operational Overview:

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

CITY OF WORCESTER

DEPARTMENT OF CITY CLERK

CITY CLERK DIVISION



SUSAN M. LEDOUX, CITY CLERK**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****DEPARTMENT OF THE CITY CLERK****DIVISION OF THE CITY CLERK - DIVISION #100**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 147,314.00	56EM	CITY CLERK	1	\$ 132,655.00
1	82,940.00	44EM	ASSISTANT CITY CLERK	0	-
0	-	45M	ASSISTANT CITY CLERK	1	69,552.00
1	59,683.00	40M	PRINCIPAL STAFF ASSISTANT	1	56,126.00
2	90,800.00	30	HEAD CLERK	2	98,430.00
5	187,594.00	27	PRINCIPAL CLERK & TYPIST	5	210,542.00
10	\$ 568,331.00		TOTAL SALARIES	10	\$ 567,305.00
	7,491.00		EM INCENTIVE PAY		2,668.00
	4,000.00		STIPENDS - CITY CLERK, CLERK OF THE CITY COUNCIL		4,000.00
	26,686.00		TRANSFER IN CONTRACTUAL		-
	(5,250.00)		VACANCY FACTOR		(5,250.00)
10	\$ 601,258.00	100-91000	TOTAL RECOMMENDED PERSONAL SERVICES	10	\$ 568,723.00
	\$ 4,700.00		OVERTIME		\$ 1,000.00
	51.00		TRANSFER IN CONTRACTUAL		-
	\$ 4,751.00	100-97000	TOTAL RECOMMENDED OVERTIME		\$ 1,000.00
	\$ -		LEASES & RENTALS		\$ 18,000.00
	5,104.00		MAINTENANCE & REPAIR		1,105.00
	23,291.00		OTHER PERSONAL SERVICES		9,291.00
	5,778.00		OFFICE SUPPLIES		5,278.00
	1,500.00		OTHER SUPPLIES		1,500.00
	351.00		OTHER CHARGES & EXPENDITURES		350.00
	-		TRAVELING		500.00
	\$ 36,024.00	100-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 36,024.00
	\$ 642,033.00		TOTAL RECOMMENDED TAX LEVY		\$ 605,747.00

Board of Election Commissioners FY17 Budget Recommendation

Susan M. Ledoux

City Clerk

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

Divisional Mission Statement:

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

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

FY17 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Salaries	\$ 410,340.78	\$ 676,685.00	91000	\$ 554,071.00
Overtime	1,438.94	3,929.00	97000	16,500.00
Ordinary Maintenance	110,753.36	110,885.00	92000	116,285.00
Total	\$ 522,533.08	\$ 791,499.00		\$ 686,856.00
Total Positions	9	9		9

Expenditures:

The departmental tax levy budget for Fiscal 2017 is recommended to be \$686,856 which is a decrease of \$104,643 from the Fiscal 2016 amount of \$791,499.

The recommended personal services tax levy budget for Fiscal 2017 is \$554,071 which is a decrease of \$122,614 from the Fiscal 2016 amount of \$676,685. This decrease is a net result of:

- Contractual and non-represented wage increases, step increases: \$6,801
- Miscellaneous salaries (primary training, early voting costs): \$75,445
- Presidential Primary savings: (\$160,481)
- FY16 contractual retro payment for prior years not required in Fiscal 2017: (\$8,695)
- State funding increase: (\$35,684)

The Fiscal 2017 tax levy Ordinary Maintenance budget is recommended to be \$116,285 which is an increase of \$5,400 from the Fiscal 2016 budget of \$110,885. This increase is a result of:

- Increased rental costs(voting venues, and early voting): \$5,400

Board of Election Commissioners FY17 Budget Recommendation

The Overtime budget for Fiscal 2017 is recommended to be \$16,500 which is an increase of \$12,571 from the Fiscal 2016 amount of \$3,929. This increase is a net result of:

- Early Voting costs: \$9,600
- Election for City Clerk office and Elections: \$3,000
- FY16 contractual retro payment for prior years not required in FY17: (\$29)

Operational Overview

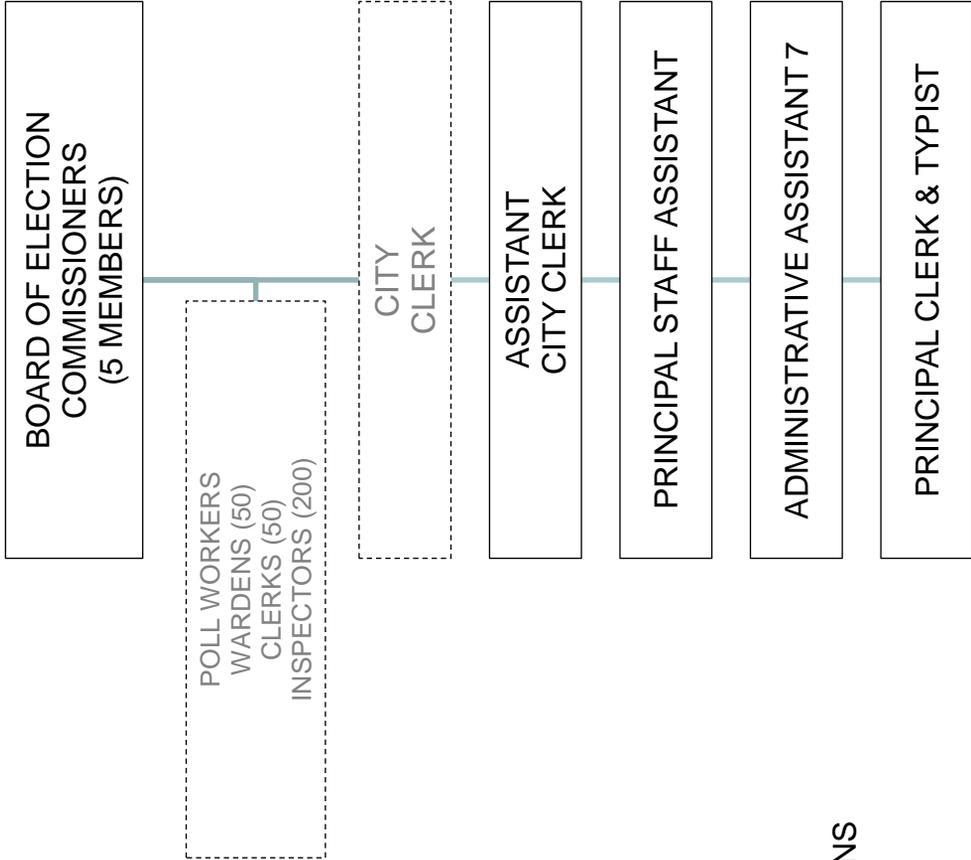
The Elections Division prepares, oversees, and conducts elections, beginning in January with the preparation of nomination papers, and continuing through the certification of signatures, filing, ballot design and bid, servicing of voting equipment and setting up, staffing, and operating the City's fifty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

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

CITY OF WORCESTER

DEPARTMENT OF CITY CLERK

ELECTION COMMISSION DIVISION



9 FUNDED POSITIONS

SUSAN M. LEDOUX, CITY CLERK

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF THE CITY CLERK

DIVISION OF ELECTION COMMISSION - DIVISION #150

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
5	\$ 4,500.00	FL	ELECTION COMMISSIONER	5	\$ 4,500.00
0	-	45M	ASSISTANT CITY CLERK	1	72,331.00
1	69,347.00	45M	ASSISTANT DIRECTOR OF ELECTIONS	0	-
1	57,516.00	40M	PRINCIPAL STAFF ASSISTANT	1	57,495.00
1	50,359.00	35	ADMINISTRATIVE ASSISTANT 7	1	56,483.00
1	41,040.00	27	PRINCIPAL CLERK & TYPIST	1	38,754.00
<u>9</u>	<u>\$ 222,762.00</u>		REGULAR SALARIES	<u>9</u>	<u>\$ 229,563.00</u>
	464,228.00		MISCELLANEOUS SALARIES		379,192.00
	8,695.00		TRANSFER IN CONTRACTUAL		-
	(1,000.00)		VACANCY FACTOR		(1,000.00)
<u>9</u>	<u>\$ 694,685.00</u>		TOTAL RECOMMENDED SALARIES	<u>9</u>	<u>\$ 607,755.00</u>
	(18,000.00)		FUNDING SOURCES:		
	(18,000.00)		STATE REIMBURSEMENTS FOR STATEWIDE ELECTION		(53,684.00)
			TOTAL FUNDING SOURCES		(53,684.00)
<u>9</u>	<u>\$ 676,685.00</u>	150-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>9</u>	<u>\$ 554,071.00</u>
	\$ 3,900.00		OVERTIME		\$ 16,500.00
	29.00		TRANSFER IN CONTRACTUAL		-
	<u>\$ 3,929.00</u>	150-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 16,500.00</u>
	\$ 2,250.00		LEASES & RENTALS		14,650.00
	10,500.00		MAINTENANCE & REPAIR		2,500.00
	-		TELEPHONE		5,000.00
	26,000.00		POSTAGE		28,000.00
	12,000.00		OTHER PERSONAL SERVICES		11,500.00
	28,935.00		PRINTING		33,935.00
	1,200.00		OFFICE SUPPLIES		1,200.00
	3,500.00		OTHER SUPPLIES		19,500.00
	26,500.00		OTHER CHARGES & EXPENDITURES		-
	<u>\$ 110,885.00</u>	150-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 116,285.00</u>
	<u>\$ 791,499.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 686,856.00</u>

Auditing FY17 Budget Recommendation

Robert V. Stearns

City Auditor

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

Departmental Mission Statement:

The mission of the Auditing Department is to:

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

FY17 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Salaries	\$ 464,577.10	\$ 507,150.00	91000	\$ 527,509.00
Overtime	1,860.07	2,068.00	97000	2,000.00
Ordinary Maintenance	85,785.22	90,722.00	92000	92,472.00
Total	\$ 552,222.39	\$ 599,940.00		\$ 621,981.00
Total Positions	9	8		8

Expenditures:

The Auditing Department's tax levy budget for Fiscal 2017 is recommended to be \$621,981 which is an increase of \$22,041 from the Fiscal 2016 amount of \$599,940.

The recommended Personal Services tax levy budget for Fiscal 2017 is \$527,509 which is an increase of \$20,359 from the Fiscal 2016 budget of \$507,150. This net increase is a result of:

- FY16 contractual retro payment for prior years not required in FY17: (\$6,423)
- Contractual and Non-represented wage increases, step increases, EM incentive pay: \$18,147
- Funding Source Increases (Water, Sewer, Golf Credits): (\$1,288)
- Addition of Temporary Position: \$10,000

Auditing FY17 Budget Recommendation

The recommended tax levy Overtime budget for Fiscal 2017 is recommended to be \$2,000, which is a decrease of \$68 from Fiscal 2016 amount of \$2,068. This decrease is due to:

- FY16 contractual retro payment for prior years not required in FY17: (\$68)

The tax levy Ordinary Maintenance budget for Fiscal 2017 is recommended to be \$92,472, which is an increase of \$1,750 from the Fiscal Year 2016 budget of \$90,722. This increase is due to:

- Increase other personal services (increased city audit fees): \$1,750

Operational Overview:

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

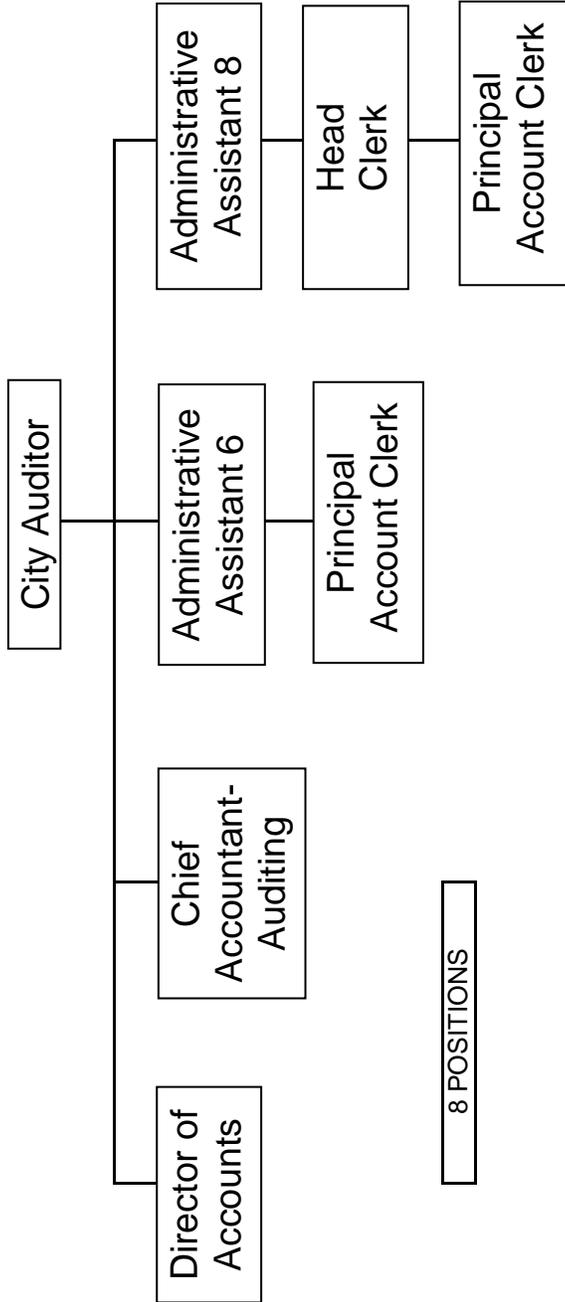
The Accounting Section maintains and analyzes the City's financial records and prepares the City's Comprehensive Annual Financial Report and State required Schedule A. The office coordinates the City's annual participation in the Federal "Single Audit" performed by an independent public accounting firm.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

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

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

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

AUDITING DEPARTMENT ORGANIZATIONAL CHART



ROBERT V. STEARNS, CITY AUDITOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****AUDITING DEPARTMENT - DEPARTMENT #650**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 126,612.00	56EM	CITY AUDITOR	1	\$ 129,937.00
1	82,912.00	44M	DIRECTOR OF ACCOUNTS	1	85,084.00
1	76,907.00	42P	CHIEF ACCOUNTANT- AUDITING	1	78,929.00
1	66,743.00	38M	ADMINISTRATIVE ASSISTANT 8	1	68,494.00
1	46,498.00	33	ADMINISTRATIVE ASSISTANT 6	1	52,095.00
1	45,400.00	30	HEAD CLERK	1	49,215.00
2	76,355.00	28	PRINCIPAL ACCOUNT CLERK	2	85,372.00
8	\$ 521,427.00		REGULAR SALARIES	8	\$ 549,126.00
	768.00		CONTRACTUAL STIPENDS AND EXTRAS		768.00
	5,024.00		EM INCENTIVE PAY		4,947.00
	-		AUDITING TEMPORARY STAFF		10,000.00
	15,975.00		TRANSFER IN CONTRACTUAL - REGULAR SALARIES		-
	(2,809.00)		VACANCY FACTOR		(2,809.00)
8	\$ 540,385.00		TOTAL SALARIES	8	\$ 562,032.00
			FUNDING SOURCES:		
	(1,343.00)		GOLF COURSE REVENUES		(1,395.00)
	(13,237.00)		SEWER REVENUES		(13,750.00)
	(18,655.00)		WATER REVENUES		(19,378.00)
	<u>(33,235.00)</u>		<u>TOTAL FUNDING SOURCES</u>		<u>(34,523.00)</u>
8	\$ 507,150.00	650-91000	TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 527,509.00
	2,000.00		OVERTIME		2,000.00
	68.00		TRANSFER IN CONTRACTUAL - OVERTIME		-
	<u>2,068.00</u>	650-97000	TOTAL RECOMMENDED OVERTIME		<u>2,000.00</u>
	\$ 78,000.00		CITY AUDIT		\$ 79,750.00
	7,150.00		OTHER PERSONAL SERVICES		5,450.00
	1,000.00		MAINTENANCE & REPAIR		1,000.00
	-		NETWORK, HARDWARE, & SOFTWARE		350.00
	5,250.00		OFFICE SUPPLIES		5,000.00
	900.00		OTHER SUPPLIES		500.00
	-		OTHER CHARGES & EXPENDITURES		2,000.00
	<u>\$ 92,300.00</u>		<u>TOTAL ORDINARY MAINTENANCE</u>		<u>\$ 94,050.00</u>
			FUNDING SOURCES:		
	(39.00)		CREDIT FROM GOLF COURSE		(39.00)
	(573.00)		CREDIT FROM SEWER		(573.00)
	(966.00)		CREDIT FROM WATER		(966.00)
	<u>(1,578.00)</u>		<u>TOTAL FUNDING SOURCES</u>		<u>(1,578.00)</u>
	<u>\$ 90,722.00</u>	650-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 92,472.00</u>
	<u>\$ 599,940.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 621,981.00</u>

Contributory Pensions FY17 Budget Recommendation

Elizabeth A. Early
Executive Secretary

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Budget for	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Fringe Benefits	\$ 23,514,838.48	\$ 24,078,936.00	96000	\$ 24,707,126.00
Total	\$ 23,514,838.48	\$ 24,078,936.00		\$ 24,707,126.00

Expenditures:

The City of Worcester's tax levy pension assessment for Contributory retirement cost for Fiscal 2017 is recommended to be \$24,707,126 which is an increase of \$628,190 from the Fiscal 2016 budget of \$24,078,936.

Operational Overview:

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

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

In accordance with the provisions of Chapter 32, it has been determined that the City of Worcester will need to appropriate \$28.69 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 2017. This amount is exclusive of any payments to be made by the Worcester Public Schools system and the Worcester Housing Authority.

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2017
CONTRIBUTORY PENSIONS- DEPARTMENT #161**

APPROVED FY16 AMOUNT	TITLE	RECOMMENDED FY17 AMOUNT
<u>\$ 26,512,136.00</u>	CONTRIBUTORY PENSIONS	<u>\$ 27,201,823.00</u>
<u>\$ 26,512,136.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 27,201,823.00</u>
	FUNDING SOURCES:	
\$ (44,084.00)	CREDIT FROM GOLF	\$ (46,562.00)
(1,249,551.00)	CREDIT FROM SEWER	(1,291,771.00)
(1,699,508.00)	CREDIT FROM WATER	(1,836,456.00)
(12,727.00)	CREDIT FROM FINANCE GRANTS	(13,608.00)
(64,013.00)	CREDIT FROM ECONOMIC DEVELOPMENT GRANTS	(71,661.00)
(19,977.00)	CREDIT FROM CABLE SERVICES	(20,677.00)
(80,077.00)	CREDIT FROM HEALTH DEPARTMENT GRANTS	(74,239.00)
(8,651.00)	CREDIT FROM HEALTH & HUMAN SERVICES GRANTS	(3,269.00)
(22,930.00)	CREDIT FROM INSPECTIONAL SERVICES GRANTS	(12,150.00)
(13,006.00)	CREDIT FROM ELDER AFFAIRS GRANTS	(13,006.00)
(51,948.00)	CREDIT FROM WORKFORCE INVESTMENT BOARD	(30,598.00)
(193,521.00)	CREDIT FROM WORKFORCE CAREER CENTER	(105,771.00)
<u>\$ (3,459,993.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (3,519,768.00)</u>
<u>\$ 23,052,143.00</u>	161-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 23,682,055.00</u>
<u>\$ 23,052,143.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 23,682,055.00</u>

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2017
 CONTRIBUTORY PENSIONS- DEPARTMENT #161
 EARLY RETIREMENT COSTS**

APPROVED FY16 AMOUNT	TITLE	RECOMMENDED FY17 AMOUNT
\$ 1,040,523.00	EARLY RETIREMENT CONTRIBUTIONS- FY03	\$ 1,038,772.00
446,070.00	EARLY RETIREMENT CONTRIBUTIONS- FY11	444,631.00
<u>\$ 1,486,593.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 1,483,403.00</u>
	FUNDING SOURCES:	
\$ (20,755.00)	CREDIT FROM AIRPORT	\$ (20,688.00)
(558.00)	CREDIT FROM GOLF	(527.00)
(178,868.00)	CREDIT FROM SEWER	(178,286.00)
(259,619.00)	CREDIT FROM WATER	(258,831.00)
<u>\$ (459,800.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (458,332.00)</u>
<u>\$ 1,026,793.00</u>	161-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 1,025,071.00</u>
<u>\$ 1,026,793.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,025,071.00</u>

Non-Contributory Pensions FY17 Budget Recommendation

Elizabeth A. Early
Executive Secretary

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Budget for	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Fringe Benefits	\$ 94,405.01	\$ 103,543.00	96000	\$ 103,524.00
Total	\$ 94,405.01	\$ 103,543.00		\$ 103,524.00

Expenditures:

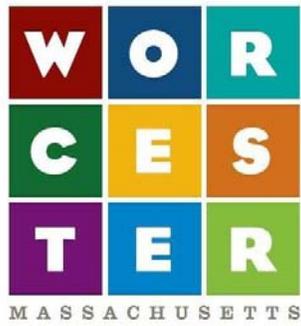
The total tax levy budget in Fiscal 2017 for Non-Contributory pensions is projected to be \$103,524 which is a decrease of \$19 from the Fiscal 2016 budget of \$103,543. This decrease is a result of fewer retired City employees and retiree’s spouses receiving pension benefits which is offset by a projected 3% increase for retirees on the first \$13,000 salary.

Operational Overview:

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

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2017
NON-CONTRIBUTORY PENSIONS- DEPARTMENT #162**

APPROVED FY16 AMOUNT	TITLE	RECOMMENDED FY17 AMOUNT
\$ 113,623.00	NON-CONTRIBUTORY PENSIONS	\$ 116,255.00
<u>\$ 113,623.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 116,255.00</u>
	FUNDING SOURCES:	
\$ (10,080.00)	CREDIT FROM SEWER	\$ (12,731.00)
<u>\$ (10,080.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (12,731.00)</u>
<u>\$ 103,543.00</u>	162-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 103,524.00</u>
<hr/>		
<u>\$ 103,543.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 103,524.00</u>



This Page is Intentionally Left Blank

Office of the City Manager FY17 Budget Recommendation

Edward M. Augustus, Jr.

City Manager

City Hall Room 309

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

Department Mission Statement:

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

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

FY17 Budget Overview

	Actual	Approved		Recommended
Expenditures	<u>Fiscal 2015</u>	<u>Budget for</u>	Account	<u>Appropriation</u>
		<u>Fiscal 2016</u>	<u>Number</u>	<u>Fiscal 2017</u>
Salaries	\$ 824,306.94	\$ 849,564.00	91000	\$ 921,306.00
Ordinary Maintenance	283,607.68	155,483.00	92000	165,483.00
Capital Outlay	-	-	93000	-
Total	\$ 1,107,914.62	\$ 1,005,047.00		\$ 1,086,789.00
Total Positions	8	9		9

Expenditures:

The tax levy budget for the Office of the City Manager for Fiscal 2017 is recommended to be \$1,086,789 which is an increase of \$181,742 compared to the Fiscal 2016 amount of \$1,005,047.

The Personal Service tax levy budget for Fiscal 2017 is recommended to be \$921,306 which is an increase of \$71,742 compared to Fiscal 2016 budget of \$849,564. This net increase is a result of:

Office of the City Manager FY17 Budget Recommendation

- Contractual and non-represented wage increases, city manager contractual stipends, step increases, EM incentive pay, add/upgrades : \$71,742
 - Upgrade one Principal Staff Assistant to the Chief of Operations and Project Management, to reflect a change in duties to include operations, the oversight of youth initiatives, city-wide neighborhood meetings, and the activities and staff for special projects and events.
 - Reflect appropriate contractual stipend amounts.

The tax levy Ordinary Maintenance budget for Fiscal 2017 is recommended to be \$165,483, which is an increase of \$10,000 from the Fiscal 2016 amount of \$155,483. This increase is a result of:

- Create a funding source for supplies, equipment, or other Personal Services needs for the Quality of Life Taskforce during the fiscal year.

Operational Overview:

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

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

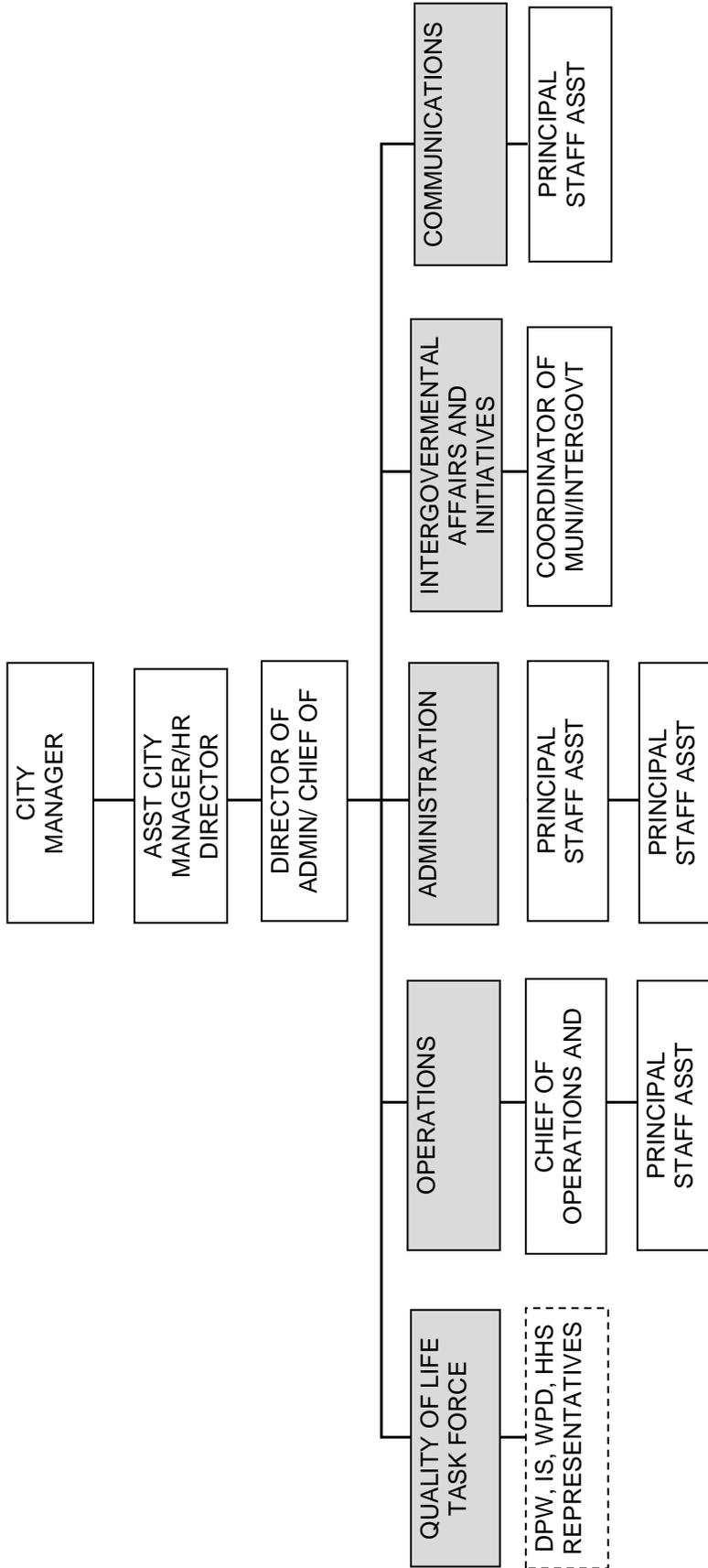
As part of the City Manager's commitment to residents, members of the administration, the City Manager and staff attend monthly Neighborhood Association and Crime Watch Meetings and participate across the City in an effort to have a clear understanding of the status of our neighborhoods and learn firsthand of the quality of life issues residents share. Based on these and departmental input, there was a clear need to implement new, or enhance current strategies to respond to the matters of illegal dumping, code violations/problem properties, homeless encampments, unregistered vehicles and an uptick of substance abuse in public - all of which are

Office of the City Manager FY17 Budget Recommendation

currently affecting our neighborhoods and the lives of those who live work and play in them. In mid-September, the City Manager assembled an inter-departmental team of 6 specialists who are detailed to the City Manager's Office as members of a Quality of Life Task Force under the direction of the Chief of Staff and lead daily by an Inspector from DIS. This team is also comprised of a Nuisance Control Officer, Worcester Police Officer, Coordinator of Substance Abuse, Coordinator of Homeless Outreach and a Customer Service Representative who is logging all requests for service, responses and fines related to these responses. The team is also supported by 2 Case Managers from Aids Project Worcester who are providing substance abuse outreach on the Worcester Common and in our Parks as well as collecting improperly disposed hypodermic needles. The team deploys daily to address neighborhoods with a high number of complaints, properties with repeat violations and in response to issues that impose an immediate threat to the Quality of Life of our neighborhoods.

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

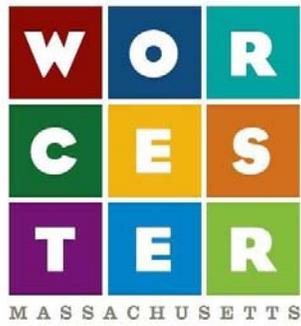
CITY MANAGER'S OFFICE



9 POSITIONS

EDWARD M. AUGUSTUS JR., CITY MANAGER**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2017****DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER****DIVISION OF ADMINISTRATION- DIVISION #040**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
EXECUTIVE OFFICE OF CITY MANAGER					
1	\$ 198,596.00	FL	CITY MANAGER	1	\$ 201,794.00
1	157,469.00	58CM	ASSISTANT CITY MANAGER	1	161,607.00
1	91,277.00	47EM	COORD. OF MUNICIPAL & INTERGOVERNMENTAL INITIATIVE	1	93,667.00
1	92,888.00	48M	DIRECTOR OF ADMINISTRATION	1	98,544.00
0	-	45M	CHIEF OF OPERATIONS AND PROJ. MANAGEMENT	1	73,461.00
5	287,126.00	40M	PRINCIPAL STAFF ASSISTANT	4	250,413.00
9	827,356.00		TOTAL REGULAR SALARIES	9	879,486.00
	(10,000.00)		VACANCY FACTOR		(10,000.00)
	18,000.00		RETIREMENT FUND		18,000.00
	-		DISABILITY AND LIFE INSURANCE EXPENSES		6,000.00
	-		AUTOMOBILE REIMBURSEMENT		13,200.00
	18,000.00		TOTAL CITY MANAGER CONTRACTUAL STIPENDS		37,200.00
	14,208.00		EM INCENTIVE PAY		14,620.00
9	\$ 849,564.00	0401-91000	TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 921,306.00
	\$ 18,100.00		LEASES AND RENTALS		\$ 14,000.00
	400.00		MAINTENANCE AND REPAIR		400.00
	8,000.00		TELEPHONE		1,000.00
	200.00		POSTAGE		200.00
	6,480.00		NETWORK, HARDWARE, SOFTWARE		600.00
	-		BOOKS		4,000.00
	8,401.00		OFFICE SUPPLIES		11,000.00
	3,000.00		OTHER SUPPLIES		8,000.00
	18,902.00		OTHER PERSONAL SERVICES		18,902.00
	7,855.00		OTHER CHARGES AND EXPENDITURES		13,236.00
	2,145.00		INTERNATIONAL CITY MANAGEMENT ASSOCIATION DUES		2,145.00
	27,000.00		MASSACHUSETTS MUNICIPAL ASSOCIATION DUES		27,000.00
	50,000.00		SPECIAL EVENTS & SEASONAL PROGRAMMING		50,000.00
	-		QUALITY OF LIFE TASKFORCE		10,000.00
	5,000.00		NEIGHBORHOOD EVENT SPONSORSHIP		5,000.00
	\$ 155,483.00	0401-92000	TOTAL CITY MANAGER'S ORDINARY MAINTENANCE		\$ 165,483.00
9	\$ 1,005,047.00		TOTAL RECOMMENDED TAX LEVY	9	\$ 1,086,789.00



This Page is Intentionally Left Blank

City Manager's Contingency FY17 Budget Recommendation

Edward M. Augustus Jr.

City Manager

City Hall Room 309

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

Departmental Overview:

The Fiscal 2017 Budget includes a gross amount of \$500,000 for the City Manager's Contingency Account. This is a decrease of \$2,813,616 compared to the total appropriation into contingency in Fiscal 2016 of \$3,313,616. These funds have been identified primarily to provide a funding for outstanding collective bargaining agreements currently in negotiations and to address other unforeseen costs in Fiscal 2017.

FY17 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Ordinary Maintenance	\$ -	\$ 3,313,616.00	92000	\$ 500,000.00
Total	\$ -	\$ 3,313,616.00		\$ 500,000.00

EDWARD M. AUGUSTUS JR., CITY MANAGER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

CITY MANAGER'S CONTINGENCY - DEPARTMENT #900

<u>RECOMMENDED FY16 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY17 AMOUNT</u>
\$ 3,313,616.00	CONTINGENCY	\$ 500,000.00
<u>\$ 3,313,616.00</u>	900-92000 TOTAL CONTINGENCY SALARIES	<u>\$ 500,000.00</u>
<u>\$ 3,313,616.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 500,000.00</u>

Worcester Public Library FY17 Budget Recommendation

Geoffrey M. Dickinson

Head Librarian

3 Salem Square

Worcester, Massachusetts 01608

(508) 799-1655

Divisional Mission Statement:

The mission of the Worcester Public Library is to:

- Serve as a gathering place that actively promotes the free exchange of ideas in our democratic society.
- 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.

FY17 BUDGET OVERVIEW

	Actual	Approved		Recommended
	Budget for	Budget for	Account	Appropriation
<u>Expenditures</u>	<u>Fiscal 2015</u>	<u>Fiscal 2016</u>	<u>Number</u>	<u>Fiscal 2017</u>
Salaries	\$ 3,318,735.60	\$ 3,631,776.00	91000	\$ 3,718,565.00
Overtime	95,116.47	114,534.00	97000	120,534.00
Ordinary Maintenance	1,559,480.61	1,646,142.00	92000	1,723,174.00
Capital Outlay	1,774.00			
Total	\$ 4,975,106.68	\$ 5,392,452.00		\$ 5,562,273.00
Total Positions	98	100		100

Expenditures:

The budget for the Worcester Public Library for Fiscal 2017 is recommended to be \$5,562,273 which is an increase of \$169,821 from the Fiscal 2016 amount of \$5,392,452.

The total Personal Services tax levy budget for Fiscal 2017 is to be \$3,718,565 which is an increase of \$86,789 from the Fiscal 2016 amount of \$3,631,776. This net increase is a result of:

- Contractual and non-represented wage increases, step increases, EM incentive increase, building operation intergovernmental charge increase: \$114,399
- Funding source increases (Bookmobile Funding, Pilot Funding, and Resource Funding): (\$26,532)
- Vacancy factor increase: \$(1,078)

The recommended Overtime budget for Fiscal 2017 is \$120,534.00, which is an increase of \$6,000 from the Fiscal 2016 budget of \$114,534. This increase is a result of:

Worcester Public Library FY17 Budget Recommendation

- Increase Overtime to maintain Sunday hours at current wage rates

The tax levy Ordinary Maintenance for Fiscal 2017 is recommended to be \$1,723,174 which is an increase of \$77,032 from the Fiscal 2016 amount of \$1,646,142. This increase is a result of:

- Other Personal Service increase (AMH Service Agreement, 3M Workstation, Software License): \$53,469
- Library Materials increase due to the Library's obligation to acquire library materials consistent with state requirements: \$23,563

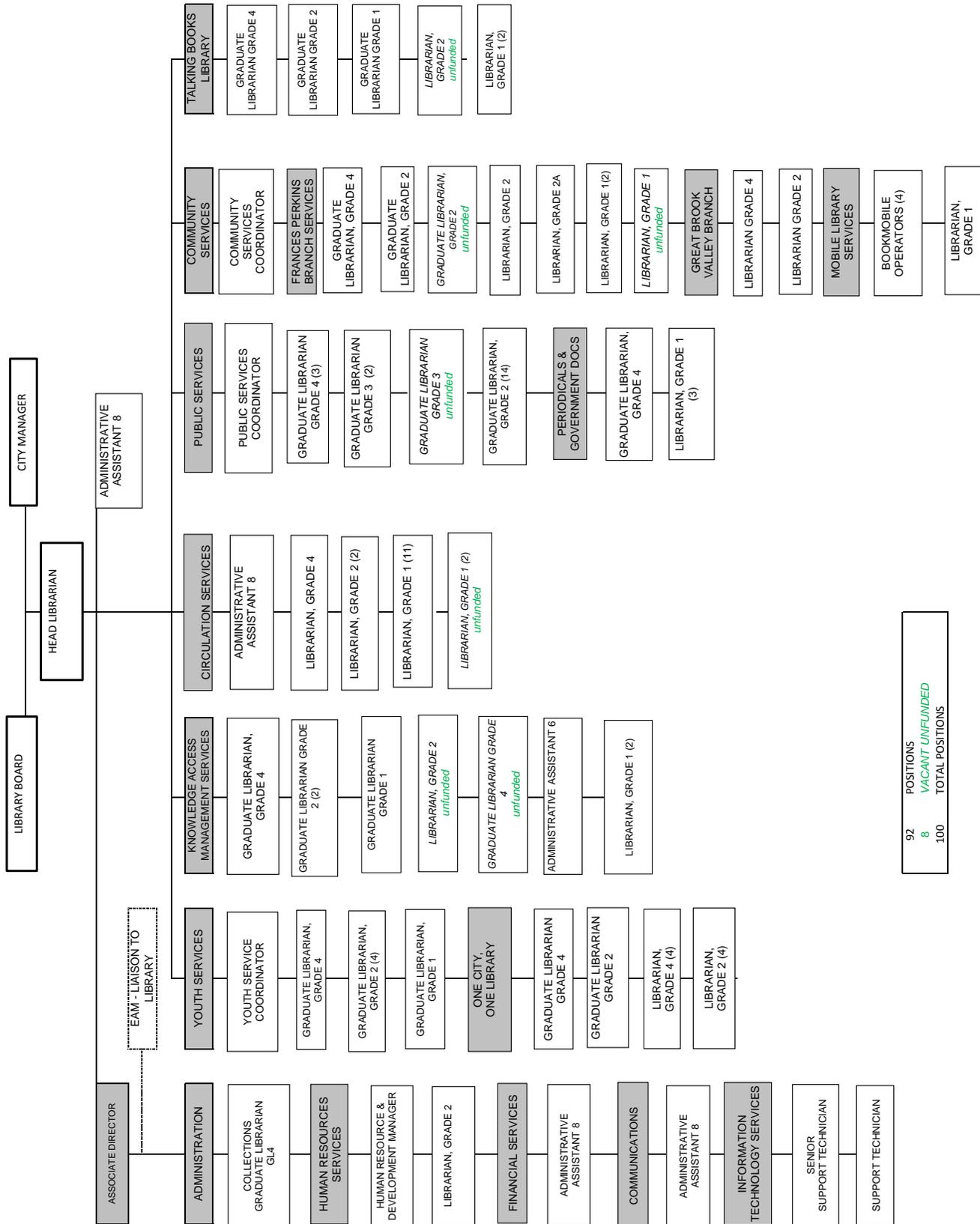
Operational Overview:

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

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

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

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



92	POSITIONS
8	VACANT UNFUNDED
100	TOTAL POSITIONS

GEOFFREY DICKINSON , HEAD LIBRARIAN**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER****DIVISION OF PUBLIC LIBRARY- DIVISION #550**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 107,628.00	53EM	HEAD LIBRARIAN	1	\$ 110,450.00
1	86,073.00	48M	ASSOCIATE DIRECTOR	1	89,722.00
1	70,118.00	44M	YOUTH SERVICES COORDINATOR	1	73,863.00
1	78,776.00	44M	COMMUNITY SERVICES COORDINATOR	1	82,287.00
1	64,437.00	44M	PUBLIC SERVICE COORDINATOR	1	80,347.00
7	456,740.00	40P	GRADUATE LIBRARIAN, GRADE 4	7	491,732.00
1	66,844.00	39M	HUMAN RESOURCE & DEVELOPMENT MANAGER	1	70,943.00
4	241,797.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	4	243,805.00
2	134,282.00	37P	GRADUATE LIBRARIAN, GRADE 3	2	135,094.00
20	1,024,536.00	36P	GRADUATE LIBRARIAN, GRADE 2	20	1,017,968.00
2	102,802.00	31P	GRADUATE LIBRARIAN, GRADE 1	2	105,376.00
1	67,885.00	40	SENIOR SUPPORT TECHNICIAN	1	69,665.00
1	54,849.00	37	SUPPORT TECHNICIAN	1	57,107.00
1	53,004.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	54,395.00
2	90,992.00	31	LIBRARIAN, GRADE 4	2	94,041.00
2	72,411.00	27	BOOKMOBILE OPERATOR	2	74,182.00
1	41,215.00	26	LIBRARIAN, GRADE 2A	1	41,468.00
4	164,860.00	25	LIBRARIAN, GRADE 2	4	161,570.00
18	611,983.00	21	LIBRARIAN, GRADE 1	18	618,030.00
71	\$ 3,591,232.00		TOTAL REGULAR SALARIES WITHOUT PAGES	71	\$ 3,672,045.00
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	\$ -	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ -
1	-	37P	GRADUATE LIBRARIAN, GRADE 3	1	-
1	-	36P	GRADUATE LIBRARIAN, GRADE 2	1	-
1	-	25	LIBRARIAN, GRADE 2	1	-
1	-	21	LIBRARIAN, GRADE 1	1	-
5	\$ -		REGULAR SALARIES	5	\$ -
ONE CITY, ONE LIBRARY					
1	\$ 51,244.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 51,553.00
1	44,600.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	45,034.00
1	39,884.00	31	LIBRARIAN, GRADE 4	1	41,029.00
3	127,971.00	31	LIBRARIAN, GRADE 4	3	133,512.00
2	69,630.00	27	BOOKMOBILE OPERATOR	2	80,814.00
4	131,319.00	25	LIBRARIAN, GRADE 2	4	136,465.00
1	27,058.00	21	LIBRARIAN, GRADE 1	1	28,060.00
13	\$ 491,706.00		REGULAR SALARIES	13	\$ 516,467.00
89	\$ 4,082,938.00		REGULAR SALARIES	89	\$ 4,188,512.00
	77,688.00		TOTAL PAGES SALARIES		77,688.00
	3,220.00		EM INCENTIVE		3,542.00
	325,564.00		BUILDING OPERATION		334,067.00
	(43,517.00)		VACANCY FACTOR		(44,595.00)
89	\$ 4,445,893.00		TOTAL RECOMMENDED SALARIES	89	\$ 4,559,214.00
FUNDING SOURCES:					
	(643,839.00)		PILOT		(663,232.00)
	(72,411.00)		BOOKMOBILE FUNDING		(74,182.00)
	(97,867.00)		LIBRARY RESOURCE FUNDING-SALARIES		(103,235.00)
	(814,117.00)		TOTAL FUNDING SOURCES		(840,649.00)
89	\$ 3,631,776.00	550-91000	TOTAL RECOMMENDED PERSONAL SERVICES	89	\$ 3,718,565.00

GEOFFREY DICKINSON , HEAD LIBRARIAN**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER****DIVISION OF PUBLIC LIBRARY- DIVISION #550**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
	\$ 21,658.00		REGULAR OVERTIME		\$ 25,658.00
	64,137.00		SUNDAY OVERTIME		66,137.00
	<u>\$ 85,795.00</u>		TOTAL OVERTIME		<u>\$ 91,795.00</u>
	\$ 28,739.00		BUILDING OPERATIONS		\$ 28,739.00
	<u>\$ 114,534.00</u>	550-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 120,534.00</u>
	\$ 7,798.00		AUTO FUEL		\$ 3,000.00
	15,300.00		DIESEL FUEL		15,300.00
	3,068.00		LEASES & RENTALS		2,000.00
	73,281.00		MAINTENANCE & REPAIR		20,365.00
	30,105.00		TELEPHONE		28,000.00
	12,934.00		POSTAGE		15,000.00
	217,034.00		OTHER PERSONAL SERVICES		293,469.00
	500.00		AUTOMOTIVE SUPPLIES		500.00
	48,689.00		BUILDING SUPPLIES		-
	16,297.00		OFFICE SUPPLIES		16,297.00
	144,644.00		OTHER SUPPLIES		229,188.00
	746,437.00		LIBRARY MATERIALS		770,000.00
	<u>\$ 1,316,087.00</u>		ORDINARY MAINTENANCE		<u>\$ 1,393,119.00</u>
	343,797.00		BUILDING OPERATIONS		343,797.00
	<u>\$ 1,659,884.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 1,736,916.00</u>
	(13,742.00)		FUNDING BOOKMOBILE FUNDING		(13,742.00)
	<u>\$ 1,646,142.00</u>	550-92000	RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,723,174.00</u>
	18,399.00		FRINGE BENEFITS: HEALTH INSURANCE		\$ 12,187.00
	7,213.00		RETIREMENT		7,650.00
	<u>\$ 25,612.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 19,837.00</u>
	(25,612.00)		FUNDING SOURCES: LIBRARY RESOURCE FUNDING-FRINGE BENEFITS		\$ (19,837.00)
	<u>\$ -</u>	550-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 5,392,452.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 5,562,273.00</u>
LIBRARY RESOURCES					
1	\$ 58,919.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 61,496.00
1	46,657.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	48,903.00
1	41,215.00	25	LIBRARIAN, GRADE 2	1	41,468.00
3	<u>\$ 146,791.00</u>		REGULAR SALARIES	3	<u>\$ 151,867.00</u>
3	<u>\$ 146,791.00</u>		TOTAL REGULAR SALARIES	3	<u>\$ 151,867.00</u>
VACANT UNFUNDED POSITIONS:					
2	\$ -	21	LIBRARIAN, GRADE 1	2	\$ -
2	\$ -		REGULAR SALARIES	2	\$ -
5	<u>\$ 146,791.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	5	<u>\$ 151,867.00</u>
	15,077.76		FRINGE BENEFITS		15,595.50
	<u>\$ 161,868.76</u>		TOTAL EXPENSES- LIBRARY RESOURCES		<u>\$ 167,462.50</u>
	(146,791.00)		FUNDING SOURCES-STATE REVENUES: SALARIES		(151,867.00)
	(15,077.76)		FRINGE BENEFITS		(15,595.50)
	<u>(161,868.76)</u>		TOTAL CREDITS- LIBRARY RESOURCES		<u>(167,462.50)</u>
	<u>\$ -</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ -</u>

GEOFFREY DICKINSON , HEAD LIBRARIAN**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER****DIVISION OF PUBLIC LIBRARY- DIVISION #550**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
TALKING BOOK SERVICES					
1	\$ 74,728.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 75,189.00
1	64,898.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	65,292.00
1	54,293.00	31P	GRADUATE LIBRARIAN, GRADE 1	1	54,623.00
2	72,392.00	21	LIBRARIAN, GRADE 1	2	72,830.00
5	\$ 266,311.00		REGULAR SALARIES	5	\$ 267,934.00
VACANT UNFUNDED POSITIONS:					
1	\$ -	25	LIBRARIAN, GRADE 2	1	\$ -
1	\$ -		REGULAR SALARIES	1	\$ -
6	\$ 266,311.00		TOTAL REGULAR SALARIES	6	\$ 267,934.00
6	\$ 266,311.00		TOTAL RECOMMENDED PERSONAL SERVICES	6	\$ 267,934.00
	3,000.00		TOTAL OVERTIME		3,000.00
	119,204.00		ORDINARY MAINTENANCE		119,204.00
	55,178.00		FRINGE BENEFITS		56,232.00
	\$ 443,693.00		TOTAL EXPENSES- TALKING BOOKS		\$ 446,370.00
	(266,311.00)		FUNDING SOURCES-STATE REVENUES:		
	(3,000.00)		SALARIES		(267,934.00)
	(119,204.00)		OVERTIME		(3,000.00)
	(55,178.00)		ORDINARY MAINTENANCE		(119,204.00)
	\$ (443,693.00)		FRINGE BENEFITS		(56,232.00)
			TOTAL CREDITS- TALKING BOOKS		\$ (446,370.00)
	\$ -		TOTAL RECOMMENDED TAX LEVY		\$ -

Health and Human Services FY17 Budget Recommendation

Matilde Castiel

Commissioner of Health and Human Services

City Hall Room 101

455 Main Street

Worcester, Massachusetts 01608

Division Mission Statement:

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

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

FY17 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
<u>Expenditures*</u>	<u>Fiscal 2015</u>	<u>Fiscal 2016</u>	<u>Number</u>	<u>Fiscal 2017</u>
Salaries	\$ 100,011.65	\$ 381,562.00	91000	\$ 457,694.00
Ordinary Maintenance	2,017,927.26	1,683,100.00	92000	1,935,100.00
Total	\$ 2,117,938.91	\$ 2,064,662.00		\$ 2,392,794.00
Total Positions	4	10		12

Health and Human Services FY17 Budget Recommendation

Expenditures:

The tax levy budget for the Health and Human Services Division for Fiscal 2017 is recommended to be \$2,392,794 which is an increase of \$328,132 compared to the Fiscal 2016 amount of \$2,064,662, primarily due to a \$300,000 increase in veterans' benefits.

The Personal Service tax levy budget for Fiscal 2017 is recommended to be \$457,694 which is an increase of \$76,132 compared to the Fiscal 2016 budget of \$381,562. This increase is a result of:

- Contractual wage increases, step increases, EM incentive, Adds/Upgrades: \$159,491
 - Add new position: Principal Clerk (Customer Service position moved from DPW)
 - Add new position: Staff Assistant I (funded by Youth Recreation Program)
 - Add new position: Coordinator of Homelessness (partially funded by ESG grant)
 - Remove position: Veteran Support Part-Time
- Funding source increases (Youth Recreation Program & UMASS): (\$43,359)
- Funding source increase (Emergency Shelter Grant): (\$40,000)

The tax levy Ordinary Maintenance budget for Fiscal 2017 is recommended to be \$1,935,100 which is an increase of \$252,000 from the Fiscal 2016 amount of \$1,683,100. The increase is a result of:

- Increase other charges & expenditures (Veteran's Benefits): \$300,000
- Increase other personal services (Youth Council): \$2,000
- Increase other personal services (Recreation Worcester Programs): \$400,000
- Increase Funding Sources (Recreation Worcester Programs): (\$400,000)
- Reduce Outreach Homelessness & Health: (\$40,000)
- Increase Funding Source (Emergency Shelter Grant): (\$10,000)

Operational Overview:

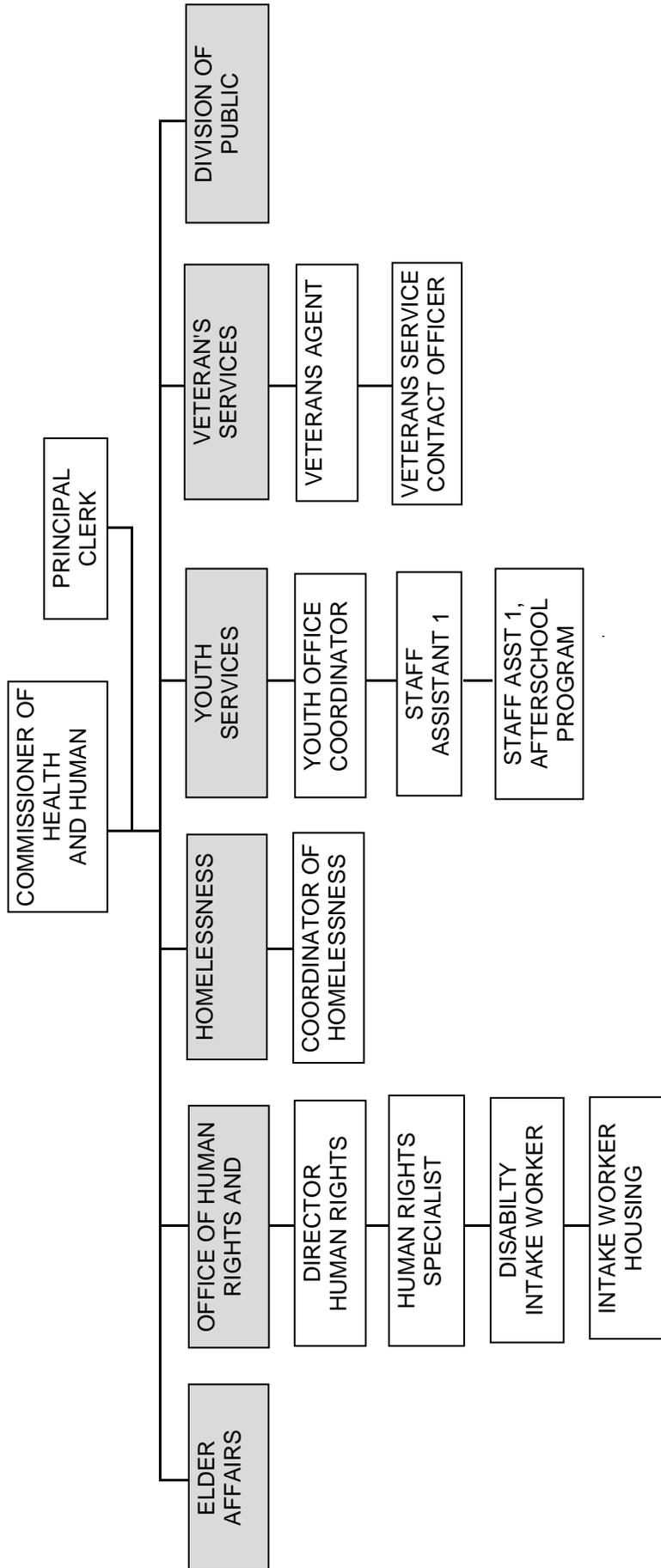
In Fiscal Year 2016, the Department of Health and Human Services (HHS) was restored to include the individual divisions of: Public Health, Human Rights and Disabilities, Veterans Services, Youth Services, and Elder Affairs. By combining these Divisions under the HHS Department, the City is able to better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

The Divisions of the Health and Human Services Department are reflected together on the following budget summary including Veteran's Service, Human Rights and Disabilities, and Youth Services. In FY17, the departmental functions will also be expanded to include the responsibilities of overseeing the city's Homelessness efforts. HHS divisions will move into combined office space on the first floor of City Hall to manage and achieve program coordination.

Health and Human Services FY17 Budget Recommendation

- The Office of Human Rights and Disabilities works to increase respect in our community and safeguard equal access and opportunity for all members of the Worcester community.
- Through outreach, educational programs, referral services, and advocacy, this division seeks to make Worcester an ever more welcome city for all residents and visitors.
- Veteran's Services provides eligible veterans and their families immediate financial assistance, funding for medical assistance and referral services for housing, employment, health, and education.
- The Office of Youth Opportunities promotes the development of youth through engaged partnership with multiple stakeholders across the City. From employer specific programs to summer recreational opportunities, this office works to make Worcester an active, attractive, and safe City for young people. Additionally, the office works very closely with external partners on curriculum development, engaging students through the Youth Leadership Program for civic engagement, coordinating and staffing the Youth Council and Youth Commission, all while aligning the strategies and efforts from the Community Health Improvement Plan and the Youth Violence Prevention Initiative.
- The Department will be responsible for overseeing community coordination in addressing a wide array of community homeless issues including triage/assessment/rapid re-housing, discharge planning, and street outreach; examine state and federal legislation; study best practice models; and seek associated funding sources to address homelessness in the community. The Coordinator will collaborate with regional and local communities, multi-sector stakeholders, and serve as a City liaison for new initiatives and offer technical assistance as required to achieve a wide portfolio and cohesive network of homeless services, ensuring effective and efficient resource utilization, and public education with the goal of preventing and addressing homelessness for all populations. Efforts will include developing seasonal policies, reviewing housing policies, assisting the Quality of Life task Force to engage individuals and address issues as needed.

DIVISION OF HEALTH AND HUMAN SERVICES



12 POSITIONS

COMMISSIONER OF HEALTH AND HUMAN SERVICES**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2017****DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES****DIVISION OF ADMINISTRATION- DIVISION #331**

FY16				FY17	
TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
HEALTH AND HUMAN SERVICES					
1	\$ 116,142.00	58CM	COMMISSIONER OF HEALTH AND HUMAN SERVICES	1	\$ 119,693.00
	-	27	PRINCIPAL CLERK & TYPIST	1	38,754.00
0	-	37P	COORDINATOR OF HOMELESSNESS	1	60,406.00
1	116,142.00		TOTAL RECOMMENDED PERSONAL SERVICES	3	218,853.00
FUNDING SOURCES:					
	-		EMERGENCY SHELTER GRANT		(40,000.00)
	-		TOTAL FUNDING SOURCES		(40,000.00)
1	\$ 116,142.00	331-91000	TOTAL HHS PERSONAL SERVICES	3	\$ 178,853.00
	15,000.00		OTHER PERSONAL SERVICES		\$ 15,000.00
	5,000.00		OFFICE SUPPLIES		5,000.00
	50,000.00		OUTREACH HOMELESSNESS & HEALTH		10,000.00
	\$ 70,000.00		TOTAL HHS ORDINARY MAINTENANCE		\$ 30,000.00
FUNDING SOURCES:					
	-		EMERGENCY SHELTER GRANT		(10,000.00)
	-		TOTAL FUNDING SOURCES		(10,000.00)
	\$ 70,000.00		TOTAL HHS ORDINARY MAINTENANCE		\$ 20,000.00
OFFICE OF HUMAN RIGHTS AND DISABILITIES					
1	\$ 59,639.00	42EM	DIRECTOR HUMAN RIGHTS COMMISSIONER	1	\$ 71,028.00
1	49,300.00	31	HUMAN RIGHTS SPECIALIST	1	40,132.00
1	10,611.00	FL	DISABILITY INTAKE WORKER	1	15,335.00
1	15,930.00	FL	INTAKE WORKER HOUSING DISCRIMINATION	1	34,077.00
4	135,480.00		TOTAL RECOMMENDED PERSONAL SERVICES	4	160,572.00
	(1,750.00)		VACANCY FACTOR		(1,750.00)
	2,516.00		EM INCENTIVE PAY		2,043.00
4	136,246.00		TOTAL SALARIES	4	160,865.00
FUNDING SOURCES:					
	(36,324.00)		WORCESTER FAIR HOUSING PROJECT		(36,324.00)
	(36,324.00)		TOTAL FUNDING SOURCES		(36,324.00)
4	\$ 99,922.00	3311-91000	TOTAL RECOMMENDED PERSONAL SERVICES	4	\$ 124,541.00
	\$ 60,000.00		ADA TRANSITION PLAN		\$ 60,000.00
	700.00		TELEPHONE		700.00
	1,300.00		OTHER PERSONAL SERVICES		1,300.00
	1,500.00		OFFICE SUPPLIES		1,500.00
	1,000.00		OTHER SUPPLIES		1,000.00
	950.00		OTHER CHARGES AND EXPENDITURES		950.00
	\$ 65,450.00	3311-92000	TOTAL HUMAN RIGHTS ORDINARY MAINTENANCE		\$ 65,450.00
OFFICE OF VETERANS SERVICE					
1	\$ 67,193.00	42EM	VETERANS AGENT	1	\$ 66,274.00
1	41,985.00	30	VETERANS SERVICE SPECIALIST	1	43,776.00
1	15,000.00	FL	PARTIME VETERAN SUPPORT	0	-
3	\$ 124,178.00	3312-91000	TOTAL VETERANS PERSONAL SERVICES	2	\$ 110,050.00
	\$ 3,000.00		MAINTENANCE AND REPAIR		\$ 3,000.00
	1,000.00		OTHER PERSONAL SERVICES		1,000.00
	150.00		BOOKS		150.00
	3,000.00		OFFICE SUPPLIES		3,000.00
	20,000.00		FLAGS & WREATHS FOR VETERAN'S GRAVES		20,000.00
	1,520,000.00		VETERAN'S BENEFITS		1,820,000.00
	\$ 1,547,150.00	3312-92000	TOTAL VETERAN'S ORDINARY MAINTENANCE		\$ 1,847,150.00

COMMISSIONER OF HEALTH AND HUMAN SERVICES**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2017****DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES****DIVISION OF ADMINISTRATION- DIVISION #331**

FY16				FY17	
TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
YOUTH SERVICES					
1	\$ 59,793.00	37P	YOUTH OFFICE COORDINATOR	1	\$ 60,682.00
1	41,320.00	32	STAFF ASSISTANT I	2	86,720.00
2	\$ 101,113.00		TOTAL YOUTH SERVICES SALARIES	3	\$ 147,402.00
FUNDING SOURCES:					
	(59,793.00)		UMASS MEMORIAL YOUTH OFFICE		(60,682.00)
	-		YOUTH AFTER SCHOOL RECREATIONAL PROGRAM		(42,470.00)
	(59,793.00)		TOTAL FUNDING SOURCES		(103,152.00)
2	\$ 41,320.00	3314-91000	TOTAL RECOMMENDED PERSONAL SERVICES	3	\$ 44,250.00
	\$ -		YOUTH COUNCIL		\$ 2,000.00
	-		SUMMER RECREATION WORCESTER PROGRAM		250,000.00
	-		AFTER SCHOOL RECREATION WORCESTER PROGRAM		150,000.00
	500.00		OFFICE SUPPLIES		500.00
	\$ 500.00		TOTAL YOUTH SERVICES ORDINARY MAINTENANCE		\$ 402,500.00
FUNDING SOURCES:					
	\$ -		SUMMER RECREATION WORCESTER PROGRAM		\$ (250,000.00)
	-		AFTER SCHOOL RECREATION WORCESTER PROGRAM		(150,000.00)
	-		TOTAL FUNDING SOURCES		\$ (400,000.00)
	\$ 500.00	3314-92000	TOTAL YOUTH SERVICES ORDINARY MAINTENANCE		\$ 2,500.00
FRINGE BENEFITS:					
	\$ 14,052.00		HEALTH INSURANCE		\$ 14,052.00
	6,248.00		RETIREMENT		6,341.00
	\$ 20,300.00		TOTAL FRINGE BENEFITS		\$ 20,393.00
FUNDING SOURCES:					
	\$ (20,300.00)		FEDERAL GRANTS		\$ (20,393.00)
	(20,300.00)		TOTAL FUNDING SOURCES		(20,393.00)
	\$ -	3314-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
10	\$ 2,064,662.00		TOTAL RECOMMENDED TAX LEVY	12	\$ 2,392,794.00

Public Health FY17 Budget Recommendation

Karyn E. Clark

Director

25 Meade Street

Worcester, Massachusetts 01610

(508) 799-8531

Division Mission Statement:

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

FY17 Budget Overview

TAX LEVY BUDGET				
	Actual	Approved Budget for	Account	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2015</u>	<u>Fiscal 2016</u>	<u>Number</u>	<u>Fiscal 2017</u>
SALARIES	\$ 376,203.63	\$ 390,316.00	91000	\$ 256,871.00
OVERTIME	-	1,000.00	97000	500.00
ORDINARY MAINTENANCE	28,706.73	49,500.00	92000	64,500.00
TOTAL	\$ 404,910.36	\$ 440,816.00		\$ 321,871.00
TOTAL POSITIONS	23	24		25

Expenditures:

The total recommended Fiscal 2017 tax levy budget for the Division of Public Health is \$321,871, which represents a decrease of \$118,945 from the Fiscal 2016 amount of \$440,816.

The Division's recommended tax levy budget for Personnel Services in Fiscal 2017 is \$256,871, a decrease of \$133,445 from the Fiscal 2016 amount of \$390,316. This decrease is a result of:

- Contractual wage increases, step increases, EM incentive, reduce stipends: (\$17,649)
 - Add Position: Principal Clerk & Typist
 - Upgrade Position: Regional Environmental Health Coordinator
 - Decrease is due to step increases for new employees after turnover
- Funding source increases (Grants & Regional Funds): (\$115,796)

Public Health FY17 Budget Recommendation

The Overtime budget for Fiscal 2017 is recommended to be \$500, which represents a decrease of \$500 from the Fiscal 2016 amount of \$1,000. This decrease is a result of:

- Decrease Overtime for Nursing: (\$500)
- Increase Overtime for Regional Public Health: \$3,000
- Increase Funding source for Regional Public Health Overtime: (\$3,000)

The tax levy Ordinary Maintenance budget for Fiscal 2017 is recommended to be \$64,500 which is an increase of \$15,000 from the Fiscal 2016 amount of \$49,500. The increase is a result of:

- Increase O.M for W.A.A.S.E Program: \$50,000
- Remove Geese Program (Transferred to Inspectional Services): (\$15,000)
- Reduce Regional Health Ordinary Maintenance: (\$20,000)

Operational Overview:

The Worcester Division of Public Health (WDPH) is the lead agency for the Central Massachusetts Regional Public Health Alliance (CMRPHA), a public health district that includes the City of Worcester and the Towns of Shrewsbury, Leicester, Holden, Grafton, Millbury and West Boylston. This shared service delivery model allows for the leveraging of limited public health resources and expertise while increasing capacity to do more by having a greater reach. WDPH / CMRPHA was conferred national accreditation, for a period of five years, by the Public Health Accreditation Board (PHAB) as the first public health department in the Commonwealth to receive such recognition. Further, WDPH/CMRPHA is one of only 117 accredited health departments out of some 3,000 across the country and the first in the nation to receive accreditation for a cross-jurisdictional department. PHAB has developed standards for local and county health divisions to become nationally accredited, much like their hospital counterparts. Achieving accreditation requires health departments to demonstrate compliance with an extensive set of standards and measures that are designed to quantify the degree which a department is supplying the 10 Essential Public Health Services.

Achieving public health accreditation was one of the key proposals of the 2009 City Manager's Public Health Taskforce report. Those recommendations and the accreditation process have served as a foundation for the strong partnerships and programs that the WDPH has built over the past several years. In FY16, WDPH continued to pursue accreditation through the formal application process. Preparations included a developing a formal Strategic Plan, the completion of a Community Health Assessment (CHA) and a Community Health Improvement Plan (CHIP). The accreditation process is designed to encourage ongoing formal performance management and quality improvement activities. WDPH continues to monitor and improve internal processes and plans that were initiated through the 3 year accreditation preparation period such as the CHIP and Strategic Plan.

COMMUNITY HEALTH IMPROVEMENT

With the release of the 2012 CHIP, WDPH laid the ground work to be the "healthiest you in the healthiest city in the healthiest region in New England by 2020." This vision has mobilized

Public Health FY17 Budget Recommendation

community partnerships from the healthcare sector to non-profit organizations to institutions of higher education. All recognize the importance of healthy communities that support vibrant and safe neighborhoods. The Division works with these community partners to make the places people live, work, and learn safer and healthier in all respects, promoting health through environmental and policy change. The Division also builds community capacity by addressing systemic health problems through training and promotional activities.

During FY2016 a new CHA was officially released, identifying community health needs of Worcester and the participating municipalities of the CMRPHA. The CHA engaged the community in numerous ways including 24 stakeholder interviews and 23 focus groups totaling 221 participants from CEOs to community organizations to youth groups from throughout the region. In addition, 1,250 respondents completed the CHA Public Survey conducted to assess the community's needs and strengths with regards to healthy living. Based on findings from the 2015 CHA, more than 100 stakeholder organizations came together through a series of 36 meetings to develop plans and strategies for the 2nd edition of the CHIP. Using a lens of promoting racial and ethnic health equity, the 2016 edition of the CHIP builds upon the 2012 CHIP by broadening the scope from 5 domains to focus on 9 current priorities areas over the next 3 years. When addressed using evidence-based practices and policies, these priorities, including Access to Healthy Food, Economic Opportunity, Substance Abuse, Physical Activity, Access to Care, Safety, Racism and Discrimination, Mental Health and Cultural Competency, will significantly improve our communities' health.

The Division has proven its ability to target resource opportunities to support identified public health priority areas by receiving grants and forming partnerships to address prescription and opiate drug use, healthy food access, obesity prevention and other programs. Division staff have been recognized for this work and presented on the Worcester Academic Health Collaborative at the American Public Health Associations 2015 Annual conference and the Annual Community Engagement and Research Symposium in March 2016.

Since establishing Inter-Municipal Agreements with CMRPHA participants, the Division has provided community health services including supporting community events, health fairs and outreach on a regular basis to all municipalities throughout the region. Some highlights of the meetings taking place that the Division participated in during FY 16 include a presence at the Boards of Health, School Wellness Committees, Shrewsbury Coalition for Addiction Prevention and Education, and the Coalition for a Healthy Grafton. The Division has participated in numerous community health promotion activities including coordinating and sponsoring the semi-annual Medication Take Back Days in Shrewsbury, a Town Hall Meeting on underage drinking in Grafton, and the Substance Abuse Awareness Panel and Resource Fair in Millbury.

COMMUNICABLE DISEASES

The Public Health Nursing program is responsible for infectious disease surveillance, enabling the Division to interrupt the transmission of communicable diseases to susceptible persons, thereby preventing outbreaks and reducing morbidity and mortality. As of April 29, 2016, WDPH received notice of 953 reportable disease cases in Worcester and 456 more in the

Public Health FY17 Budget Recommendation

CMRPHA communities (includes Suspect, Confirmed, Probable, Revoked, Contact) through the Massachusetts Virtual Epidemiological Network (MAVEN). Additionally, Division staff responded to 24 Tuberculosis (TB) cases in the City as well as 7 cases in the CMRPHA towns. These 31 TB cases tallied 867 Directly Observed Therapy (DOT) home visits for the Division nurses. In addition to these services, the program offers influenza immunization clinics to those who are uninsured and under-insured. Division nurses, with the support of other staff and WRMRC volunteers, conducted a total of 30 flu vaccination clinics in Worcester and the CMRPHA towns. In addition, the Division supported another 42 clinics in the Worcester Public Schools.

HEALTH AND MEDICAL PREPAREDNESS

In the spring of 2015, WDPH was awarded a substantial Health and Medical Coordinating (HMCC) grant by the Massachusetts Department of Public Health (MDPH) in an effort to better align public health and medical emergency preparedness efforts. Comprised of disciplines representing both the public and private sectors, the coalition is tasked with completing deliverables designed to foster a multi-disciplinary, regionalized approach during all phases of the disaster management cycle: preparedness, response, recovery and mitigation. As the Sponsoring Organization, the Division provides fiscal and administrative oversight of all deliverables. In addition, the Division takes a lead role in the development of regional policies and plans, including those related to medical countermeasures dispensing, medical surveillance and emergency response coordination. During this first grant year, MDPH has praised the City of Worcester and the newly formed Region 2 Health and Medical Coordinating Coalition (HMCC) as a leader in the state and a model for other coalitions.

During local, regional, or statewide disasters, Division staff members are designated as liaisons between local municipalities or healthcare providers and MDPH and Emergency Management officials. Additionally, staff continuously participate in planning and updates to municipal and healthcare facility emergency preparedness plans and mutual aid agreements. In April 2016, several Division staff were once again requested by the MDPH Office of Preparedness and Emergency Management to support the 2016 Boston Marathon. Staff were positioned at the starting line in Hopkinton to provide situational awareness to the MDPH Department Operations Center (DOC), City of Boston Medical Intelligence Center (MIC), Massachusetts Emergency Management Agency (MEMA), and the Emergency Operations Center (EOC).

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

REGIONALIZED PUBLIC HEALTH SERVICES

Under the direction of WDPH, the Central Massachusetts Regional Public Health Alliance (CMRPHA) is a coalition of seven municipalities, comprised of the towns of Grafton, Holden,

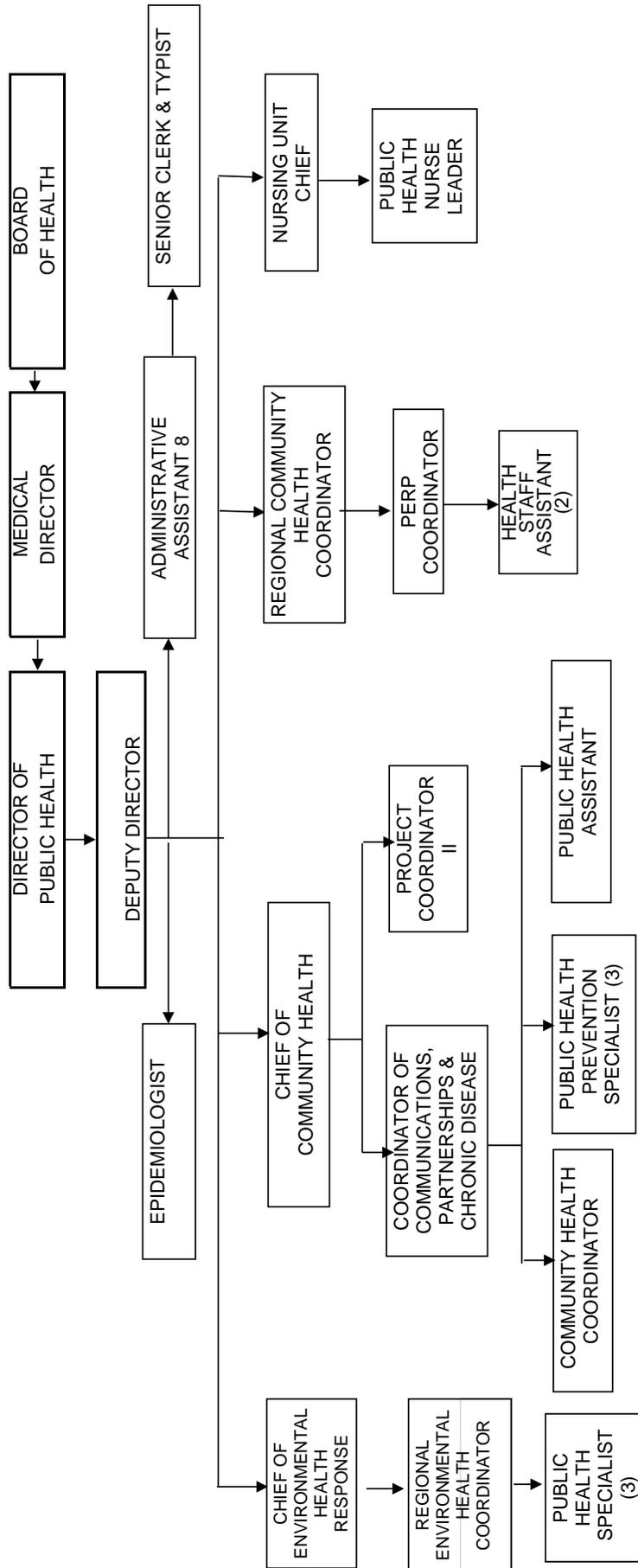
Public Health FY17 Budget Recommendation

Leicester, Millbury, Shrewsbury, West Boylston and the City of Worcester. The CMRPHA works cooperatively to create and sustain a viable, cost-effective and labor-efficient regional public health alliance that services over a quarter million people within Central Massachusetts. Through the pooling of resources, additional opportunities and services have been made available to our regional partners that had not previously been either eligible for or able to provide at the same level. Offering services in this cost-effective model not only allows partner towns to offer a greater number of services for their residents, but makes WDPH more competitive for funding opportunities with the ability to have a greater impact on residents of all seven municipalities.

Regulatory environmental health services are also provided to the region as part of Inter-Municipal Agreements with the towns. These services include, but are not limited to, inspections for housing, pools, beaches, recreational camps, food protection, on-site wastewater disposal, tobacco control, body art, tanning and lead poisoning prevention. In essence, the City provides these regulatory public health service programs to the Alliance towns that are mandated by the Massachusetts Department of Public Health (MDPH) and the Massachusetts Department of Environmental Protection (MDEP). These mandates result in hundreds of inspections and re-inspections that must be conducted in order to ensure compliance with Sanitary Codes and regulations. During this past year, environmental health staff (consisting of 3.5 Regional Specialists and 1 Chief) completed 1,074 food inspections, 338 housing and nuisance inspections, 49 seasonal public pool/spa inspections, 18 recreational camp inspections, 7 tanning/body art facility inspections, 161 animal complaint investigations and 263 Title V inspections (excluding Worcester which utilizes its Inspectional Services Department).

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

CITY OF WORCESTER DIVISION OF PUBLIC HEALTH



25 FUNDED POSITIONS
0 VACANT UNFUNDED
25 TOTAL POSITIONS

KARYN E. CLARK, DIRECTOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
DIVISION OF PUBLIC HEALTH -#330

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
<u>PUBLIC HEALTH ADMINISTRATION OFFICE:</u>					
1	\$ 99,321.00	52EM	DIRECTOR OF PUBLIC HEALTH	1	\$ 97,756.00
1	43,562.00	50EM	MEDICAL DIRECTOR	1	44,705.00
1	86,024.00	45M	DEPUTY DIRECTOR	1	85,180.00
1	76,907.00	43M	EPIDEMIOLOGIST (P.G 40M)	1	62,724.00
1	66,743.00	38M	ADMINISTRATIVE ASSISTANT 8	1	68,494.00
0	-	27	PRINCIPAL CLERK & TYPIST	1	35,204.00
5	\$ 372,557.00		TOTAL PUBLIC HEALTH ADMINISTRATION OFFICE SALARIES	6	\$ 394,063.00
	\$ (214,732.00)		FUNDING SOURCES:		\$ (214,645.00)
	(60,000.00)		GRANT & REGIONAL FUNDING SOURCES		(60,000.00)
	\$ (274,732.00)		UMASS FUNDING SOURCE		\$ (274,645.00)
			TOTAL FUNDING SOURCES		
	\$ 97,825.00		TOTAL PERSONAL SERVICES PUBLIC HEALTH ADMINISTRATION OFFICE		\$ 119,418.00
<u>COMMUNITY HEALTH OFFICE</u>					
1	\$ 79,863.00	43M	CHIEF OF COMMUNITY HEALTH	1	\$ 72,638.00
1	62,341.00	42M	COORDINATOR OF COMMUNICATIONS, PARTNERSHIPS & CHRONIC I	1	62,991.00
1	59,957.00	41M	PROJECT COORDINATOR	1	62,644.00
1	58,721.00	33P	COMMUNITY HEALTH COORDINATOR	1	49,784.00
3	152,976.00	33P	PUBLIC HEALTH PREVENTION SPECIALIST	3	139,917.00
1	45,123.00	34	HEALTH STAFF ASSISTANT - ACADEMIC HEALTH DEPARTMENT	1	44,454.00
8	\$ 458,981.00		TOTAL COMMUNITY HEALTH OFFICE SALARIES	8	\$ 432,428.00
	\$ (267,775.00)		FUNDING SOURCES:		\$ (373,941.00)
	(30,000.00)		GRANT & REGIONAL FUNDING SOURCES		(30,000.00)
	\$ (297,775.00)		CLARK UNIVERSITY FUNDING SOURCE		\$ (403,941.00)
			TOTAL FUNDING SOURCES		
	\$ 161,206.00		TOTAL PERSONAL SERVICES COMMUNITY HEALTH OFFICE		\$ 28,487.00
<u>EMERGENCY PREPAREDNESS OFFICE</u>					
1	\$ 65,835.00	40M	REGIONAL COMMUNITY HEALTH COORDINATOR	1	\$ 68,503.00
1	62,341.00	38M	PERP COORDINATOR	1	57,361.00
2	90,079.00	34	HEALTH STAFF ASSISTANT	2	97,584.00
4	\$ 218,255.00		TOTAL EMERGENCY PREPAREDNESS PROTECTION OFFICE SALARIES	4	\$ 223,448.00
	\$ (203,184.00)		FUNDING SOURCES:		\$ (210,733.00)
	(203,184.00)		GRANT & REGIONAL FUNDING SOURCES		(210,733.00)
	\$ (203,184.00)		TOTAL FUNDING SOURCES		\$ (210,733.00)
			TOTAL PERSONAL SERVICES EMERGENCY PREPAREDNESS OFFICE		\$ 12,715.00
<u>NURSING OFFICE</u>					
1	79,863.00	43M	NURSING UNIT CHIEF	1	81,954.00
1	59,648.00	80B	PUBLIC HEALTH NURSE LEADER	1	60,010.00
2	\$ 139,511.00		TOTAL NURSING UNIT OFFICE SALARIES	2	\$ 141,964.00
	\$ (11,980.00)		FUNDING SOURCES:		\$ (24,586.00)
	(11,980.00)		GRANT & REGIONAL FUNDING SOURCES		(24,586.00)
	\$ (11,980.00)		TOTAL FUNDING SOURCES		\$ (24,586.00)
	\$ 127,531.00		TOTAL PERSONAL SERVICES NURSING OFFICE		\$ 117,378.00

KARYN E. CLARK, DIRECTOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
DIVISION OF PUBLIC HEALTH -#330

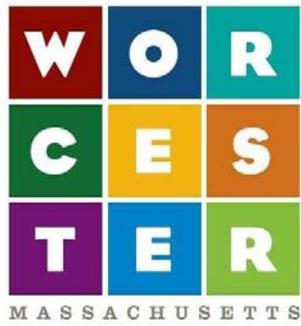
FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
REGIONAL PUBLIC HEALTH OFFICE:					
1	\$ 74,403.00	43M	CHIEF OF ENVIRONMENTAL HEALTH AND RESPONSE	1	\$ 81,954.00
1	69,756.00	40M	REGIONAL ENVIRONMENTAL HEALTH COORDINATOR	1	56,126.00
3	124,961.00	33P	PUBLIC HEALTH SPECIALIST	3	117,587.00
5	\$ 269,120.00		TOTAL REGIONAL PUBLIC HEALTH OFFICE SALARIES	5	\$ 255,667.00
	\$ (257,909.00)		FUNDING SOURCES: GRANT & REGIONAL FUNDING SOURCES		\$ (247,471.00)
	\$ (257,909.00)		TOTAL FUNDING SOURCES		\$ (247,471.00)
	\$ 11,211.00		TOTAL PERSONAL SERVICES REGIONAL PUBLIC HEALTH OFFICE		\$ 8,196.00
24	\$ 412,844.00		TOTAL SALARIES	25	\$ 286,194.00
	522.00		PUBLIC HEALTH NURSE STIPENDS		522.00
	1,200.00		BOARD OF HEALTH STIPEND		-
	17,000.00		REGIONAL HEALTH STIPEND		10,000.00
	18,722.00		TOTAL CONTRACTUAL STIPENDS AND EXTRAS		10,522.00
	(41,250.00)		VACANCY FACTOR		(41,250.00)
	-		EM INCENTIVE PAY		1,405.00
	\$ 390,316.00		TOTAL SALARIES		\$ 256,871.00
	\$ 390,316.00	330-91000	TOTAL RECOMMENDED PERSONAL SERVICES		\$ 256,871.00
	\$ -		OVERTIME - REGIONAL HEALTH		\$ 3,000.00
	1,000.00		OVERTIME - NURSING		\$ 500.00
	\$ 1,000.00		TOTAL OVERTIME		\$ 3,500.00
	\$ -		FUNDING SOURCES: GRANT & REGIONAL FUNDINGS SOURCES		\$ (3,000.00)
	\$ -		TOTAL FUNDING SOURCES		\$ (3,000.00)
	\$ 1,000.00	330-97000	TOTAL RECOMMENDED OVERTIME		\$ 500.00
	\$ 15,000.00		CITYWIDE GEESE PROGRAMS		\$ -
	3,964.00		TOBACCO ORDINARY MAINTENANCE		-
	-		W.A.A.S.E ORDINARY MAINTENANCE		50,000.00
	54,820.00		REGIONAL HEALTH ORDINARY MAINTENANCE		34,820.00
	9,500.00		TELEPHONE		9,500.00
	-		NEWSPAPER ADVERTISEMENT		1,000.00
	1,000.00		AUTOMOTIVE SUPPLIES		-
	1,000.00		OFFICE SUPPLIES		1,000.00
	1,000.00		OTHER SUPPLIES		1,000.00
	1,000.00		AUTO FUEL		1,000.00
	1,000.00		OTHER CHARGES & EXPENDITURES		1,000.00
	\$ 88,284.00		TOTAL ORDINARY MAINTENANCE		\$ 99,320.00
	\$ (3,964.00)		FUNDING SOURCES: TOBACCO GRANT		\$ -
	(34,820.00)		GRANT & REGIONAL FUNDINGS SOURCES		(34,820.00)
	\$ (38,784.00)		TOTAL FUNDING SOURCES		\$ (34,820.00)
	\$ 49,500.00	330-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 64,500.00
	\$ 106,287.00		FRINGE BENEFITS: HEALTH INSURANCE		\$ 127,900.39
	80,078.00		RETIREMENT		98,145.23
	\$ 186,365.00		TOTAL FRINGE BENEFITS		\$ 226,045.62

KARYN E. CLARK, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

DIVISION OF PUBLIC HEALTH -#330

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
	\$ (70,908.00)		FUNDING SOURCES:		
	(115,457.00)		REGIONAL PARTNERSHIP		\$ (85,122.00)
	<u>\$ (186,365.00)</u>		GRANT FUNDING		<u>(140,923.62)</u>
			TOTAL FUNDING SOURCES		<u>\$ (226,045.62)</u>
	<u>\$ -</u>	330-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 440,816.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 321,871.00</u>



This Page is Intentionally Left Blank

Office of Elder Affairs FY17 Budget Recommendation

Amy Vogel Waters

Director

128 Providence Street

Worcester, Massachusetts 01604

(508) 799-1232

Divisional Mission Statement:

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

FY 2017 BUDGET OVERVIEW

TAX LEVY BUDGET				
	Actual	Approved		Recommended
<u>Expenditures</u>	<u>Fiscal 2015</u>	<u>Fiscal 2016</u>	<u>Account</u>	<u>Appropriation</u>
			<u>Number</u>	<u>Fiscal 2017</u>
SALARIES	\$ 316,181.33	\$ 340,727.00	91000	\$ 359,147.00
ORDINARY MAINTENANCE	138,561.86	138,841.00	92000	138,841.00
TOTAL	\$ 454,743.19	\$ 479,568.00		\$ 497,988.00
TOTAL POSITIONS	8	8		8

Expenditures:

The total recommended tax levy budget for Fiscal 2017 for the Division of Elder Affairs is \$497,988 which is an increase of \$18,420 from the Fiscal 2016 amount of \$479,568.

The Personal Service tax levy budget is recommended to be \$359,147 which is an increase of \$18,420 from the Fiscal 2016 amount of \$340,727. This increase is a result of:

- Contractual and Non-represented wage increase, step increases, EM incentive: \$18,420

The tax levy Ordinary Maintenance budget for Fiscal 2016 is recommended to be level funded at \$138,841.

Office of Elder Affairs FY17 Budget Recommendation

Operational Overview:

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

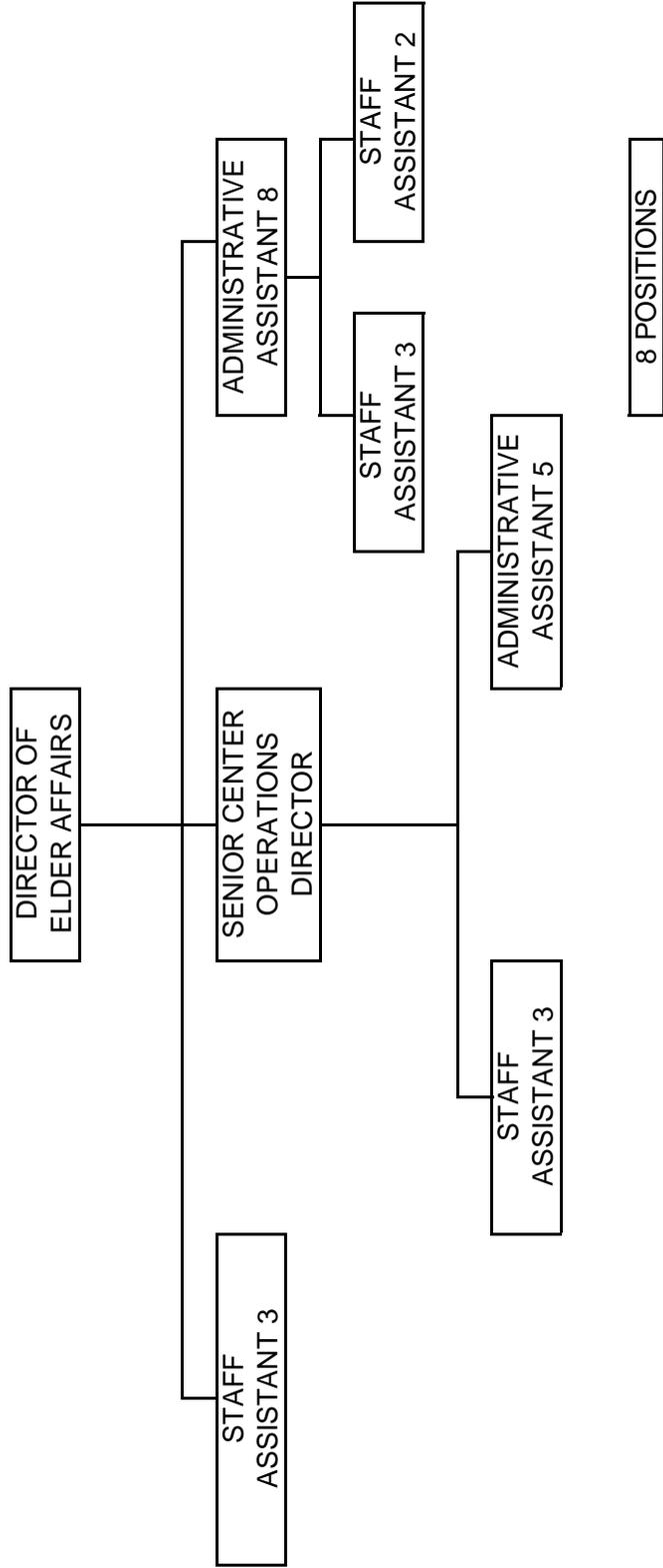
Located at 128 Providence Street, the Worcester Senior Center offers a bright, welcoming place for all seniors, their families and caregivers, elder service providers and the community at large. The Center emphasizes health and wellness programming, fitness, intergenerational events, support groups,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

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

CITY OF WORCESTER

EXECUTIVE OFFICE OF THE CITY MANAGER

ELDER AFFAIRS DIVISION



8 POSITIONS

AMY VOGEL WATERS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF HEALTH & HUMAN SERVICES

DIVISION OF ELDER AFFAIRS - DIVISION #340

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 83,821.00	44EM	DIRECTOR OF ELDER AFFAIRS	1	\$ 86,022.00
1	79,863.00	43M	SENIOR CENTER OPERATIONS DIRECTOR	1	81,954.00
1	60,036.00	38M	ADMINISTRATIVE ASSISTANT 8	1	62,724.00
3	169,788.00	37	STAFF ASSISTANT 3	3	177,101.00
1	48,919.00	35	STAFF ASSISTANT 2	1	50,876.00
1	41,212.00	31	ADMINISTRATIVE ASSISTANT 5	1	43,020.00
<u>8</u>	<u>\$ 483,639.00</u>		REGULAR SALARIES	<u>8</u>	<u>\$ 501,697.00</u>
	(1,250.00)		VACANCY FACTOR		(1,250.00)
	2,851.00		EM INCENTIVE PAY		3,213.00
<u>8</u>	<u>\$ 485,240.00</u>		TOTAL RECOMMENDED SALARIES	<u>8</u>	<u>\$ 503,660.00</u>
			FUNDING SOURCES:		
	\$ (144,513.00)		STATE COUNCIL ON AGING GRANT		\$ (144,513.00)
	<u>\$ (144,513.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (144,513.00)</u>
<u>8</u>	<u>\$ 340,727.00</u>	340-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>8</u>	<u>\$ 359,147.00</u>
	\$ 109,959.00		PROGRAMS		\$ 110,141.00
	\$ -		LEASES & RENTALS		\$ 2,000.00
	5,000.00		MAINTENANCE & REPAIR		5,000.00
	7,700.00		TELEPHONES		6,500.00
	-		BOOKS		1,000.00
	-		FOOD SUPPLIES		1,000.00
	2,500.00		OFFICE SUPPLIES		2,500.00
	5,000.00		OTHER SUPPLIES		5,500.00
	8,682.00		OTHER CHARGES & EXPENDITURES		7,000.00
	-		TRAVELING		200.00
	<u>\$ 138,841.00</u>		ORDINARY MAINTENANCE		<u>\$ 140,841.00</u>
			FUNDING SOURCES:		
	\$ -		STATE GRANTS		\$ (2,000.00)
	<u>\$ -</u>		TOTAL FUNDING SOURCES		<u>\$ (2,000.00)</u>
<u>8</u>	<u>\$ 138,841.00</u>	340-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>8</u>	<u>\$ 138,841.00</u>
			FRINGE BENEFITS:		
	\$ 24,545.00		HEALTH INSURANCE		\$ 24,538.00
	15,102.00		RETIREMENT		15,102.00
	<u>\$ 39,647.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 39,640.00</u>
			FUNDING SOURCES:		
	(39,647.00)		STATE GRANTS		(39,640.00)
	<u>(39,647.00)</u>		TOTAL FUNDING SOURCES		<u>(39,640.00)</u>
<u>8</u>	<u>\$ -</u>	340-96000	TOTAL RECOMMENDED FRINGE BENEFITS	<u>8</u>	<u>\$ -</u>
<u>8</u>	<u>\$ 479,568.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>8</u>	<u>\$ 497,988.00</u>

Economic Development FY17 Budget Recommendation

Michael E. Traynor, Esq.
Chief Development Officer

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

Department Mission Statement:

The mission of the 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.

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
Expenditures		Fiscal 2016	Number	Fiscal 2017
Salaries	\$ 1,314,432.11	\$ 1,497,705.00	91000	\$ 1,568,123.00
Ordinary Maintenance	174,731.74	150,090.00	92000	150,090.00
Total	\$ 1,489,163.85	\$ 1,647,795.00		\$ 1,718,213.00
Total Positions	36	37		37

Expenditures:

The Department of Economic Development’s tax levy budget for Fiscal 2017 is recommended to be \$1,718,213 which is an increase of \$70,418 from the Fiscal 2016 amount of \$1,647,795.

The recommended Fiscal 2017 tax levy Personal Services budget is \$1,568,123, an increase of \$70,418 from the Fiscal 2016 amount of \$1,647,795. This increase is a net result of:

Economic Development FY17 Budget Recommendation

- Contractual and non-represented wage increase, step increases, EM incentive pay, add/upgrade positions, previously unfunded to funded position:\$150,578
 - Staff Assistant 2, funded by Lead Grant
 - Staff Assistant 3, funded by Lead Grant
 - Upgrade Position: Staff Assistant 3
 - Upgrade Chief Development Officer
- Funding source increase (Federal, State, Conservation Commission Grant Funding): (\$109,851)
- Decrease funding source (Cable Revenues, Worcester Cultural Coalition, EPA Project funding): \$29,691

The tax levy Ordinary Maintenance account for Fiscal 2017 is recommended to be level funded at \$150,000.

Departmental Overview:

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

Divisions of Administration and Special Project Management & Cultural Development

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

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

Division of Business & Community Development

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

- Promotion of private enterprises through financial and site search assistance.

Economic Development FY17 Budget Recommendation

- Outreach to key property owners to encourage and support revitalizing opportunities for land redevelopment.
- Improving connections between and among the City's many economic generators.
- Connecting entrepreneurs and property owners with public financing opportunities.
- Providing advocacy and supportive services to Worcester-based businesses.

Divisions of Neighborhood Development & Housing Development

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

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

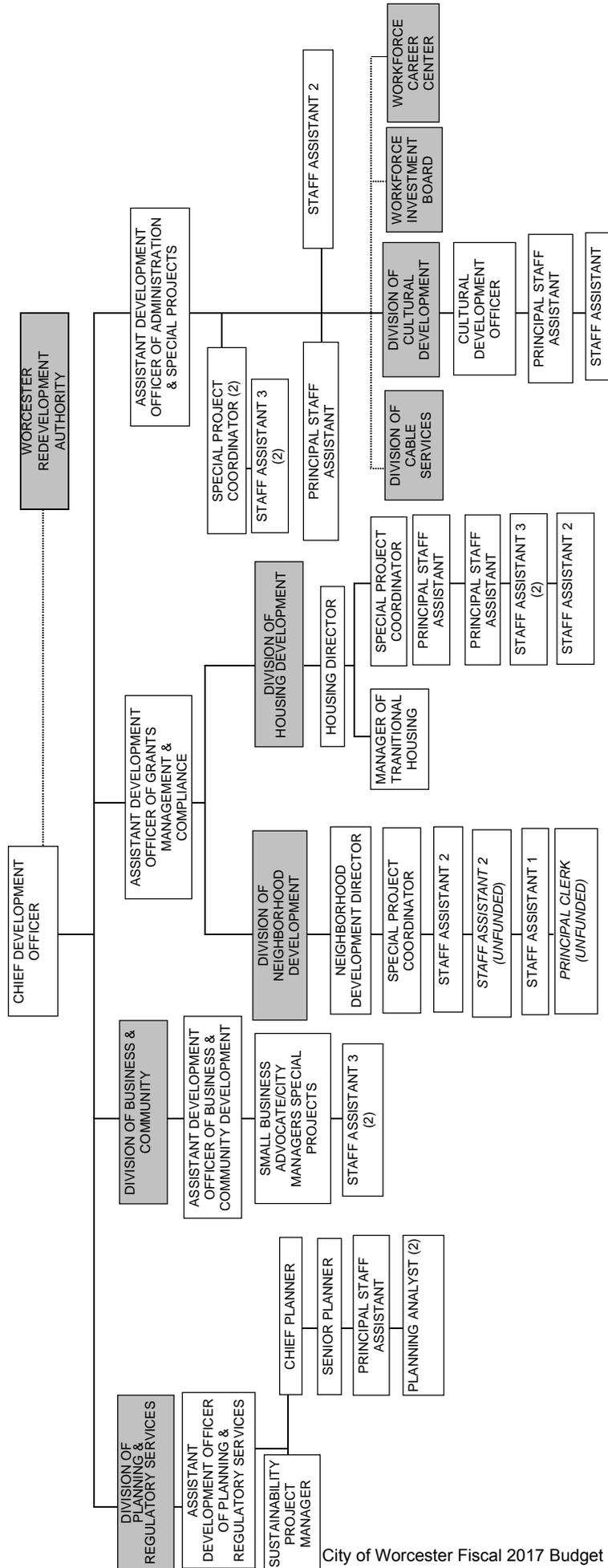
Division of Planning & Regulatory Services

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

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

CITY OF WORCESTER

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT



35	FUNDED POSITIONS
2	VACANT UNFUNDED POSITIONS
37	TOTAL POSITIONS

MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2017
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT - ADMINISTRATION:					
1	\$ 126,634.00	58CM	CHIEF DEVELOPMENT OFFICER	1	\$ 136,092.00
1	86,023.00	48EM	ASST. CHIEF DEVELOP. OFFICER -ADMIN &SPECIAL PROJ.	1	88,279.00
2	138,248.00	45M	SPECIAL PROJECT COORDINATOR	2	143,485.00
1	86,024.00	45M	ASST. CHIEF DEVELOP. OFFICER-GRANTS MNGT & COMPLIANCE	1	88,279.00
1	69,132.00	40M	PRINCIPAL STAFF ASSISTANT	1	73,541.00
2	107,812.00	37	STAFF ASSISTANT 3	2	110,426.00
1	56,756.00	35	STAFF ASSISTANT 2	1	45,999.00
9	\$ 670,629.00		TOTAL REGULAR SALARIES	9	\$ 686,101.00
	4,219.00		EM INCENTIVE PAY		5,631.00
9	\$ 674,848.00		TOTAL RECOMMENDED SALARIES	9	\$ 691,732.00
	\$ (126,939.00)		FEDERAL GRANTS		\$ (124,473.00)
	(9,595.00)		CABLE REVENUES		(1,766.00)
	\$ (136,534.00)		TOTAL FUNDING SOURCES		\$ (126,239.00)
9	\$ 538,314.00		TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	9	\$ 565,493.00
DIVISION OF BUSINESS ASSISTANCE & COMMUNITY DEVELOPMENT:					
1	\$ 86,023.00	48EM	ASSIST. CHIEF DEVELOP. OFFICER-BUSINESS & COMMUNITY DEVELOP.	1	\$ 88,279.00
1	86,024.00	46EM	SMALL BUSINESS ADVOCATE/CM'S SPECIAL PROJECTS COORD.	1	88,279.00
2	113,784.00	37	STAFF ASSISTANT 3	2	121,915.00
4	\$ 285,831.00		TOTAL REGULAR SALARIES	4	\$ 298,473.00
DIVISION OF CULTURAL DEVELOPMENT:					
1	\$ 86,024.00	45M	CULTURAL DEVELOPMENT OFFICER	1	\$ 88,279.00
1	55,781.00	40M	PRINCIPAL STAFF ASSISTANT	1	58,125.00
1	41,320.00	32	STAFF ASSISTANT 1	1	20,787.00
3	\$ 183,125.00		TOTAL REGULAR SALARIES	3	\$ 167,191.00
DIVISION OF NEIGHBORHOOD DEVELOPMENT:					
1	\$ 84,705.00	42EM	NEIGHBORHOOD DEVELOPMENT DIRECTOR	1	\$ 86,916.00
1	56,756.00	35	SPECIAL PROJECT COORDINATOR (45M)	1	58,249.00
1	55,805.00	35	STAFF ASSISTANT 2	1	58,249.00
1	43,890.00	32	STAFF ASSISTANT 1	1	42,317.00
4	\$ 241,156.00		TOTAL REGULAR SALARIES	4	\$ 245,731.00
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	\$ -	35	STAFF ASSISTANT 2	1	\$ -
1	-	27	PRINCIPAL CLERK	1	-
2	\$ -		REGULAR SALARIES	2	\$ -
DIVISION OF HOUSING DEVELOPMENT:					
1	\$ 85,605.00	42EM	HOUSING DIRECTOR	1	\$ 87,853.00
1	72,903.00	45M	SPECIAL PROJECT COORDINATOR	1	76,027.00
2	127,438.00	40M	PRINCIPAL STAFF ASSISTANT	2	137,703.00
1	51,992.00	37	MANAGER OF TRANSITIONAL HOUSING	1	54,225.00
1	60,101.00	37	STAFF ASSISTANT 3	2	107,842.00
0	-	37	STAFF ASSISTANT 2	1	41,969.00
6	\$ 398,039.00		TOTAL REGULAR SALARIES	8	\$ 505,619.00
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	\$ -	35	STAFF ASSISTANT 2	0	\$ -
1	-	37	STAFF ASSISTANT 3	0	-
2	\$ -		REGULAR SALARIES	0	\$ -

MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2017
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
DIVISION OF PLANNING & REGULATORY SERVICES:					
1	\$ 89,701.00	48EM	ASSIST. CHIEF DEVELOP. OFFICER-PLANNING & REGULATORY SERVICES	1	\$ 92,070.00
1	69,493.00	45M	CHIEF PLANNER	1	72,479.00
1	71,657.00	42M	SUSTAINABILITY PROJECT MANAGER	1	74,855.00
1	60,640.00	42M	SENIOR PLANNER	1	63,273.00
1	71,657.00	40M	PRINCIPAL STAFF ASSISTANT	1	73,541.00
2	103,439.00	37	PLANNING ANALYST	2	111,686.00
7	\$ 466,587.00		TOTAL REGULAR SALARIES	7	\$ 487,904.00
28	\$ 1,574,738.00		TOTAL REGULAR SALARIES	28	\$ 1,704,918.00
	(8,303.00)		VACANCY FACTOR		(8,303.00)
	3,994.00		EM INCENTIVE PAY		7,508.00
28	\$ 1,570,429.00		TOTAL RECOMMENDED SALARIES	28	\$ 1,704,123.00
	\$ (559,709.00)		FUNDING SOURCES:		\$ (650,778.00)
	-		FEDERAL GRANTS		(20,985.00)
	(6,064.00)		STATE GRANTS		(6,327.00)
	(24,605.00)		CONSERVATION COMMISSION		(23,403.00)
	(20,660.00)		EPA PROJECTS		-
	(611,038.00)		CULTURAL FUNDING		(701,493.00)
			TOTAL FUNDING SOURCES		
28	\$ 959,391.00		TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	28	\$ 1,002,630.00
37	\$ 1,497,705.00	043-91000	TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	37	\$ 1,568,123.00
	\$ 2,500.00		MAINTENANCE & REPAIR		\$ 2,500.00
	4,000.00		TELEPHONES		4,000.00
	1,000.00		POSTAGE		1,000.00
	4,500.00		NETWORK, HARDWARE, SOFTWARE		1,000.00
	112,750.00		OTHER PERSONAL SERVICES		124,390.00
	10,700.00		NEWSPAPER ADVERTISING		2,000.00
	2,750.00		REGISTRATION FEES		1,500.00
	6,190.00		PRINTING		-
	500.00		BOOKS		500.00
	7,000.00		OFFICE SUPPLIES		10,500.00
	6,700.00		SUBSCRIPTIONS		6,700.00
	3,000.00		OTHER CHARGES & EXPENDITURES		3,000.00
	500.00		TRAVEL		5,000.00
	250,000.00		BUSINESS DEVELOPMENT FUND		-
	\$ 412,090.00		TOTAL ORDINARY MAINTENANCE		\$ 162,090.00
	\$ (12,000.00)		FUNDING SOURCES:		\$ (12,000.00)
	(250,000.00)		FEDERAL GRANTS		-
	(262,000.00)		SALE OF COURTHOUSE		(12,000.00)
			TOTAL FUNDING SOURCES		
	\$ 150,090.00	043-92000	TOTAL RECOMMENDED TAX LEVY ORDINARY MAINTENANCE		\$ 150,090.00
	\$ 96,748.00		FRINGE BENEFITS:		\$ 91,055.00
	78,121.00		HEALTH INSURANCE		74,508.00
	\$ 174,869.00		RETIREMENT		\$ 165,563.00
			TOTAL FRINGE BENEFITS		
	\$ (162,035.00)		FUNDING SOURCES:		\$ (164,120.00)
	(12,834.00)		FEDERAL GRANTS		(1,443.00)
	(174,869.00)		PROJECT CREDITS		(165,563.00)
			TOTAL FUNDING SOURCES		
	\$ -	043-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
	\$ 1,647,795.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,718,213.00

**FISCAL YEAR 2017
DEPARTMENT OF ECONOMIC DEVELOPMENT
FUNDING SOURCES**

DIVISION: ADMINISTRATION

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 116,335.00	\$ 25,971.00	\$ 142,306.00
2015 LEAD HAZARD GRANT	4,414.00	1,198.00	5,612.00
HOME	2,841.00	507.00	3,348.00
CABLE SERVICES	1,766.00	188.00	1,954.00
EMERGENCY SOLUTION	883.00	240.00	1,123.00
	<u>\$ 126,239.00</u>	<u>\$ 28,104.00</u>	<u>\$ 154,343.00</u>

DIVISION: BUSINESS ASSISTANCE

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 37,279.00	\$ 3,917.00	\$ 41,196.00
EPA GRANTS	23,403.00	2,451.00	25,854.00
	<u>\$ 60,682.00</u>	<u>\$ 6,368.00</u>	<u>\$ 67,050.00</u>

DIVISION: NEIGHBORHOOD DEVELOPMENT

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 239,269.00	\$ 50,453.00	\$ 289,722.00
	<u>\$ 239,269.00</u>	<u>\$ 50,453.00</u>	<u>\$ 289,722.00</u>

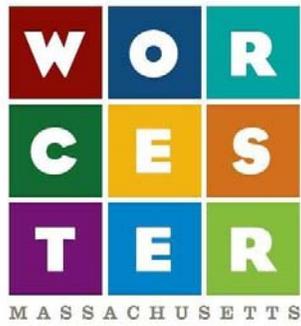
DIVISION: HOUSING DEVELOPMENT

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 122,802.00	\$ 29,644.00	\$ 152,446.00
CLPP GRANT	20,985.00	2,232.00	23,217.00
2015 LEAD HAZARD GRANT	185,189.00	30,634.00	215,823.00
HOME	53,717.00	14,654.00	68,371.00
EMERGENCY SOLUTION	12,522.00	2,219.00	14,741.00
	<u>\$ 395,215.00</u>	<u>\$ 79,383.00</u>	<u>\$ 474,598.00</u>

DIVISION: PLANNING & REGULATORY

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CONSERVATION COMMISSION	\$ 6,327.00	\$ 1,255.00	\$ 7,582.00
	<u>\$ 6,327.00</u>	<u>\$ 1,255.00</u>	<u>\$ 7,582.00</u>

DEPARTMENT TOTAL	<u>\$ 827,732.00</u>	<u>\$ 165,563.00</u>	<u>\$ 993,295.00</u>
-------------------------	-----------------------------	-----------------------------	-----------------------------



This Page is Intentionally Left Blank

Union Station/WRA FY17 Budget Recommendation

Michael E. Traynor Chief Development Officer

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Expenditures				
Ordinary Maintenance	\$ 953,709.82	\$ 951,088.00	92000	\$ 1,157,914.00
Downtown Urban Renewal	-	-		-
Total Expenditures	\$ 953,709.82	\$ 951,088.00		\$ 1,157,914.00
Funding Sources				
Operating Revenue	\$ 483,404.82	\$ 503,604.00		\$ 508,212.00
Urban Renewal Bonds	-	-		-
General Revenue Funds	470,305.00	447,484.00		649,702.00
Total Funding Sources	\$ 953,709.82	\$ 951,088.00		\$ 1,157,914.00

Expenditures:

The total Fiscal 2017 tax levy appropriation is \$649,702 which is an increase of \$202,218 from the Fiscal 2016 City Council approved tax levy budget of \$447,484.

Ordinary Maintenance: Union Station

The recommended Fiscal 2017 Ordinary Maintenance Budget for Union Station totals \$1,157,914, which is an increase of \$206,826 from the Fiscal 2016 City Council approved budget of \$951,088. The increase is primarily due to increased janitorial, security, and tenant parking expenses associated with the operation of Union Station. Real estate taxes for Union Station began being assessed in Fiscal 2016 and are included in the Fiscal 2017 operating budget.

Revenues: Union Station

The projected operating revenue to fund Union Station operations during Fiscal 2016 is \$508,212. This amount is derived from the following existing retail leases and special event revenues:

Tenant Leases:	<u>Annual Revenue</u>
CMRPC	\$136,272
VHB	\$149,844

Union Station/WRA FY17 Budget Recommendation

Maxwell Silverman’s Banquet Center	\$ 91,316
GD Lounge	\$ 52,566
Amtrak	\$ 12,360
Healthy Foods	\$ 3,000
Greyhound	\$ 61,494
Misc.	<u>\$ 1,360</u>
Total Tenant Lease and Special Event Revenue:	\$508,512

Operational Overview:

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

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

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

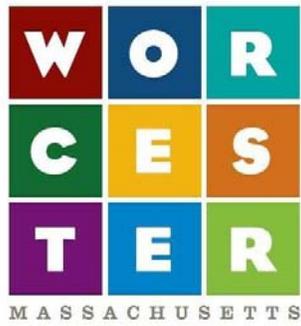
Downtown Urban Renewal Initiative: Worcester Redevelopment Authority

The WRA has created the Downtown Worcester Urban Revitalization Plan with the goal of creating a stronger, more vibrant downtown. Following public hearings by the WRA and the City Council, as well as review by the Worcester Planning Board, it is anticipated that the proposed plan will be submitted to the Commonwealth for approval early in Fiscal Year 2017.

The recommended Fiscal Year 2017 Budget for the Downtown Urban Renewal Initiative totals \$0, with \$500,000 being previously authorized in Fiscal Year 2015, and will be fully financed with Urban Renewal Bonds. This funding is currently being used for consultant services and staffing relative to the Urban Revitalization efforts.

MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2017
DEPARTMENT OF ECONOMIC DEVELOPMENT
DIVISION OF UNION STATION- DIVISION #480

APPROVED FY16 AMOUNT	TITLE	RECOMMENDED FY17 AMOUNT
	<u>UNION STATION AND BUSPORT OPERATIONS</u>	
\$ 116,652.00	JANITORIAL SERVICES	\$ 125,565.00
127,090.00	MAINTENANCE & REPAIR	114,575.00
176,827.00	SECURITY	215,718.00
131,000.00	SNOW REMOVAL & GROUNDS	126,000.00
50,000.00	UNION STATION PROPERTY MANAGEMENT	50,000.00
76,800.00	TENANT PARKING	94,656.00
2,399.00	OTHER ORDINARY MAINTENANCE	1,800.00
-	REAL ESTATE TAXES	145,000.00
13,320.00	INSURANCE	13,320.00
16,000.00	GENERAL & ADMINISTRATIVE	16,000.00
241,000.00	UTILITIES	255,280.00
<u>\$ 951,088.00</u>	ORDINARY MAINTENANCE UNION STATION	<u>\$ 1,157,914.00</u>
<u>-</u>	DOWNTOWN URBAN RENEWAL INITIATIVE	<u>-</u>
<u>\$ 951,088.00</u>	TOTAL WORCESTER REDEVELOPMENT AUTHORITY	<u>\$ 1,157,914.00</u>
	FUNDING SOURCES:	
(503,604.00)	TENANT REVENUE	(508,212.00)
-	URBAN RENEWAL INITIATIVE BONDS	-
<u>\$ (503,604.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (508,212.00)</u>
<u>\$ 447,484.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE- UNION STATION AND BUSPORTS	<u>\$ 649,702.00</u>
<u>\$ 447,484.00</u>	480-92000 TOTAL RECOMMENDED TAX LEVY	<u>\$ 649,702.00</u>



This Page is Intentionally Left Blank

Workforce Investment Board FY17 Budget Recommendation

Jeffrey Turgeon Director

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

Workforce Investment Board Mission Statement:

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

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

FY17 Budget Overview

	Actuals	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Expenditures				
Salaries	\$ 381,075.00	\$ 572,809.00	91000	\$ 627,503.00
Ordinary Maintenance	119,011.00	169,000.00	92000	169,000.00
Capital Outlay	-	3,600.00	93000	3,600.00
Fringe Benefits	68,366.79	145,345.00	96000	163,186.00
Total	\$ 568,452.79	\$ 890,754.00		\$ 963,289.00
Federal & State Grants	\$ (568,452.79)	\$ (790,754.00)		\$ (863,289.00)
Net Total Tax Levy	\$ -	\$ 100,000.00		\$ 100,000.00
Total Positions	9	9		10

Expenditures:

The total Fiscal 2017 Budget is recommended to be \$963,289, which is an increase of \$72,535 from the Fiscal 2016 amount of \$890,754.

The recommended Personal Services budget for Fiscal 2017 is \$627,503, which is an increase of \$54,694 from the Fiscal 2016 amount of \$572,809. This net increase is a result of:

- Contractual and non-represented wage increase, step increases, EM incentive pay, and position re-allocation: \$54,694
 - Staff Assistant 2 re-allocated from Workforce Career Department

The Ordinary Maintenance budget for Fiscal 2017 is recommended to be level funded at \$169,000.

Workforce Investment Board FY17 Budget Recommendation

The recommended fringe benefits budget for Fiscal 2017 is \$163,186 which is an increase of \$17,841 from the Fiscal 2016 amount of \$145,345. This increase is the result of:

- Health insurance rate increase
- Re-allocation of the Staff Assistant 2 position from Workforce Career

The recommended Capital Outlay budget for Fiscal 2017 is level funded at \$3,600.

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

Operational Overview:

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

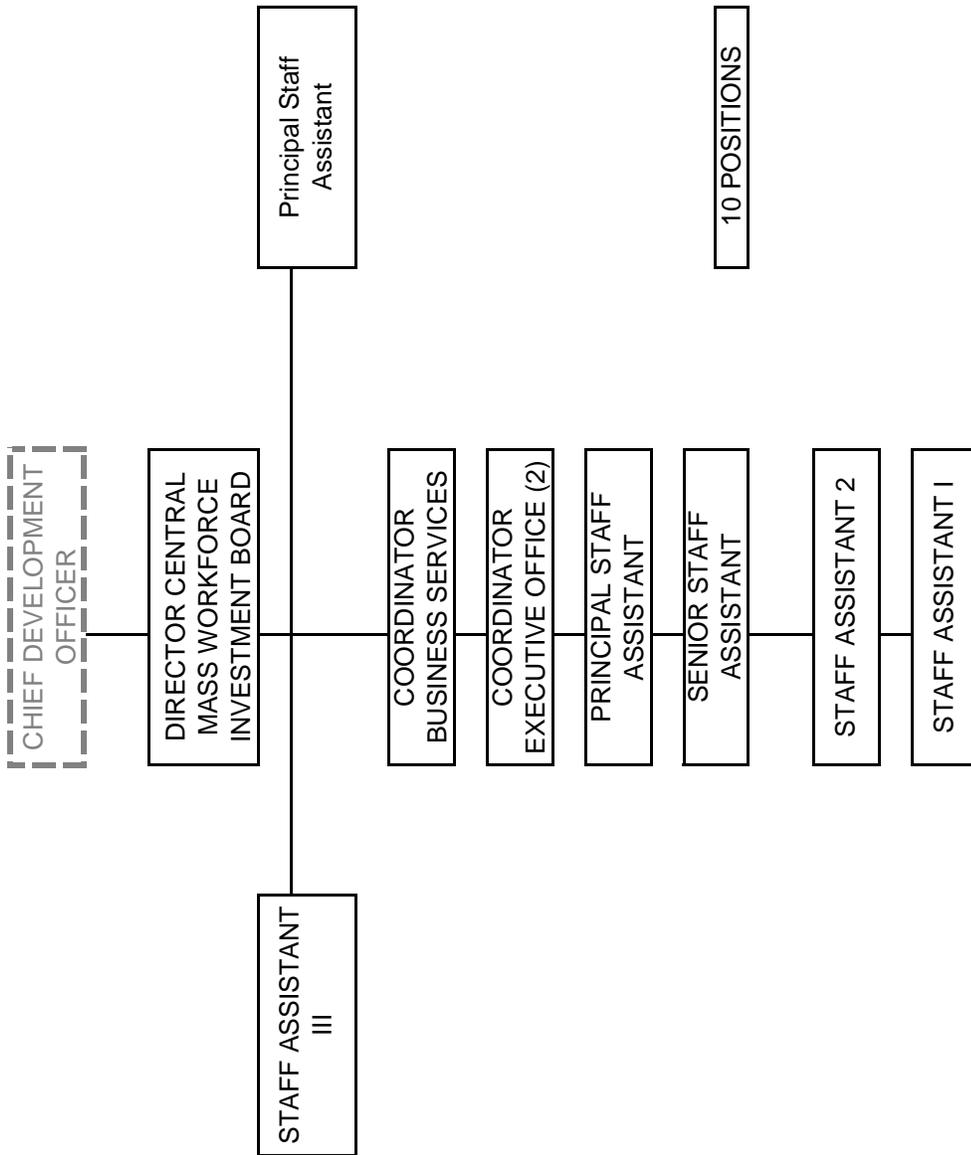
The Board collaboratively develops and implements strategies for job readiness and skills advancement while leveraging community resources that promote economic wellness within the region's 38 cities and towns.

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

CITY OF WORCESTER

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

WORKFORCE INVESTMENT BOARD DIVISION



TURGEON, JEFFREY - DIRECTOR**CITY OF WORCESTER - NET COST FISCAL 2017****EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT****DIVISION OF CENTRAL MASS. WORKFORCE INVESTMENT BOARD- DIVISION #31S, 031**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
CENTRAL MASSACHUSETTS WORKFORCE INVESTMENT BOARD (CMWIB):					
1	\$ 94,590.00	53EM	DIRECTOR CENTRAL MASS WORKFORCE INVESTMENT BOARD	1	\$ 102,208.00
1	62,042.00	43EM	COORDINATOR OF BUSINESS SERVICES	1	62,422.00
2	149,718.00	42EM	COORDINATOR, EXECUTIVE OFFICE	2	152,457.00
2	118,575.00	40M	PRINCIPAL STAFF ASSISTANT	2	121,848.00
1	62,080.00	37	SENIOR STAFF ASSISTANT	1	50,479.00
1	48,876.00	37	STAFF ASSISTANT 3	1	51,816.00
	-	35	STAFF ASSISTANT 2	1	45,999.00
1	41,320.00	32	STAFF ASSISTANT 1	1	41,573.00
<u>9</u>	<u>\$ 577,201.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 628,802.00</u>
	3,608.00		EM INCENTIVE PAY		6,701.00
	(8,000.00)		VACANCY FACTOR		(8,000.00)
<u>9</u>	<u>\$ 572,809.00</u>	31S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 627,503.00</u>
	\$ 169,000.00		ORDINARY MAINTENANCE		\$ 169,000.00
	<u>\$ 169,000.00</u>	31S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 169,000.00</u>
	\$ 3,600.00		CAPITAL PURCHASE		\$ 3,600.00
	<u>\$ 3,600.00</u>	31S-93000	TOTAL RECOMMENDED CAPITAL		<u>\$ 3,600.00</u>
	\$ 84,975.00		HEALTH INSURANCE		\$ 97,379.00
	60,370.00		RETIREMENT		65,807.00
	<u>\$ 145,345.00</u>	31S-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ 163,186.00</u>
	<u>\$ 890,754.00</u>		TOTAL CENTRAL MASS. WORKFORCE INVESTMENT BOARD BUDGET		<u>\$ 963,289.00</u>
	\$ (790,754.00)		FUNDING SOURCES: FEDERAL AND STATE GRANTS		\$ (863,289.00)
	<u>\$ (790,754.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (863,289.00)</u>
	<u>\$ 100,000.00</u>	031-91000	TOTAL RECOMMENDED TAX LEVY/WORCESTER JOBS FUND		<u>\$ 100,000.00</u>

Workforce Central Career Center FY17 Budget Recommendation

Janice Ryan Weekes
Director

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

Workforce Development Mission Statement:

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

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

FY17 Budget Overview

	Actuals	Approved Budget for	Account	Recommended
	Fiscal 2015	Fiscal 2016	Number	Appropriation
				Fiscal 2017
Expenditures				
Salaries	\$ 1,446,918.00	\$ 2,137,921.00	91000	\$ 2,169,114.00
Ordinary Maintenance	426,253.00	1,103,320.00	92000	1,103,320.00
Capital Outlay	-	15,000.00	93000	15,000.00
Fringe Benefits	367,725.01	560,370.00	96000	516,522.00
Total	\$ 2,240,896.01	\$ 3,816,611.00		\$ 3,803,956.00
Federal & State Grants	\$(2,240,896.01)	\$(3,816,611.00)		\$(3,803,956.00)
Net Total Tax Levy	\$ -	\$ -		\$ -
Total Positions	37	36		35

Expenditures:

The total Fiscal 2017 Budget is recommended to be \$3,803,956 which is a decrease of \$12,655 from the Fiscal 2016 amount of \$3,816,611.

The recommended Personal Services budget for Fiscal 2017 is \$2,169,114, which is an increase of \$31,193 from the Fiscal 2016 amount of \$2,137,921. This net increase is a result of:

Workforce Central Career Center FY17 Budget Recommendation

- Contractual and non-represented wage increase, step increases, EM incentive pay, interdepartmental charge increase(Technical Support Position), staff re-allocation: \$31,193
 - Re-allocate Staff Assistant 2 to the Workforce Investment Board

The Ordinary Maintenance budget for Fiscal 2017 is recommended to be level funded at \$1,103,320.

The recommended Fringe Benefits budget for Fiscal 2017 is \$516,522 which is a decrease of \$43,848 from the Fiscal 2016 amount of \$560,370. This decrease is a result of:

- Re-allocation of Staff Assistant 2 position to Workforce Investment Board
- A decrease in staff enrollments

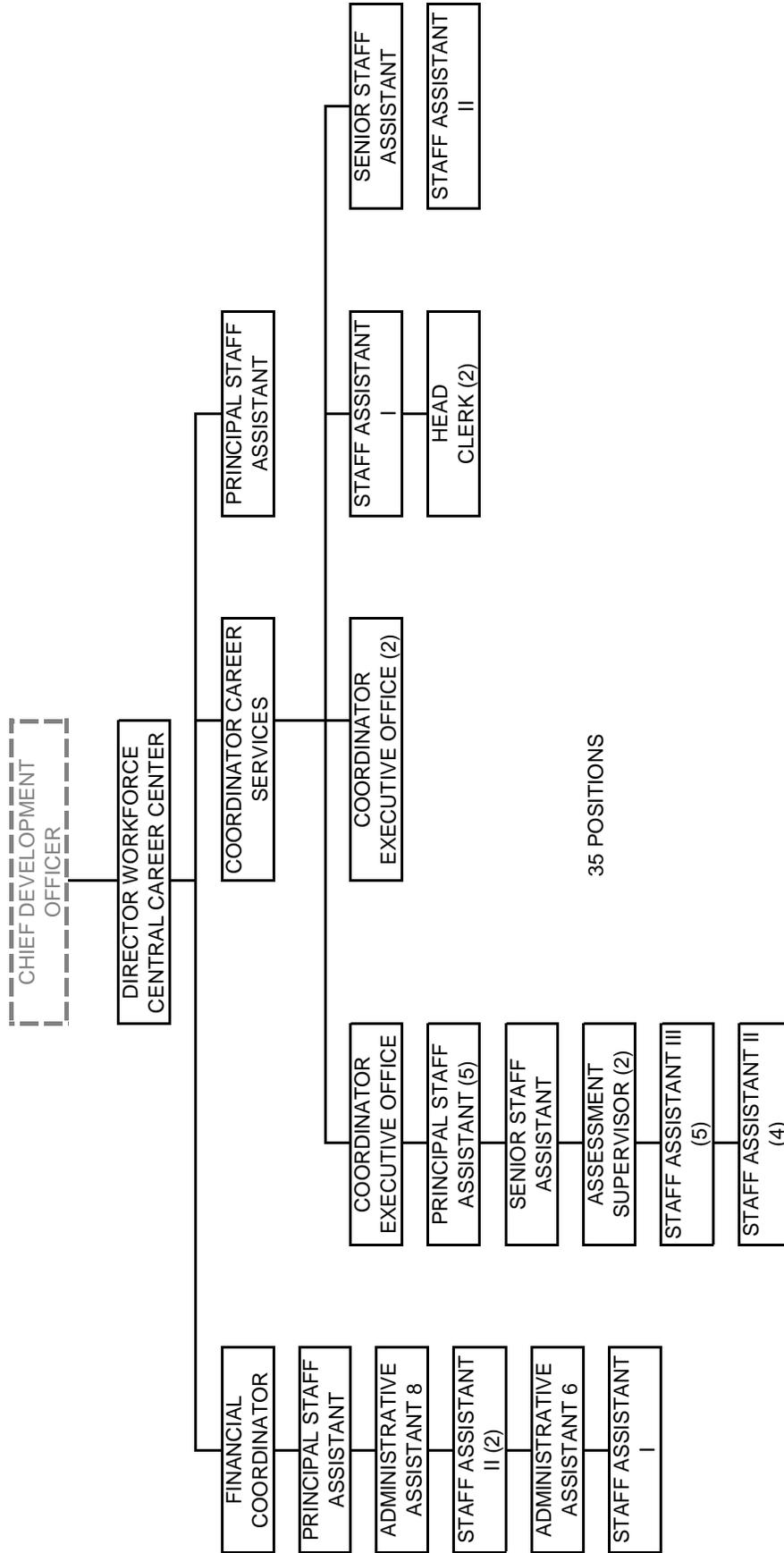
The recommended Capital Outlay budget for Fiscal 2017 is recommended to be level funded at \$15,000.

Operational Overview

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

CITY OF WORCESTER

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT WORKFORCE CENTRAL CAREER CENTER



JANICE RYAN WEEKES, DIRECTOR WORKFORCE CENTRAL CAREER CENTER

CITY OF WORCESTER - NET COST FISCAL 2017

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

DIVISION OF WORKFORCE CENTRAL CAREER CENTER- DIVISION #31S

FY16 TOTAL POSITIONS	APPROVED FY16	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
WORKFORCE CENTRAL CAREER CENTER (WFCCC):					
1	\$ 92,843.00	48EM	DIRECTOR WORKFORCE CENTRAL CAREER CENTER	1	\$ 95,286.00
1	91,837.00	45EM	COORDINATOR CAREER SERVICES	1	94,237.00
1	93,115.00	43EM	FINANCIAL COORDINATOR	1	79,590.00
3	205,713.00	42EM	COORDINATOR, EXECUTIVE OFFICE	3	208,689.00
7	469,847.00	40M	PRINCIPAL STAFF ASSISTANT	7	462,542.00
2	138,264.00	39M	SENIOR STAFF ASSISTANT	2	141,886.00
1	52,072.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	52,388.00
2	115,954.00	37	ASSESSMENT SUPERVISOR	2	120,864.00
5	274,643.00	37	STAFF ASSISTANT 3	5	281,825.00
8	396,966.00	35	STAFF ASSISTANT 2	7	362,095.00
1	47,691.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	48,942.00
2	94,156.00	32	STAFF ASSISTANT 1	2	97,389.00
2	77,128.00	30	HEAD CLERK	2	77,592.00
<u>36</u>	<u>\$ 2,150,229.00</u>		TOTAL REGULAR SALARIES	<u>35</u>	<u>\$ 2,123,325.00</u>
	-		EM INCENTIVE PAY		3,250.00
	19,692.00		INTERDEPARTMENTAL CHARGE		74,539.00
	(32,000.00)		VACANCY FACTOR		(32,000.00)
<u>36</u>	<u>\$ 2,137,921.00</u>	31S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>35</u>	<u>\$ 2,169,114.00</u>
	\$ 1,103,320.00		ORDINARY MAINTENANCE		\$ 1,103,320.00
	<u>\$ 1,103,320.00</u>	31S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,103,320.00</u>
	\$ 15,000.00		CAPITAL PURCHASE		\$ 15,000.00
	<u>\$ 15,000.00</u>	31S-93000	TOTAL RECOMMENDED CAPITAL		<u>\$ 15,000.00</u>
	\$ 339,973.00		HEALTH INSURANCE		\$ 291,954.00
	220,397.00		RETIREMENT		224,568.00
	<u>\$ 560,370.00</u>	31S-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ 516,522.00</u>
	<u>\$ 3,816,611.00</u>		TOTAL CENTRAL CAREER CENTER BUDGET		<u>\$ 3,803,956.00</u>
	\$ (3,816,611.00)		FUNDING SOURCES:		\$ (3,803,956.00)
	<u>\$ (3,816,611.00)</u>		FEDERAL GRANTS		<u>\$ (3,803,956.00)</u>
			TOTAL FUNDING SOURCES		<u>\$ (3,803,956.00)</u>
	<u>\$ -</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ -</u>

Worcester’s Marketing Campaign FY17 Budget Recommendation

FY17 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Ordinary Maintenance	\$ 500,000.00	\$ 500,000.00	92000	\$ 500,000.00
Funding Source	-	(500,000.00)		(500,000.00)
Total Expenditures	\$ 500,000.00	\$ -		\$ -

Expenditures:

The Fiscal 2017 budget recommends no tax levy funding for the Marketing Campaign. DCU Special District Financing will fund \$500,000 in anticipated Fiscal 2017 expenditures.

MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2017
DEPARTMENT OF ECONOMIC DEVELOPMENT
WORCESTER'S MARKETING CAMPAIGN- DIVISION #041**

<u>APPROVED FY16 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY17 AMOUNT</u>
<u>\$ 500,000.00</u>	DESTINATION WORCESTER FY16	<u>\$ 500,000.00</u>
<u>\$ 500,000.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 500,000.00</u>
	FUNDING SOURCES:	
<u>\$ (500,000.00)</u>	DCU SPECIAL DISTRICT FINANCING ZONE	<u>\$ (500,000.00)</u>
<u>\$ (500,000.00)</u>	041-92000 TOTAL FUNDING SOURCES	<u>\$ (500,000.00)</u>
<u>\$ -</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ -</u>

Cable Services FY17 Budget Recommendation

Judith A. Warren

Director

City Hall

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

Divisional Mission Statement:

The mission of the Cable Services Division is to:

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
Expenditures		Fiscal 2016	Number	Fiscal 2017
Salaries	\$ 298,521.22	\$ 221,969.00	91000	\$ 229,740.00
Overtime	77.58	5,000.00	97000	5,000.00
Ordinary Maintenance	1,838,374.13	77,543.00	92000	68,962.00
Capital Outlay	218,055.04	-	93000	-
Fringe Benefits	487.62	77,023.00	96000	77,833.00
Total	\$ 2,355,515.59	\$ 381,535.00		\$ 381,535.00
Cable Revenues	\$ (2,355,515.59)	\$ (381,535.00)		\$ (381,535.00)
Net Total	\$ -	\$ -		\$ -
Total Positions	3	4		4

Expenditures:

The total Fiscal 2017 budget is recommended to be level funded at \$381,535.

The recommended budget for Personal Services for Fiscal 2017 is \$229,740, which is an increase of \$7,771 from the Fiscal 2016 amount of \$221,969. The Personal Services increase is a result of:

- Contractual and non-represented wage increases, and step increases: \$7,771

Cable Services FY17 Budget Recommendation

The recommended Overtime budget for Fiscal 2017 is recommended to be level funded at \$5,000.

The recommended Ordinary Maintenance budget for Fiscal 2017 is \$68,962, which is a decrease of \$8,581 from the Fiscal 2016 amount of \$77,543.

The recommended Fringe Benefits budget for Fiscal 2017 is \$77,833, which is an increase of \$810 from the Fiscal 2016 amount of \$77,023. This increase is a result of:

- Health insurance rates increase

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

Operational Overview:

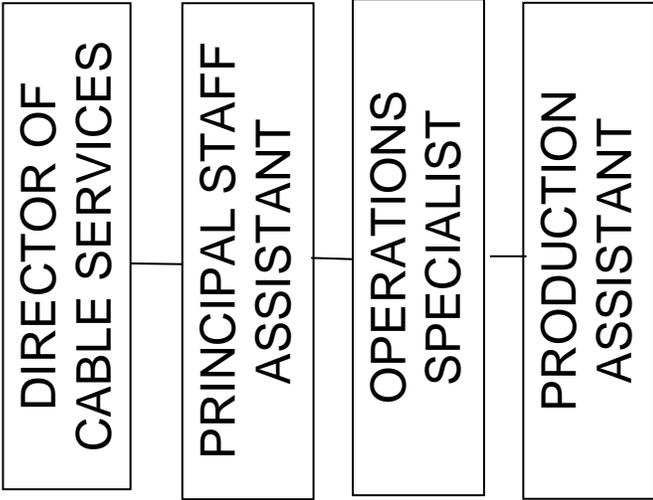
The Cable Services Division is responsible for monitoring the cable operator, administering the cable franchise agreement, overseeing Public, Educational and Government Access agreements, and providing customer service to cable subscribers, including the processing of complaints and discount applications.

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

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

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

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



4 POSITIONS

JUDITH A. WARREN, DIRECTOR OF CABLE SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT
DIVISION OF CABLE SERVICES- DIVISION #04S616

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 86,024.00	45M	DIRECTOR OF CABLE SERVICES	1	\$ 88,279.00
1	60,036.00	40M	PRINCIPAL STAFF ASSISTANT	1	62,724.00
1	38,836.00	29	OPERATIONS SPECIALIST	1	40,265.00
1	37,073.00	25	PRODUCTION ASSISTANT	1	38,472.00
<u>4</u>	<u>\$ 221,969.00</u>		TOTAL RECOMMENDED SALARIES	<u>4</u>	<u>\$ 229,740.00</u>
			FUNDING SOURCES:		
	(221,969.00)		CABLE LICENSE REVENUES		(229,740.00)
	<u>\$ (221,969.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (229,740.00)</u>
<u>4</u>	<u>\$ -</u>	04S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>4</u>	<u>\$ -</u>
	\$ 5,000.00		REGULAR OVERTIME		\$ 5,000.00
	<u>\$ 5,000.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 5,000.00</u>
			FUNDING SOURCES:		
	(5,000.00)		CABLE LICENSES REVENUES		(5,000.00)
	<u>\$ (5,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (5,000.00)</u>
	<u>\$ -</u>	04S-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ -</u>
	\$ 77,543.00		ORDINARY MAINTENANCE		\$ 68,962.00
	<u>\$ 77,543.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 68,962.00</u>
			FUNDING SOURCES:		
	(77,543.00)		CABLE LICENSE REVENUES		(68,962.00)
	<u>\$ (77,543.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (68,962.00)</u>
	<u>\$ -</u>	04S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ -</u>
	\$ 22,722.00		FRINGE BENEFITS:		
	23,196.00		HEALTH INSURANCE		\$ 22,720.00
	16,482.00		RETIREMENT		24,008.00
	14,623.00		CONTRIBUTORY PENSIONS		16,482.00
	<u>\$ 77,023.00</u>		PENSION OBLIGATION BONDS		14,623.00
			TOTAL FRINGE BENEFITS		<u>\$ 77,833.00</u>
			FUNDING SOURCES:		
	(77,023.00)		CABLE LICENSE REVENUES		(77,833.00)
	<u>\$ (77,023.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (77,833.00)</u>
	<u>\$ -</u>	04S-94000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ -</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ -</u>

License Commission FY17 Budget Recommendation

Karon Shea Chairperson

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

Departmental Mission Statement:

The mission of the License Commission is to:

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

FY17 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Ordinary Maintenance	\$ 1,100.00	\$ 1,200.00	92000	\$ 1,200.00
Total	\$ 1,100.00	\$ 1,200.00		\$ 1,200.00
Total Positions	3	3		3

Expenditures:

The Fiscal 2017 budget is recommended to be level funded at \$1,200.

Operational Overview:

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

During Fiscal 2015 the Commission processed the following liquor applications: 11 new licenses, 14 change of managers, 1 alteration of premises, 13 transfer of licenses, 1 transfer of stock, 3 change of officers/directors, 1 change of beneficial interest, 2 pledges of license, 1 transfer of location, 1 request to open at 10 a.m. on Sunday, and 97 special one day liquor permits.

During Fiscal 2015 the License Commission held 22 meetings to review applications and held 27 violation hearings on items ranging from sale to a minor to cessation of business.

KARON SHEA, CHAIRPERSON

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

LICENSE COMMISSION- DEPARTMENT #190

APPROVED FY16 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY17 AMOUNT
\$ 700.00		OTHER PERSONAL SERVICES	\$ 200.00
500.00		OFFICE SUPPLIES	1,000.00
<u>\$ 1,200.00</u>	190-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,200.00</u>
<hr/>			
<u>\$ 1,200.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,200.00</u>

Human Resources FY17 Budget Recommendation

Kathleen G. Johnson Director

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

Departmental Mission Statement:

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

FY17 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Salaries	\$ 811,485.22	\$ 990,085.00	91000	\$ 954,976.00
Overtime	2,986.07	3,000.00	97000	3,000.00
Ordinary Maintenance	290,711.65	351,556.00	92000	351,556.00
Total	\$ 1,105,182.94	\$ 1,344,641.00		\$ 1,309,532.00
Total Positions	16	17		17

Expenditures:

The total Fiscal 2017 recommended tax levy budget for the Human Resources Department is \$1,309,532 which is a decrease of \$35,109 from the Fiscal 2016 budget of \$1,344,641.

The recommended personal services tax levy budget for Fiscal 2017 is \$954,976 which is a decrease of \$35,109 from the Fiscal 2016 amount of \$990,085. This decrease is a result of:

- Unfunded position, contractual and non-represented wage increases, step increases, EM incentive pay, Upgrade/delete position: (\$93,214)
 - Unfunded the Human Resource Director Position, while the current incumbent is acting as the Assistant City Manager
 - Upgrade Coordinator of Training to Coordinator of Training Development and Wellness Programs in recognition of added duties
- Internship program increase: \$10,000
- Vacancy Factor: \$30,000
- Funding sources decreases (Water, Sewer, Golf enterprise credits): \$18,105

The Overtime tax levy budget for Fiscal 2017 is recommended to be level funded at \$3,000.

Human Resources FY17 Budget Recommendation

The tax levy Ordinary Maintenance budget for Fiscal 2017 is recommended to be level funded at \$351,556.

Operational Overview:

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

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

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

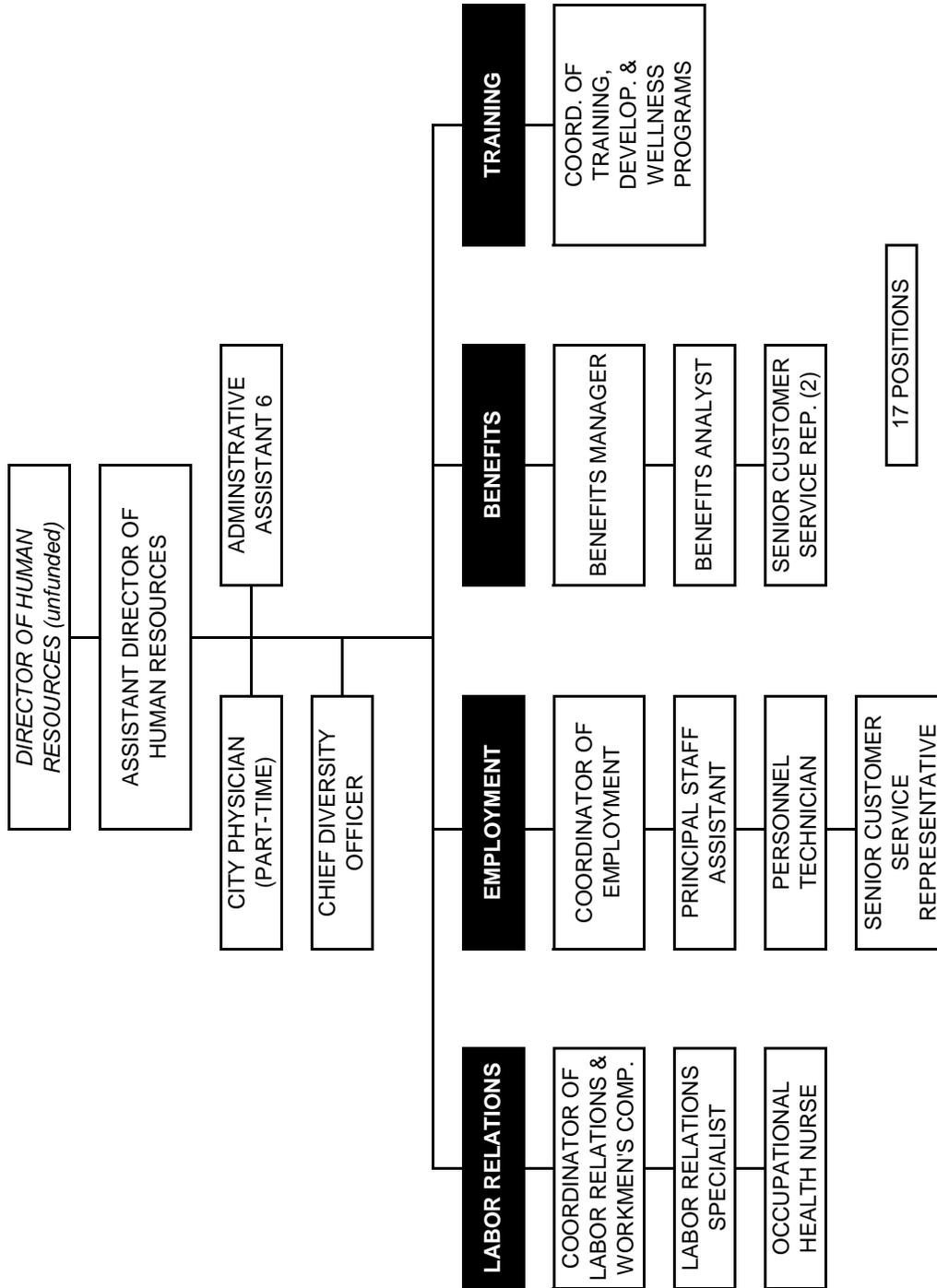
The Labor Relations Division encompasses collective bargaining, employee relations, and at-work injury management to ensure that employees are treated fairly and that managers and supervisors have the tools to oversee the job performance of their staff. The Division performs case management for City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

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

The FY16 budget included the creation of a Chief Diversity Officer position to oversee the development and implementation of the City's Equal Employment Opportunity and Diversity and Inclusion Plan, ensure compliance with all federal, state, and local Equal Employment Opportunity laws and policies, and meet the City's diversity and inclusion goals. The City hired this inaugural position in February of 2016. This position has been working with department heads and department liaisons to achieve their department-specific goals, while providing technical assistance, employee support and training. The Chief Diversity Officer is working to develop new processes to monitor recruiting, hiring, training, promoting, and retaining strategies.

CITY OF WORCESTER

Department of Human Resources



KATHLEEN G. JOHNSON, DIRECTOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
ADMINISTRATION:					
1	\$ 116,754.00	58CM	DIRECTOR HUMAN RESOURCES	0	\$ -
1	104,022.00	47EM	ASSISTANT DIRECTOR HUMAN RESOURCES	1	106,829.00
1	64,437.00	41M	CHIEF DIVERSITY OFFICER	1	73,176.00
1	40,750.00	33	ADMINISTRATIVE ASSISTANT 6	1	42,446.00
1	35,000.00	FL	CITY PHYSICIAN	1	35,131.00
5	\$ 360,963.00			4	\$ 257,582.00
VACANT UNFUNDED POSITIONS:					
0	\$ -	58CM	DIRECTOR HUMAN RESOURCES	1	\$ -
0	\$ -		REGULAR SALARIES	1	\$ -
EMPLOYMENT:					
1	\$ 89,179.00	46M	COORDINATOR OF EMPLOYMENT	1	\$ 91,516.00
1	71,657.00	40M	PRINCIPAL STAFF ASSISTANT	1	58,614.00
1	56,756.00	38M	PERSONNEL TECHNICIAN	1	58,249.00
1	37,852.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	1	39,372.00
4	\$ 255,444.00			4	\$ 247,751.00
LABOR RELATIONS:					
1	\$ 96,021.00	48M	COORD. LABOR RELATIONS & WORKER'S COMP.	1	\$ 98,544.00
1	86,024.00	45M	LABOR RELATIONS SPECIALIST	1	88,279.00
1	67,672.00	42M	OCCUPATIONAL NURSE	1	70,943.00
3	\$ 249,717.00			3	\$ 257,766.00
BENEFITS:					
1	\$ 82,912.00	44M	BENEFITS MANAGER	1	\$ 85,084.00
1	55,555.00	35	BENEFIT ANALYST	1	58,249.00
2	89,494.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	2	91,836.00
4	\$ 227,961.00			4	\$ 235,169.00
TRAINING & DEVELOPMENT:					
0	\$ -	42M	COORD. OF TRAINING, DEVELOP. AND WELLNESS PROGRAMS	1	\$ 80,347.00
1	76,907.00	42M	COORDINATOR OF TRAINING	0	-
1	\$ 76,907.00			1	\$ 80,347.00
17	\$ 1,170,992.00		REGULAR SALARIES	17	\$ 1,078,615.00
	50,000.00		INTERNSHIP PROGRAM		60,000.00
	2,065.00		EM INCENTIVE PAY		1,228.00
	(36,200.00)		VACANCY FACTOR		(6,200.00)
	\$ 1,186,857.00		TOTAL RECOMMENDED SALARIES		\$ 1,133,643.00
	\$ (84,946.00)		FUNDING SOURCES:		\$ (77,130.00)
	(110,885.00)		CREDIT FROM SEWER		(100,683.00)
	(941.00)		CREDIT FROM WATER		(854.00)
	\$ (196,772.00)		CREDIT FROM GOLF COURSE		\$ (178,667.00)
			TOTAL FUNDING SOURCES		
17	\$ 990,085.00	170-91000	TOTAL RECOMMENDED PERSONNEL SERVICES	17	\$ 954,976.00
	\$ 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 2017****DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	PROPOSED FY17 AMOUNT
	\$ 3,600.00		LEASES & RENTALS		\$ 3,600.00
	201,700.00		LEGAL CONSULTANTS		201,700.00
	2,400.00		MAINTENANCE & REPAIR		-
	500.00		TELEPHONE		-
	-		POSTAGE		2,000.00
	-		NETWORK, HARDWARE, SOFTWARE		500.00
	35,295.00		OTHER PERSONAL SERVICES		33,295.00
	24,000.00		NEWSPAPER ADVERTISING		24,000.00
			REGISTRATION FEES		1,500.00
	3,800.00		BOOKS		6,200.00
	8,305.00		OFFICE SUPPLIES		7,300.00
	300.00		OTHER SUPPLIES		1,305.00
	2,500.00		OTHER CHARGES & EXPENDITURES		-
	-		TRAVELING		1,000.00
	100,000.00		PROFESSIONAL DEVELOPMENT/TRAINING/RETENTION		100,000.00
	<u>\$ 382,400.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 382,400.00</u>
			FUNDING SOURCES:		
	\$ (3,101.00)		CREDIT FROM SEWER		\$ (3,101.00)
	(3,743.00)		CREDIT FROM WATER		(3,743.00)
	(24,000.00)		INTERDEPARTMENTAL CREDIT		(24,000.00)
	<u>(30,844.00)</u>		TOTAL FUNDING SOURCES		<u>(30,844.00)</u>
	<u>\$ 351,556.00</u>	170-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 351,556.00</u>
	<u>\$ 1,344,641.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,309,532.00</u>



This Page is Intentionally Left Blank

Workers' Compensation FY17 Budget Recommendation

Kathleen G. Johnson

Director

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Budget for	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Fringe Benefits	\$ 1,258,219.12	\$ 1,369,526.00	96000	\$ 1,369,289.00
Total	\$ 1,258,219.12	\$ 1,369,526.00		\$ 1,369,289.00

Expenditures:

The total Worker's Compensation budget for Fiscal 2017 is recommended to be \$1,369,289 which is a decrease of \$237 from the Fiscal 2016 amount of \$1,369,526. The decrease is due to a downward trend in claims over the past fiscal year.

Operational Overview:

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

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

KATHLEEN G. JOHNSON, DIRECTOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
DEPARTMENT OF HUMAN RESOURCES
DIVISION OF WORKERS' COMPENSATION - DIVISION #171

APPROVED FY16 AMOUNT	TITLE	RECOMMENDED FY17 AMOUNT
\$ 1,418,005.00	BASIC WORKERS' COMPENSATION	\$ 1,422,808.00
<u>104,700.00</u>	ADMINISTRATIVE SERVICES	<u>104,700.00</u>
<u>\$ 1,522,705.00</u>	TOTAL WORKERS' COMPENSATION	<u>\$ 1,527,508.00</u>
	FUNDING SOURCES:	
\$ (100,829.00)	CREDIT FROM WATER	\$ (105,869.00)
<u>(52,350.00)</u>	CREDIT FROM SCHOOLS	<u>(52,350.00)</u>
<u>\$ (153,179.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (158,219.00)</u>
<u>\$ 1,369,526.00</u>	171-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 1,369,289.00</u>

Injured on Duty Claims FY17 Budget Recommendation

Kathleen G. Johnson

Director

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Budget for	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Fringe Benefits	\$ 432,306.68	\$ 492,422.00	96000	\$ 510,133.00
Total	\$ 432,306.68	\$ 492,422.00		\$ 510,133.00

Expenditures:

This account pays for all non-salary costs of uniformed police and fire personnel who are injured in the line of duty. The total tax levy appropriation for Fiscal 2017 is recommended to be \$510,133 which is an increase of \$17,711 from the Fiscal 2016 amount of \$492,422.

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 2011 through Fiscal 2015, as well as the projected expenses for Fiscal 2016.

IOD Medical Claims History

	Actual	Actual	Actual	Actual	Actual	Projected	Budget
	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Police	152,764	230,821	267,000	229,206	236,809	151,999	222,485
Fire	149,564	158,253	220,518	273,785	195,498	351,314	295,415
Total	302,328	389,074	487,518	502,991	432,307	503,313	517,900

Operational Overview:

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

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

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

APPROVED FY16 AMOUNT		TITLE	RECOMMENDED FY17 AMOUNT
\$ 256,203.00	1741	POLICE DEPARTMENT IOD CLAIMS	\$ 229,246.00
236,219.00	17412	FIRE DEPARTMENT IOD CLAIMS	280,887.00
<u>\$ 492,422.00</u>	174-96000	TOTAL INJURED ON DUTY	<u>\$ 510,133.00</u>

Unemployment Compensation FY17 Budget Recommendation

Kathleen G. Johnson

Director

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Expenditures				
Fringe Benefits	\$ 57,573.96	\$ 50,000.00	96000	\$ 100,000.00
Total	\$ 57,573.96	\$ 50,000.00		\$ 100,000.00

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

Expenditures:

The total tax levy budget for Fiscal 2017 is recommended to be \$100,000 which is an increase of \$50,000 from Fiscal 2016 amount of \$50,000. This increase is due to:

- Increased activity in FY16

Operational Overview:

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

KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF HUMAN RESOURCES

DIVISION OF UNEMPLOYMENT COMPENSATION - DIVISION #172

APPROVED FY16 AMOUNT	ACCOUNT NUMBER	TITLE	RECOMMENDED FY17 AMOUNT
\$ 80,000.00		REGULAR UNEMPLOYMENT COMPENSATION	\$ 130,000.00
\$ 80,000.00		TOTAL UNEMPLOYMENT COMPENSATION	\$ 130,000.00
		FUNDING SOURCES:	
\$ (10,000.00)		CREDIT FROM SEWER	\$ (10,000.00)
(10,000.00)		CREDIT FROM WATER	(10,000.00)
(10,000.00)		CREDIT FROM GOLF	(10,000.00)
\$ (30,000.00)		TOTAL FUNDING CREDITS	\$ (30,000.00)
\$ 50,000.00	172-96000	TOTAL RECOMMENDED FRINGE BENEFITS	\$ 100,000.00

Health Insurance FY17 Budget Recommendation

Kathleen G. Johnson

Director

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

Medicare Payroll Tax:

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

Life Insurance & Disability Coverage:

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

Employee Assistance Program:

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

Health Insurance Consultant:

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

Health Insurance FY17 Budget Recommendation

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Expenditures				
Fringe Benefits	\$ 24,177,099.68	\$ 23,912,486.00	96000	\$ 25,239,735.00
Total	\$ 24,177,099.68	\$ 23,912,486.00		\$ 25,239,735.00

Expenditures:

The total recommended tax levy Health Insurance budget and employee's Fringe Benefit costs, excluding Fringe Benefit costs for Worcester Public Schools for Fiscal 2017 is \$25,239,735 which is an increase of \$1,327,249 from the Fiscal 2016 amount of \$23,912,486 for tax levy funded employees.

This net increase is a result of:

- Health Insurance premium increase: \$1,387,920
- Health Insurance consultant increase due to contractual agreement: \$15,000
- Actuarial Valuation and Federal Health Law Impact Study no longer required in FY17: (\$40,000)
- Reduction in reserve for settlement: (\$117,173)
- Medicare premiums increase: \$2,123
- Reduction in Life Insurance Premiums: (\$10,324)
- Decrease in grant and project funding: \$89,703

The recommended Health Insurance tax levy budget will fund employee and retiree health insurance premiums, and other fringe benefit costs for 3,131 of the 3,515 active and retired City employees that carry the Health Insurance benefit. The other 384 employees are funded by grants, projects and enterprise funds. This enrollment figure excludes active and retired employees of the Worcester Public Schools.

Operational Overview:

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

KATHLEEN G. JOHNSON, DIRECTOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****HEALTH INSURANCE - DEPARTMENT #663**

APPROVED FY16 AMOUNT	TITLE	RECOMMENDED FY17 AMOUNT
\$ 663,988.00	BC/ BS PREFERRED	\$ 640,161.00
5,201,778.00	NETWORK BLUE NEW ENGLAND	5,314,704.00
2,201,836.00	CITY OF WORCESTER DIRECT	2,539,416.00
12,988,688.00	CITY OF WORCESTER ADVANTAGE	13,840,262.00
3,085,717.00	BC/ BS MEDEX	3,251,923.00
201,357.00	FALLON SENIOR	211,948.00
716,540.00	TUFTS MEDICARE COMPLEMENT	665,550.00
493,206.00	TUFTS MEDICARE PREFERRED	477,066.00
60,000.00	HEALTH INSURANCE CONSULTANT	75,000.00
20,000.00	ACTUARIAL VALUATION	-
20,000.00	OPEB ACTUARIAL VALUATION	20,000.00
20,000.00	FEDERAL HEALTH LAW IMPACT STUDY	-
50,000.00	PBM ADMINISTRATIVE COSTS	50,000.00
<u>\$ 25,723,110.00</u>	TOTAL HEALTH INSURANCE	<u>\$ 27,086,030.00</u>
\$ 152,158.00	LIFE INSURANCE	\$ 141,834.00
1,622,211.00	MEDICARE INSURANCE	1,624,334.00
25,200.00	EMPLOYEE ASSISTANCE PROGRAM	25,200.00
<u>\$ 1,799,569.00</u>	TOTAL OTHER COSTS	<u>\$ 1,791,368.00</u>
367,173.00	RESERVE FOR SETTLEMENTS	250,000.00
<u>\$ 27,889,852.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 29,127,398.00</u>
	FUNDING SOURCES:	
\$ (955,436.00)	CREDIT FROM INDIRECT	\$ (973,927.00)
(45,109.00)	CREDIT ELDER AFFAIRS	(26,444.00)
(304,632.00)	CREDIT FROM WORKFORCE DEVELOPMENT	(319,207.00)
(101,835.00)	CREDIT DPW- PROJECTS	(64,891.00)
(211,332.00)	CREDIT GRANTS	(178,028.00)
(711,854.00)	CREDIT FROM SEWER	(675,587.00)
(1,542,344.00)	CREDIT FROM WATER	(1,551,612.00)
(34,305.00)	CREDIT FROM GOLF	(35,840.00)
(70,519.00)	CREDIT FROM AIRPORT	(62,127.00)
<u>\$ (3,977,366.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (3,887,663.00)</u>
<u>\$ 23,912,486.00</u>	663-96000 TOTAL FRINGE BENEFITS	<u>\$ 25,239,735.00</u>
<u>\$ 23,912,486.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 25,239,735.00</u>

KATHLEEN G. JOHNSON, ACTING DIRECTOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
HEALTH INSURANCE ENROLLMENT

	IND. BLUE CARE		FAM. BLUE CARE		IND. NETWORK		FAM. NETWORK		IND. C. OF W. ADVANTAGE		FAM. C. OF W. ADVANTAGE		MEDEX (NEW)		TUFTS MEDICARE COMPLEMENT		TUFTS MEDICARE FALLO		TOTAL
	IND. PREFERRED	BLUE CARE	IND. PREFERRED	BLUE CARE	IND. DIRECT	C. OF W. DIRECT	IND. DIRECT	C. OF W. DIRECT	IND. ADVANTAGE	C. OF W. ADVANTAGE	IND. ADVANTAGE	C. OF W. ADVANTAGE	MEDEX (NEW)	TUFTS MEDICARE COMPLEMENT	TUFTS MEDICARE FALLO	TUFTS MEDICARE FALLO	SENIOR	SENIOR	
FISCAL 2017	29	176	177	124	116	323	679	1025	224	174	63	3131							
CABLE SERVICES	0	0	0	1	0	3	0	0	0	0	0	4							
REGIONAL LIBRARY	0	1	0	2	0	3	0	0	0	0	0	6							
FINANCE (GRANTS)	0	0	0	0	0	1	0	0	0	0	1	1							
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	2	0	2	0	0	0	0	0	8							
HEALTH (GRANTS)	0	1	1	4	0	2	1	0	0	0	0	9							
INSPECTIONAL SERVICES (GRANTS)	0	1	0	0	0	0	1	0	0	0	0	2							
CITY MANAGER (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0							
DPW (PROJECTS)	0	0	1	1	0	1	2	0	0	0	0	5							
ELDER AFFAIRS	0	0	1	1	0	0	1	0	0	0	0	2							
WORKFORCE DEVELOPMENT	0	2	2	5	7	4	5	6	5	2	0	38							
SEWER	0	4	6	13	3	13	15	19	8	8	1	90							
WATER	1	12	9	14	10	28	42	54	10	14	9	203							
GOLF	0	0	1	0	0	0	1	0	0	0	0	2							
AIRPORT	0	0	0	0	2	1	0	3	3	5	1	15							
SUB TOTAL	30	196	198	167	138	380	751	1107	250	203	74	3515							
WORC PUBLIC SCHOOL	35	481	430	277	242	702	1139	1580	438	269	84	5696							
COBRA	0	0	0	0	0	0	0	0	0	0	0	0							
SUB TOTAL	35	481	430	277	242	702	1139	1580	438	269	84	5696							
GRAND TOTAL	65	677	628	444	380	1082	1890	2687	688	472	158	9211							

1,881
5206

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

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

KATHLEEN G. JOHNSON, ACTING DIRECTOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
LIFE INSURANCE & FEDERAL MEDICARE PAYMENTS**

MEDICARE PAYMENTS				
DEPARTMENT	MARCH 16 DEDUCTIONS	AVERAGE WEEKLY	YEARLY AMOUNT	BUDGET FY17
CITY OF WORCESTER	111,734.91	27,933.73	1,458,140.55	1,458,140.55
CABLE SERVICES	238.38	59.60	3,110.86	3,110.86
REGIONAL LIBRARY	369.10	92.28	4,816.76	4,816.76
FINANCE (GRANTS)	143.43	35.86	1,871.71	1,871.71
ECONOMIC DEVELOPMENT (GRANTS)	757.80	189.45	9,889.27	9,889.27
HEALTH (GRANTS)	791.84	197.96	10,333.53	10,333.53
INSPECTIONAL SERVICES (GRANTS)	142.40	35.60	1,858.26	1,858.26
HUMAN SERVICES (GRANTS)	64.80	16.20	845.64	845.64
DPW (PROJECTS)	438.21	109.55	5,718.64	5,718.64
ELDER AFFAIRS	165.94	41.48	2,165.48	2,165.48
WORKFORCE DEVELOPMENT	1,865.28	466.32	24,341.90	24,341.90
AIRPORT	-	-	-	-
GOLF	184.65	46.16	2,409.68	2,409.68
SEWER	2,676.49	669.12	34,928.19	34,928.19
WATER	4,896.82	1,224.21	63,903.50	63,903.50
SUB TOTAL	12,735.13	3,183.78	166,193.42	166,193.42
TOTAL COST	124,470.04	31,117.51	1,624,333.97	1,624,333.97
PUBLIC SCHOOL	248,305.39	62,076.35	3,240,385.34	3,240,385.34
TOTAL	372,775.43	93,193.86	4,864,719.31	4,864,719.31

Comments:

Expenditures are extracted from the City's IFMS system displaying the actual Federal Medicare cost totals for the various citywide departments. FY 2017 projections are based on the total cost for March divided by the # of weeks in that month to get a weekly cost. Take the weekly cost x 52.2 weeks.

LIFE INSURANCE				
DEPARTMENT	ACTIVE MARCH 16 ENROLLMENTS	RETIREEES MARCH 16 ENROLLMENTS	TOTAL ENROLLMENTS	ENROLLMENTS X RATE 82.56
CITY OF WORCESTER	675.17	926.00	1601.17	132,192.18
CABLE SERVICES	2.00	0.00	2.00	165.12
REGIONAL LIBRARY	3.00	0.00	3.00	247.68
FINANCE (GRANTS)	2.24	0.00	2.24	184.52
ECONOMIC DEVELOPMENT (GRANTS)	4.85	0.00	4.85	400.42
HEALTH (GRANTS)	6.24	0.00	6.24	515.17
HEALTH & HUMAN SERVICES	1.00	0.00	1.00	82.56
INSPECTIONAL SERVICES (GRANTS)	1.95	0.00	1.95	160.99
DPW (PROJECTS)	4.00	0.00	4.00	330.24
ELDER AFFAIRS (GRANTS)	0.56	0.00	0.56	46.23
WORKFORCE DEVELOPMENT	13.00	8.00	21.00	1,733.76
SEWER	28.00	30.00	58.00	4,788.48
WATER	56.00	54.00	110.00	9,081.60
AIRPORT	0.00	8.00	8.00	660.48
GOLF	0.00	0.00	0.00	-
SUB TOTAL	122.84	100.00	222.84	18,397.26
TOTAL COST	798.00	1026.00	1824.00	150,589.44
PUBLIC SCHOOL	1095.00	1418.00	2513.00	207,473.28
TOTAL	1893.00	2444.00	4337.00	358,062.72

Comments:

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



This Page is Intentionally Left Blank

Law Department FY17 Budget Recommendation

David M. Moore

City Solicitor

City Hall - Room 301

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1161

Departmental Mission Statement:

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
Expenditures		Fiscal 2016	Number	Fiscal 2017
Salaries	\$ 794,364.39	\$ 837,584.00	91000	\$ 871,815.00
Ordinary Maintenance	190,537.20	137,842.00	92000	151,222.00
Capital Outlay	-	-	93000	-
Total	\$ 984,901.59	\$ 975,426.00		\$ 1,023,037.00
Total Positions	15	15		15

Expenditures:

The recommended Fiscal 2017 budget is \$1,023,037 which is an increase of \$47,611 from the Fiscal 2016 amount of \$975,426.

The recommended Personal Services budget for Fiscal 2017 is \$871,815 which is an increase of \$34,231 from the Fiscal 2016 approved budget amount of \$837,584. This increase is a result of:

- FY16 contractual retro payments for prior years not required in FY17: (\$4,382.29)
- Contractual wage and Non-represented wage Increases, step increases, EM incentive pay, position upgrade: \$41,979.29
 - Position upgrade: Assistant City Solicitor 2 to Assistant City Solicitor 3
- Funding source increases (Water, Sewer, Golf Credits): (\$3,366)

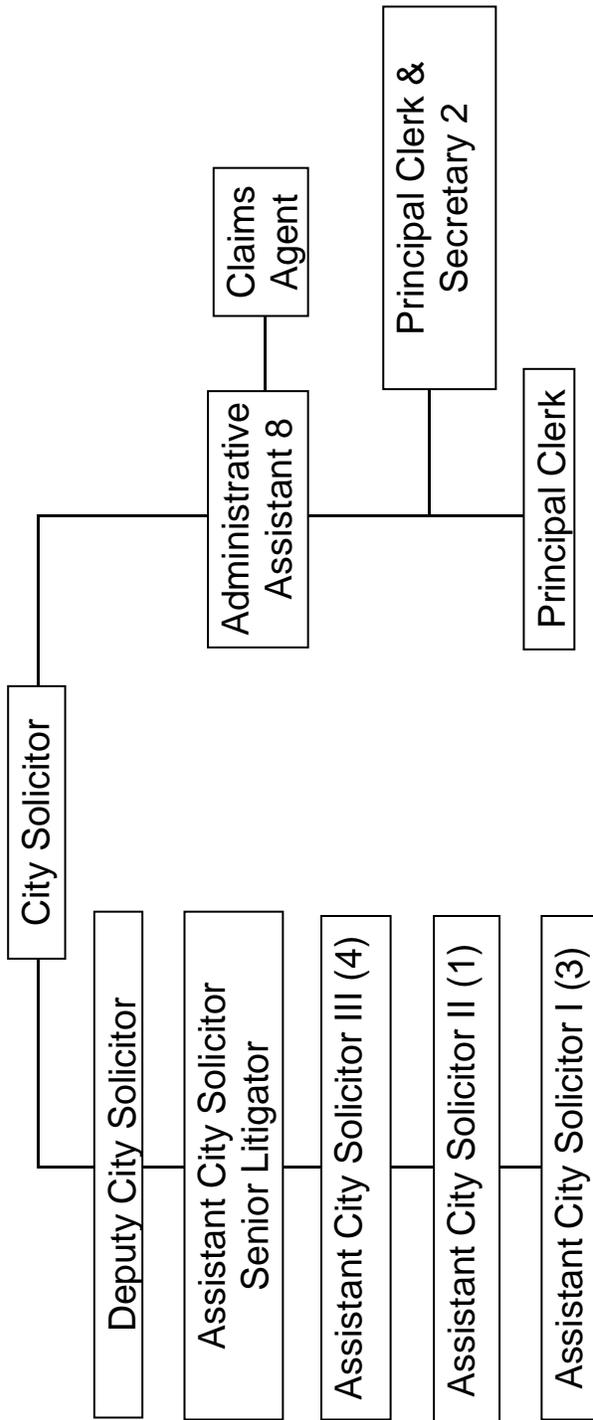
The Ordinary Maintenance budget for Fiscal 2017 is recommended to be \$151,222 which is an increase of \$13,380 from the Fiscal 2016 approved budget amount of \$137,842. This increase is a result of:

- Increased expert witnesses and other case related services: \$13,380

Operational Overview:

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

LAW DEPARTMENT ORGANIZATIONAL CHART



15 POSITIONS

DAVID M. MOORE, CITY SOLICITOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****LAW DEPARTMENT- DEPARTMENT #120**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 154,427.00	57CM	CITY SOLICITOR	1	\$ 158,476.00
1	99,616.00	50EM	DEPUTY CITY SOLICITOR	1	102,229.00
1	96,021.00	50M	ASSISTANT CITY SOLICITOR HEAD LITIGATOR	1	100,224.00
3	183,531.00	46M	ASSISTANT CITY SOLICITOR 3	4	275,051.00
2	154,569.00	44M	ASSISTANT CITY SOLICITOR 2	1	74,855.00
3	196,550.00	42M	ASSISTANT CITY SOLICITOR 1	3	204,732.00
1	66,743.00	38M	CLAIMS AGENT	1	68,494.00
1	55,781.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	60,406.00
1	39,915.00	31	PRINCIPAL CLERK & SECRETARY 2	1	44,829.00
1	33,306.00	27	PRINCIPAL CLERK	1	36,976.00
15	\$ 1,080,459.00		REGULAR SALARIES	15	\$ 1,126,272.00
	6,128.00		EM INCENTIVE PAY		6,262.00
	\$ 8,350.00		TRANSFER IN CONTRACTUAL - REGULAR SALARIES		
	(30,093.00)		VACANCY FACTOR		(30,093.00)
15	\$ 1,064,844.00		TOTAL RECOMMENDED SALARIES	15	\$ 1,102,441.00
	(38,092.00)		FUNDING SOURCES: DISTRICT IMPROVEMENT FINANCING (DIF)		(38,092.00)
	(1,702.00)		GOLF COURSE REVENUES		(1,753.00)
	(51,683.00)		SEWER REVENUES		(53,231.00)
	(59,017.00)		WATER REVENUES		(60,784.00)
	(76,766.00)		CABLE LICENSE REVENUES		(76,766.00)
	\$ (227,260.00)		TOTAL FUNDING SOURCES		\$ (230,626.00)
15	\$ 837,584.00	120-91000	TOTAL PERSONAL SERVICES	15	\$ 871,815.00
	\$ 500.00		LEASES & RENTALS		4,000.00
	1,657.00		MAINTENANCE & REPAIR		-
	800.00		TELEPHONE		-
	450.00		POSTAGE		750.00
	11,990.00		CONSTABLES		18,000.00
	67,366.00		OTHER PERSONAL SERVICES		101,472.00
	486.00		NEWSPAPER ADVERTISING		500.00
	305.00		REGISTRATION FEES		5,500.00
	1,250.00		LEGAL FILING FEES		4,000.00
	949.00		PRINTING		3,400.00
	42,762.00		BOOKS		5,100.00
	5,000.00		OFFICE SUPPLIES		3,000.00
	0.00		OTHER SUPPLIES		1,000.00
	250.00		SERIALS & STANDING ORDERS		-
	265.00		SUBSCRIPTIONS		-
	3,812.00		OTHER CHARGES & EXPENDITURES		4,500.00
	\$ 137,842.00	120-92000	TOTAL ORDINARY MAINTENANCE		\$ 151,222.00
	\$ 975,426.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,023,037.00



This Page is Intentionally Left Blank

**Law Department- Property & Casualty Insurance
FY17 Budget Recommendation**

David M. Moore
City Solicitor

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

FY17 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Ordinary Maintenance	\$ 100,434.68	\$ 119,948.00	92000	\$ 119,948.00
Total	\$ 100,434.68	\$ 119,948.00		\$ 119,948.00

Expenditures:

The Fiscal 2017 tax levy budget for property and casualty insurance is recommended to be level funded at \$119,948

Operational Overview:

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

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

DAVID M. MOORE, CITY SOLICITOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122

APPROVED FY16 AMOUNT	TITLE	RECOMMENDED FY17 AMOUNT
\$ 119,948.00	REGULAR INSURANCE EXPENSES	\$ 119,948.00
<u>\$ 119,948.00</u>	TOTAL PROPERTY AND CASUALTY INSURANCE	<u>\$ 119,948.00</u>
<u>\$ 119,948.00</u>	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 FY17 Budget Recommendation

David M. Moore

City Solicitor

City Hall - Room 301

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1161

FY17 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Ordinary Maintenance	591,784.75	1,791,600.00	92000	3,500,000.00
Total	591,784.75	1,791,600.00		3,500,000.00

Expenditures:

The Fiscal 2017 budget is recommended to be \$3,500,000 which is an increase of \$1,708,400 from Fiscal 2016 budget of \$1,791,600. This increase is from:

- Increase Court Judgements due to pending cases: \$1,708,400

DAVID M. MOORE, CITY SOLICITOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
COURT JUDGMENTS - DEPARTMENT #121

APPROVED FY16 AMOUNT	TITLE	RECOMMENDED FY17 AMOUNT
\$ 1,835,100.00	COURT CLAIMS AND JUDGMENTS	\$ 3,543,500.00
<u>\$ 1,835,100.00</u>	TOTAL CLAIMS AND JUDGMENTS	<u>\$ 3,543,500.00</u>
	FUNDING SOURCES:	
\$ (31,000.00)	SEWER REVENUES	\$ (31,000.00)
(12,500.00)	WATER REVENUES	(12,500.00)
<u>\$ (43,500.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (43,500.00)</u>
<u>\$ 1,791,600.00</u>	121-92000 RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 3,500,000.00</u>
<u>\$ 1,791,600.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 3,500,000.00</u>

Worcester Police Department FY17 Budget Recommendation

Gary J. Gemme

Chief of Police

9-11 Lincoln Square

Worcester, Massachusetts 01608

(508) 799-8606

Departmental Mission Statement:

The mission of the Worcester Police Department is to:

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

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Budget for	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Salaries	\$ 37,347,133.98	\$ 40,871,774.00	91000	\$ 41,187,360.00
Overtime	4,473,752.21	3,983,430.00	97000	3,280,296.00
Ordinary Maintenance	2,402,839.12	2,570,255.00	92000	2,526,150.00
Capital Outlay	29,527.94	30,000.00	93000	30,000.00
Total	\$ 44,253,253.25	\$ 47,455,459.00		\$ 47,023,806.00
Total Positions	497	508		508

Worcester Police Department FY17 Budget Recommendation

Expenditures:

The total tax levy budget for Fiscal 2017 is recommended to be \$47,023,806 which is a decrease of \$431,653 from the Fiscal 2016 budget of \$47,455,459.

The tax levy Personal Services budget for Fiscal 2017 is recommended to be \$41,187,360 which is an increase of \$315,586 from the Fiscal 2016 tax levy budget of \$40,871,774. This decrease is a result of:

- Contractual and non-represented wage increases, step increases, EM Incentive: \$2,327,619
- Recruit class of 8: \$518,129
- Holiday Pay: \$154,878
- Sick & Vacation Buyback: (\$41,230)
- Educational Stipends: \$59,500
- Longevity: \$68,875
- FY16 contractual retro payment for prior years not required in FY17: (\$2,704,305)
- Vacancy Factor: (\$72,988)
- Add Police Laboratory Technician position (formerly Police Officer position)
- Add Associate Crime Analyst position (formerly Police Officer position)
- Upgrade two support staff positions: \$5,108

The tax levy Overtime budget for Fiscal 2017 is recommended to be \$3,280,296 which is a decrease of \$703,134 from the Fiscal 2016 budget of \$3,983,430. This decrease is a result of:

- Additional Overtime in Fiscal 2016: (\$381,954)
- FY16 contractual retro payment for prior years not required in FY17: (\$321,180)

The tax levy Ordinary Maintenance budget for Fiscal 2017 is recommended to be \$2,526,150 which is a decrease of \$44,105 from the Fiscal 2016 budget of \$2,570,255. The decrease is a result of:

- Electricity: \$17,250
- Leases & Rentals: \$1,740
- Maintenance & Repair: (\$26,450)
- Telephone: \$58,355
- Other Personal Services: \$7,000
- Auto Supplies: (\$38,100)
- Books: (\$6,000)
- Food Supplies: (\$5,000)
- Office Supplies: (\$16,000)
- Natural Gas: (\$4,000)
- Other Supplies: (\$76,300)
- Auto Fuel No Lead Gas: (\$85,000)
- Other Charges & Expenditures: (\$6,600)
- Shot Spotter: \$135,000

Worcester Police Department FY17 Budget Recommendation

The tax levy Capital Outlay budget for Fiscal 2017 is recommended to be level funded at \$30,000.

Operational Overview:

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

The Police Department is comprised of three hundred sixty-six (369) budgeted police officers, eighty-six (86) budgeted officials and fifty-three (55) budgeted civilian personnel. These personnel are assigned to the various units in order to capably provide police services on a twenty-four hour a day basis. The operations of the Worcester Police Department are organized into the following divisions:

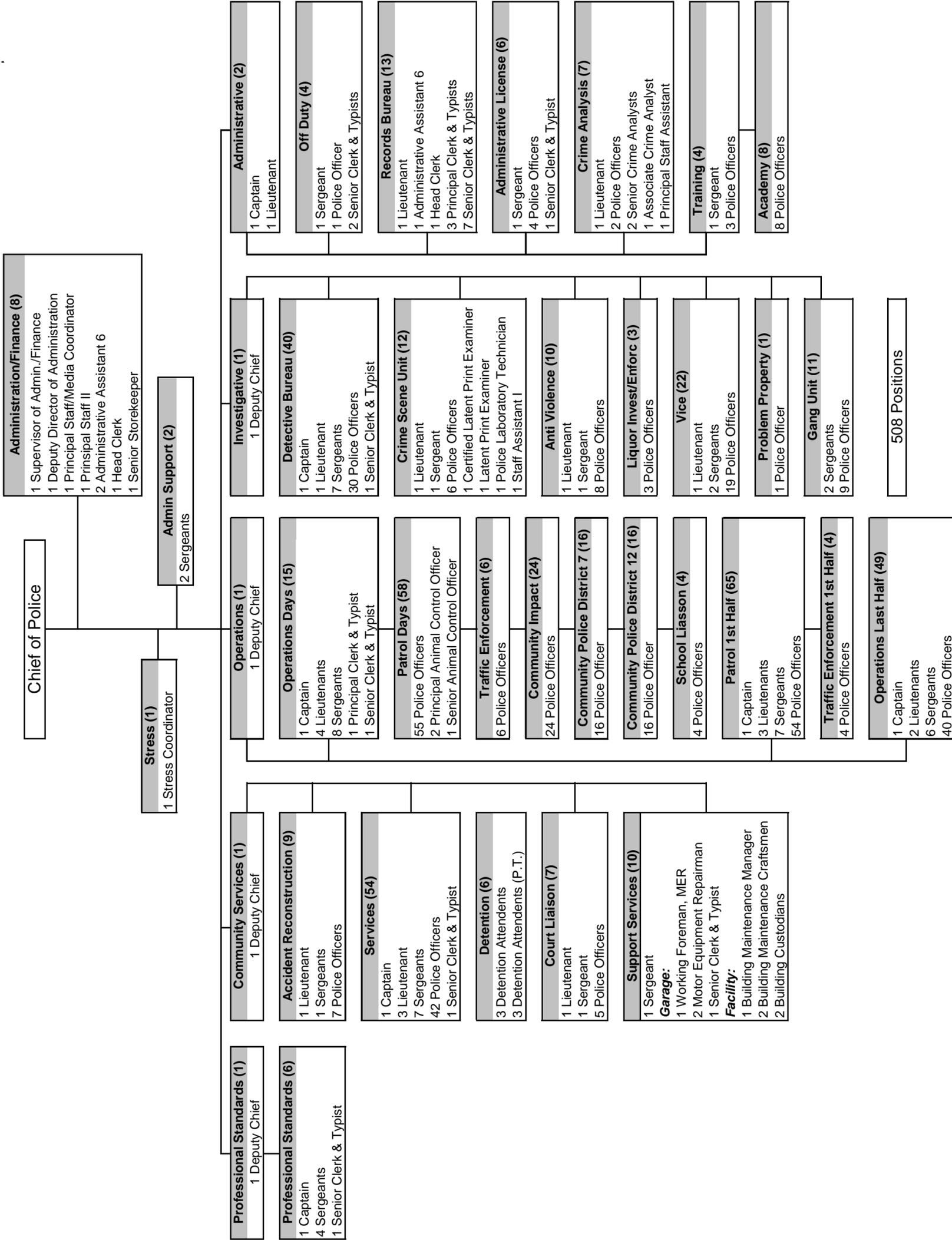
The Operations Division is responsible to address calls for service 24/7, provide traffic enforcement, staff the Department's community impact operations and provide liaisons to the Worcester Public Schools.

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

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

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

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



Professional Standards	Community Services	Operations	Investigative	Administrative	Garage	Building
1 Captain	1 Deputy Chief	1 Deputy Chief	1 Deputy Chief	1 Chief	1 Sergeant	5 Civilians
1 Lieutenant	1 Captain	3 Captain	1 Captain	1 Captain	4 Civilians	5 Total
4 Sergeant	5 Lieutenant	9 Lieutenant	4 Lieutenant	3 Lieutenant	5 Total	
1 Civilian	9 Sergeant	21 Sergeant	13 Sergeant	5 Sergeant		
7 Total	54 Police Officers	219 Police Officers	76 Police Officers	10 Police Officers		Academy
	7 Civilians	5 Civilians	28 Civilians	28 Civilians		8 Police Officers
	77 Total	258 Total	100 Total	48 Total		8 Total

GARY J. GEMME, CHIEF OF POLICE

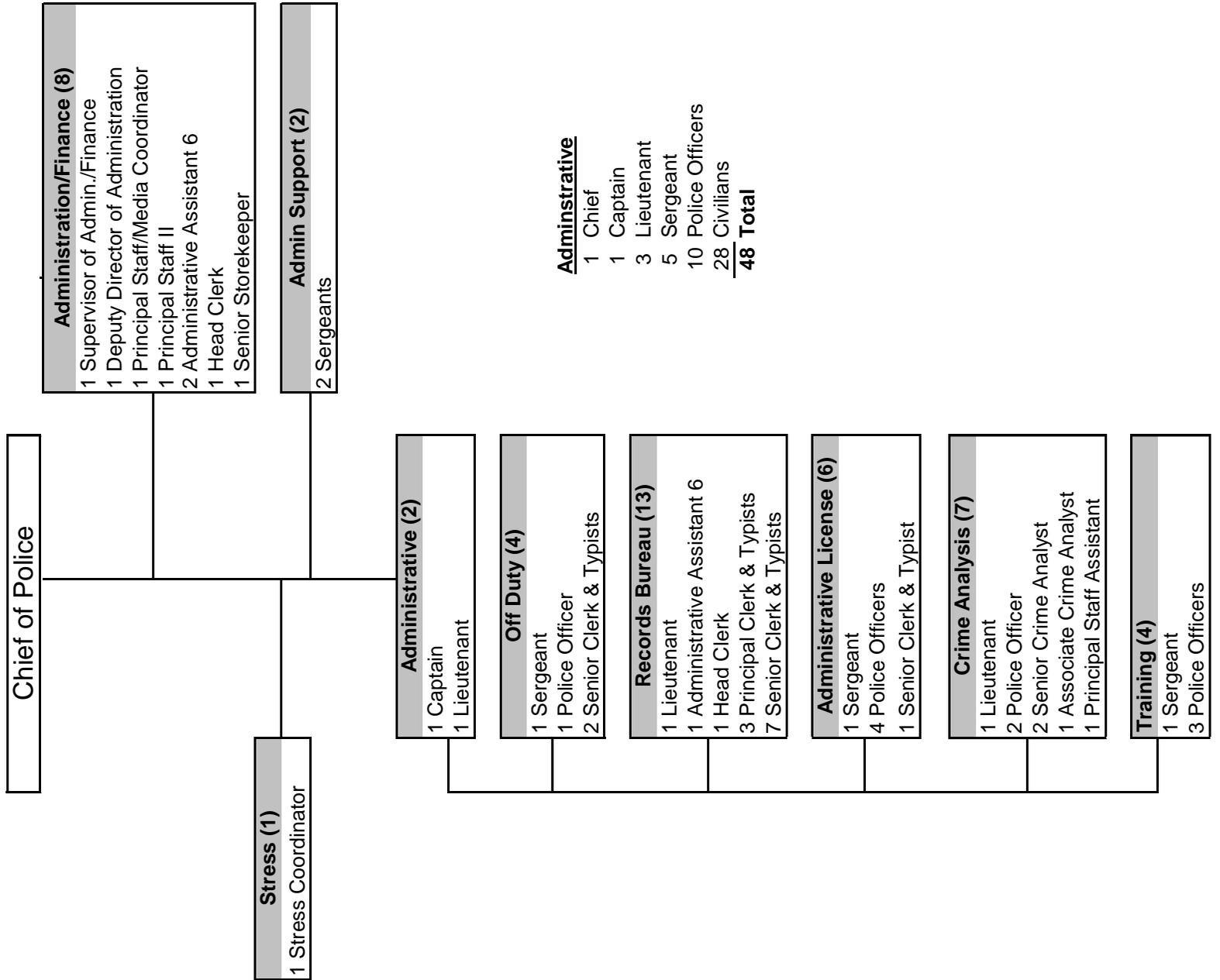
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 196,425.00	55CM	CHIEF OF POLICE	1	\$ 216,043.00
5	737,142.00	50EM	DEPUTY POLICE CHIEF	4	616,568.00
6	657,455.00	98	POLICE CAPTAIN	7	789,530.00
22	2,182,181.00	97	POLICE LIEUTENANT	21	2,244,588.00
52	4,621,670.00	96	POLICE SERGEANT	53	5,081,054.00
346	24,911,078.00	95	POLICE OFFICERS	359	27,353,891.00
1	89,179.00	46M	SUPERVISOR OF ADMINISTRATION	1	91,516.00
1	82,912.00	44M	STRESS COORDINATOR	1	85,084.00
1	66,743.00	44M	DEPUTY DIRECTOR OF ADMINISTRATION	1	74,855.00
1	64,437.00	42M	PRINCIPAL STAFF/MEDIA COORDINATOR	1	69,552.00
1	74,403.00	43P	CERTIFIED LATENT PRINT EXAMINER	1	77,382.00
1	64,089.00	42P	LATENT PRINT EXAMINER	1	53,221.00
1	71,657.00	40M	PRINCIPAL STAFF ASSISTANT	1	73,541.00
1	69,132.00	39M	BUILDING MAINTENANCE MANAGER	1	70,943.00
2	121,941.00	38P	SENIOR CRIME ANALYST	2	127,064.00
0	-	38P	POLICE LABORATORY TECHNICIAN	1	54,549.00
2	134,282.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	135,094.00
1	48,793.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	50,853.00
0	-	35	STAFF ASSISTANT 2	1	55,186.00
1	54,293.00	33	WORKING FOREMAN, MER	1	54,623.00
3	146,210.00	33	ADMINISTRATIVE ASSISTANT 6	3	147,623.00
0	-	33	ASSOCIATE CRIME ANALYST	1	47,983.00
1	51,034.00	32	STAFF ASSISTANT I	1	52,371.00
2	97,834.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	98,430.00
2	90,800.00	30	HEAD CLERK	2	98,430.00
2	80,411.00	29	MOTOR EQUIPMENT REPAIRMAN	2	82,920.00
1	45,889.00	28	SENIOR STOREKEEPER	1	46,166.00
5	198,532.00	27	PRINCIPAL CLERK & TYPIST	4	177,468.00
2	82,430.00	25	BUILDING CUSTODIAN	2	82,936.00
3	110,284.00	24	DETENTION ATTENDANT	3	114,358.00
3	43,761.00	24	DETENTION ATTENDANT (PART-TIME)	3	45,135.00
15	513,100.00	22	SENIOR CLERK & TYPIST	15	555,988.00
485	\$ 35,708,097.00		TOTAL REGULAR SALARIES	500	\$ 38,924,945.00
AUTHORIZED VACANT POSITIONS WITH FUNDING					
23	\$ 859,395.00	95	POLICE CLASS	8	\$ 492,180.00
23	\$ 859,395.00		REGULAR SALARIES	8	\$ 492,180.00
508	\$ 36,567,492.00		REGULAR SALARIES	508	\$ 39,417,125.00
	1,784,430.00		HOLIDAY PAY - CONTRACTUAL		1,939,308.00
	210,161.00		SICK & VACATION BUYBACK		168,931.00
	137,500.00		EDUCATIONAL STIPEND		197,000.00
	31,636.00		EM INCENTIVE PAY		32,859.00
	2,163,727.00		CONTRACTUAL STIPENDS AND EXTRAS		2,338,098.00
508	\$ 38,731,219.00		TOTAL SALARIES	508	\$ 41,755,223.00
	28,625.00		LONGEVITY		97,500.00
	2,704,305.00		TRANSFER IN CONTRACTUAL		-
	(327,012.00)		VACANCY FACTOR		(400,000.00)
508	\$ 41,137,137.00		TOTAL RECOMMENDED PERSONAL SERVICES	508	\$ 41,452,723.00
FUNDING SOURCES:					
	(145,363.00)		GBV TASK FORCE		(145,363.00)
	(120,000.00)		PUBLIC SCHOOL INTERGOV'TL CHARGE		(120,000.00)
	(265,363.00)		TOTAL FUNDING SOURCES		(265,363.00)
508	\$ 40,871,774.00	250-91000	TOTAL RECOMMENDED PERSONAL SERVICES	508	\$ 41,187,360.00

GARY J. GEMME, CHIEF OF POLICE

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
	\$ 732,043.00		REGULAR OVERTIME		\$ 732,043.00
	185,436.00		PROBLEM BARS OVERTIME		185,436.00
	123,624.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		123,624.00
	30,906.00		VICE PROSTITUTION OVERTIME		30,906.00
	30,906.00		GANG PATROL OVERTIME		30,906.00
	1,038,685.00		INVESTIGATIVE OVERTIME		1,038,685.00
	45,963.00		SWAT TRAINING OVERTIME		45,963.00
	412,080.00		SUMMER PATROLS OVERTIME		412,080.00
	669,630.00		COURT ATTENDANCE OVERTIME		669,630.00
	11,023.00		ANIMAL CONTROL OVERTIME		11,023.00
	381,954.00		TRANSFER ADDITIONAL OVERTIME		-
	321,180.00		TRANSFER IN CONTRACTUAL		-
	<u>\$ 3,983,430.00</u>	250-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 3,280,296.00</u>
	275,000.00		ELECTRICITY		\$ 292,250.00
	74,885.00		LEASES & RENTALS		76,625.00
	186,450.00		MAINTENANCE & REPAIR		160,000.00
	183,720.00		TELEPHONE		242,075.00
	412,500.00		OTHER PERSONAL SERVICES		554,500.00
	198,100.00		AUTOMOTIVE SUPPLIES		160,000.00
	14,000.00		BOOKS		8,000.00
	65,000.00		FOOD SUPPLIES		60,000.00
	60,000.00		OFFICE SUPPLIES		44,000.00
	10,500.00		NATURAL GAS		6,500.00
	424,500.00		OTHER SUPPLIES		348,200.00
	650,000.00		AUTO FUEL NO LEAD GAS		565,000.00
	15,600.00		OTHER CHARGES & EXPENDITURES		9,000.00
	<u>\$ 2,570,255.00</u>	250-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 2,526,150.00</u>
	<u>\$ 30,000.00</u>	250-93000	CAPITAL OUTLAY		<u>\$ 30,000.00</u>
	<u>\$ 47,455,459.00</u>	250	TOTAL RECOMMENDED TAX LEVY		<u>\$ 47,023,806.00</u>



Chief of Police

Professional Standards (1)
1 Captain

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

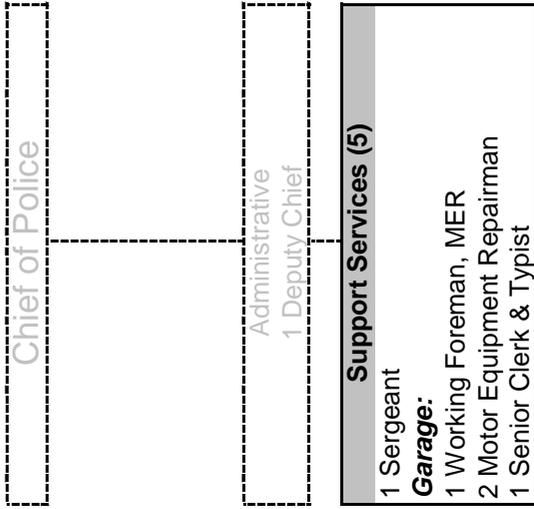
Professional Standards

1 Captain
1 Lieutenant
4 Sergeant
1 Civilians
7 Total

GARY J. GEMME, CHIEF OF POLICE

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
WORCESTER POLICE DEPARTMENT- ADMINISTRATION**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$196,425.00	55CM	CHIEF OF POLICE	1	\$ 216,043.00
2	287,318.00	50EM	DEPUTY POLICE CHIEF	1	154,941.00
1	110,313.00	98	POLICE CAPTAIN	2	240,288.00
3	304,908.00	97	POLICE LIEUTENANT	3	320,452.00
9	817,784.00	96	POLICE SERGEANT	9	882,081.00
10	743,591.00	95	POLICE OFFICERS	10	817,755.00
1	89,179.00	46M	SUPERVISOR OF ADMINISTRATION	1	91,516.00
1	82,912.00	44M	STRESS COORDINATOR	1	85,084.00
1	66,743.00	44M	DEPUTY DIRECTOR OF ADMINISTRATION	1	74,855.00
1	64,437.00	42M	PRINCIPAL STAFF/MEDIA COORDINATOR	1	69,552.00
1	71,657.00	40M	PRINCIPAL STAFF ASSISTANT	1	73,541.00
2	121,941.00	38P	SENIOR CRIME ANALYST	2	127,064.00
0	-	35	STAFF ASSISTANT 2	1	55,186.00
3	146,210.00	33	ADMINISTRATIVE ASSISTANT 6	3	147,623.00
0	-	33	ASSOCIATE CRIME ANALYST	1	47,983.00
2	90,800.00	30	HEAD CLERK	2	98,430.00
1	45,889.00	28	SENIOR STOREKEEPER	1	46,166.00
4	157,492.00	27	PRINCIPAL CLERK & TYPIST	3	132,972.00
11	378,622.00	22	SENIOR CLERK & TYPIST	11	409,300.00
54	\$ 3,776,221.00		TOTAL REGULAR SALARIES	55	\$ 4,090,832.00
	126,362.00		HOLIDAY PAY - CONTRACTUAL		138,623.00
	64,998.00		SICK & VACATION BUYBACK		41,633.00
	25,645.00		EM INCENTIVE PAY		15,004.00
	217,005.00		CONTRACTUAL STIPENDS AND EXTRAS		195,260.00
54	\$ 3,993,226.00		TOTAL SALARIES	55	\$ 4,286,092.00
	1,625.00		LONGEVITY		-
	(33,768.00)		VACANCY FACTOR		(41,513.00)
54	\$ 3,961,083.00		TOTAL RECOMMENDED PERSONAL SERVICES	55	\$ 4,244,579.00
	\$ 65,043.00		REGULAR OVERTIME		\$ 65,043.00
	70,052.00		SUMMER PATROLS OVERTIME		70,052.00
	\$ 135,095.00		TOTAL RECOMMENDED OVERTIME		\$ 135,095.00
	\$8,450.00		LEASES & RENTALS		\$ 8,700.00
	18,800.00		MAINTENANCE & REPAIR		4,100.00
	27,350.00		TELEPHONE		48,100.00
	196,500.00		OTHER PERSONAL SERVICES		11,500.00
	8,000.00		BOOKS		5,000.00
	21,000.00		OFFICE SUPPLIES		15,500.00
	28,500.00		OTHER SUPPLIES		21,700.00
	8,400.00		OTHER CHARGES & EXPENDITURES		8,000.00
	\$ 317,000.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 122,600.00
	\$ 30,000.00		CAPITAL OUTLAY		\$ 30,000.00
	\$ 4,443,178.00		TOTAL RECOMMENDED TAX LEVY		\$ 4,532,274.00



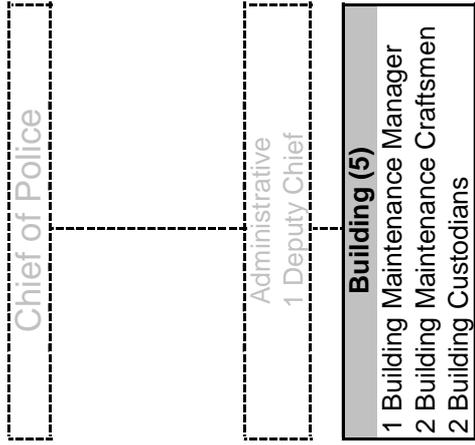
Garage
 1 Sergeant
 4 Civilians
5 Total

GARY J. GEMME, CHIEF OF POLICE

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

WORCESTER POLICE DEPARTMENT- GARAGE

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$101,636.00	97	POLICE LIEUTENANT	0	\$ -
0	\$0.00	96	POLICE SERGEANT	1	86,444.00
1	54,293.00	33	WORKING FOREMAN, MER	1	54,623.00
2	80,411.00	29	MOTOR EQUIPMENT REPAIRMAN	2	82,920.00
1	30,285.00	22	SENIOR CLERK & TYPIST	1	33,747.00
<u>5</u>	<u>\$ 266,625.00</u>		TOTAL REGULAR SALARIES	<u>5</u>	<u>\$ 257,734.00</u>
	5,334.00		HOLIDAY PAY - CONTRACTUAL		-
	4,939.00		SICK & VACATION BUYBACK		4,453.00
	<u>10,273.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>4,453.00</u>
<u>5</u>	<u>\$ 276,898.00</u>		TOTAL SALARIES	<u>5</u>	<u>\$ 262,187.00</u>
	(2,384.00)		VACANCY FACTOR		(2,615.00)
<u>5</u>	<u>\$ 274,514.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>5</u>	<u>\$ 259,572.00</u>
	\$ 150,000.00		REGULAR OVERTIME		\$ 150,000.00
	<u>\$ 150,000.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 150,000.00</u>
	\$1,200.00		LEASES & RENTALS		\$ 1,800.00
	80,000.00		MAINTENANCE & REPAIR		49,000.00
	2,000.00		OTHER PERSONAL SERVICES		15,000.00
	198,100.00		AUTOMOTIVE SUPPLIES		160,000.00
	-		OTHER SUPPLIES		9,000.00
	650,000.00		AUTO FUEL NO LEAD GAS		565,000.00
	1,600.00		OTHER CHARGES & EXPENDITURES		-
	<u>\$ 932,900.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 799,800.00</u>
	<u>\$ 1,357,414.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,209,372.00</u>

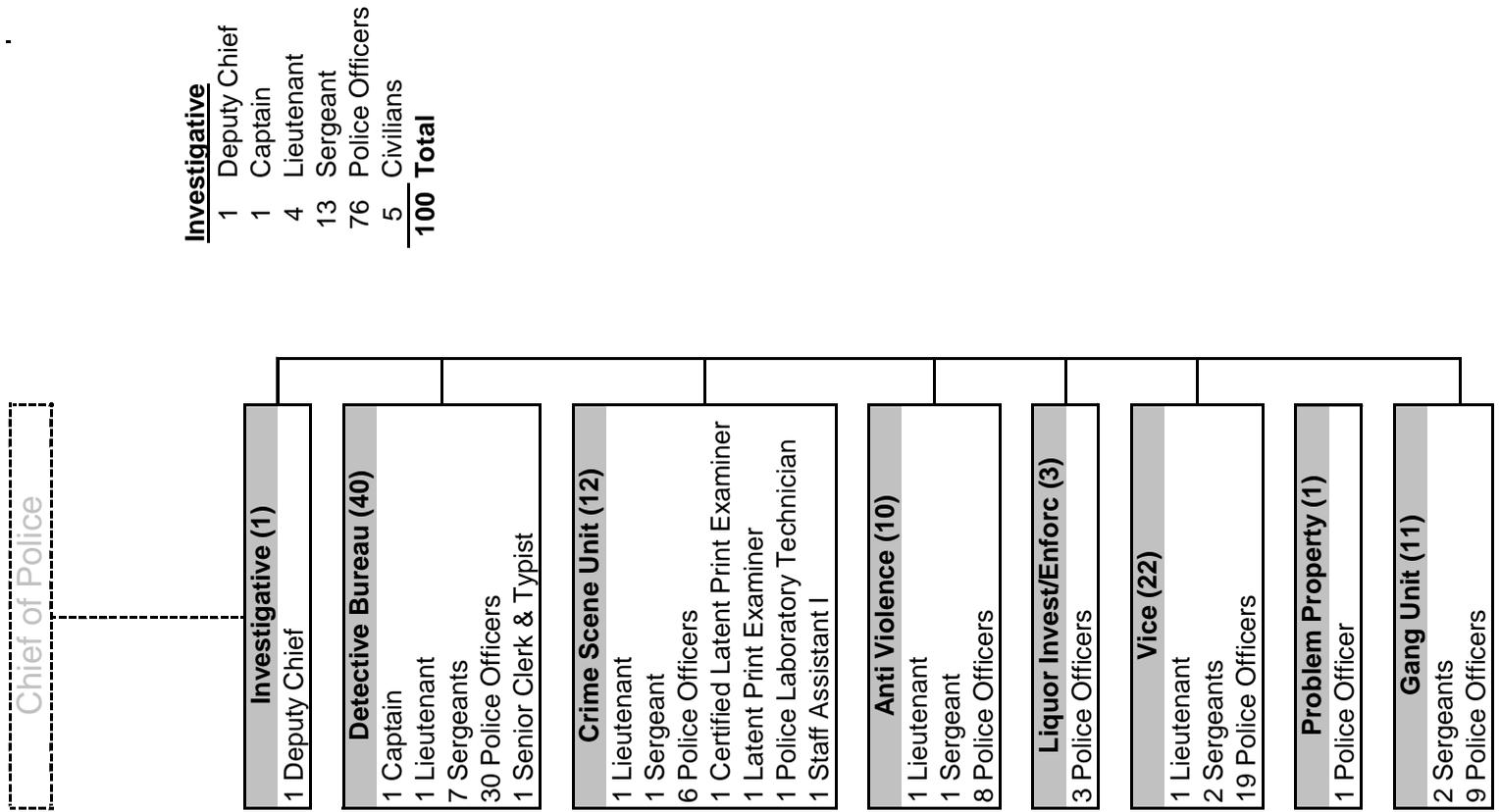


Building
5 Civilians
5 Total

GARY J. GEMME, CHIEF OF POLICE

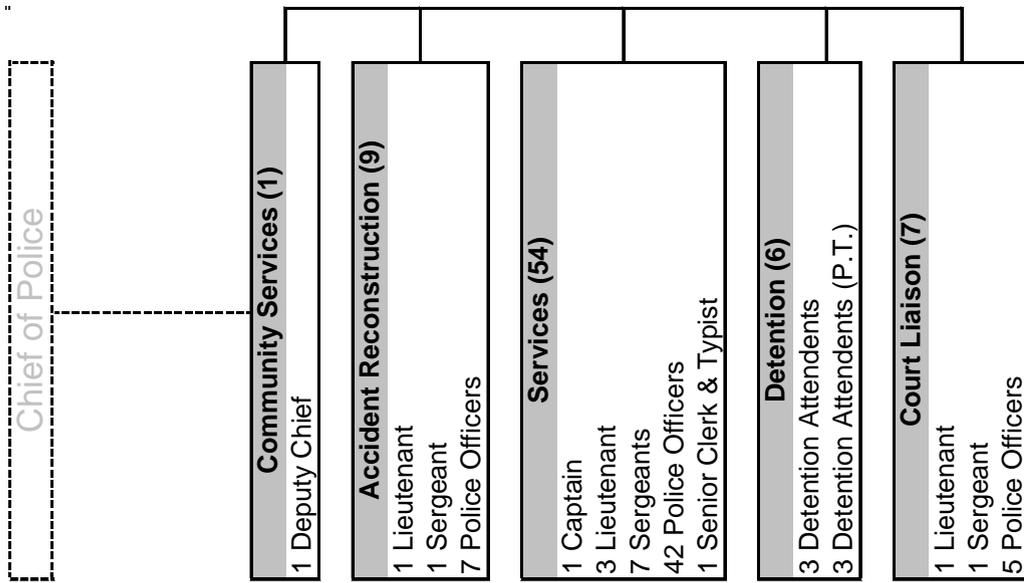
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
WORCESTER POLICE DEPARTMENT- BUILDING**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$69,132.00	39M	BUILDING MAINTENANCE MANAGER	1	\$ 70,943.00
2	97,834.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	98,430.00
2	82,430.00	25	BUILDING CUSTODIAN	2	82,936.00
5	\$ 249,396.00		TOTAL SALARIES	5	\$ 252,309.00
	(2,230.00)		VACANCY FACTOR		(2,560.00)
5	\$ 247,166.00		TOTAL RECOMMENDED PERSONAL SERVICES	5	\$ 249,749.00
	\$ 100,000.00		REGULAR OVERTIME		\$ 100,000.00
	\$ 100,000.00		TOTAL RECOMMENDED OVERTIME		\$ 100,000.00
	\$ 275,000.00		ELECTRICITY		\$ 292,250.00
	52,525.00		LEASES & RENTALS		52,525.00
	63,600.00		MAINTENANCE & REPAIR		77,500.00
	-		TELEPHONE		-
	17,000.00		OTHER PERSONAL SERVICES		81,000.00
	10,500.00		NATURAL GAS		6,500.00
	40,000.00		OTHER SUPPLIES		30,000.00
	\$ 458,625.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 539,775.00
	\$ 805,791.00		TOTAL RECOMMENDED TAX LEVY		\$ 889,524.00



GARY J. GEMME, CHIEF OF POLICE**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****WORCESTER POLICE DEPARTMENT- INVESTIGATIVE**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$153,678.00	50EM	DEPUTY POLICE CHIEF	1	\$ 157,709.00
1	110,313.00	98	POLICE CAPTAIN	1	120,144.00
4	406,544.00	97	POLICE LIEUTENANT	4	437,624.00
13	1,177,168.00	96	POLICE SERGEANT	13	1,267,912.00
82	6,181,119.00	95	POLICE OFFICERS	76	6,192,871.00
1	74,403.00	43P	CERTIFIED LATENT PRINT EXAMINER	1	77,382.00
1	64,089.00	42P	LATENT PRINT EXAMINER	1	53,221.00
0	-	38P	LABORATORY TECHNICIAN	1	54,549.00
1	51,034.00	32	STAFF ASSISTANT I	1	52,371.00
1	34,731.00	22	SENIOR CLERK & TYPIST	1	37,647.00
<u>105</u>	<u>\$ 8,253,079.00</u>		TOTAL REGULAR SALARIES	<u>100</u>	<u>\$ 8,451,430.00</u>
	421,351.00		HOLIDAY PAY - CONTRACTUAL		430,665.00
	60,439.00		SICK & VACATION BUYBACK		43,409.00
	-		EM INCENTIVE PAY		6,100.00
	<u>481,790.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>480,174.00</u>
<u>105</u>	<u>\$ 8,734,869.00</u>		TOTAL SALARIES	<u>100</u>	<u>\$ 8,931,604.00</u>
	3,625.00		LONGEVITY		20,100.00
	(73,805.00)		VACANCY FACTOR		(85,764.00)
<u>105</u>	<u>\$ 8,664,689.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>100</u>	<u>\$ 8,865,940.00</u>
	\$127,000.00		REGULAR OVERTIME		\$ 127,000.00
	30,906.00		VICE PROSTITUTION OVERTIME		30,906.00
	30,906.00		GANG PATROL OVERTIME		30,906.00
	1,038,685.00		INVESTIGATIVE OVERTIME		1,038,685.00
	148,350.00		SUMMER PATROLS OVERTIME		148,350.00
	308,030.00		COURT OVERTIME		308,030.00
	<u>\$ 1,683,877.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 1,683,877.00</u>
	\$6,500.00		LEASES & RENTALS		\$ 11,000.00
	6,900.00		MAINTENANCE & REPAIR		5,500.00
	99,100.00		TELEPHONE		123,000.00
	22,500.00		OTHER PERSONAL SERVICES		324,000.00
	15,000.00		OFFICE SUPPLIES		11,000.00
	111,500.00		OTHER SUPPLIES		87,500.00
	5,600.00		OTHER CHARGES & EXPENDITURES		1,000.00
	<u>\$ 267,100.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 563,000.00</u>
	<u>\$ 10,615,666.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 11,112,817.00</u>



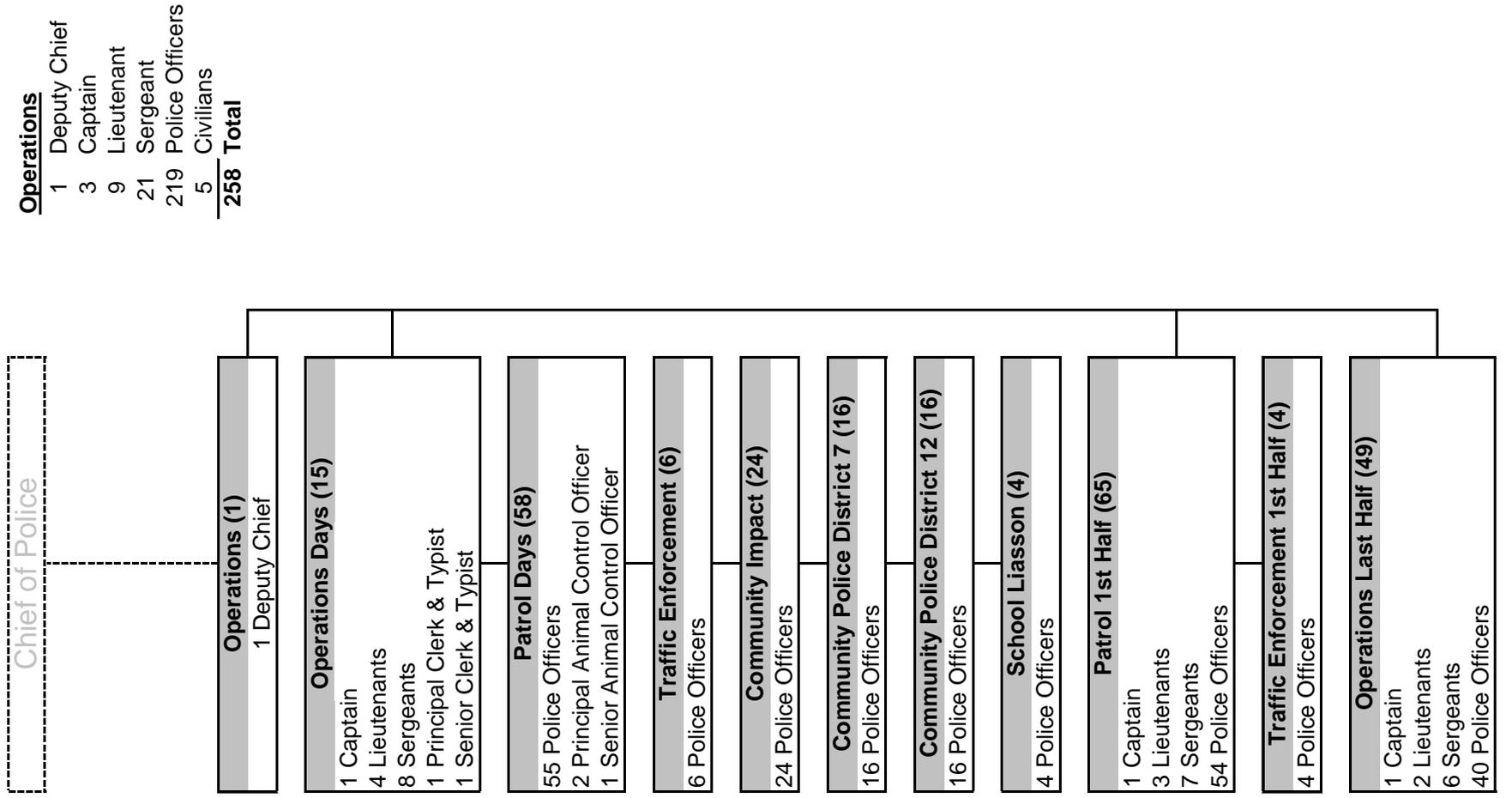
Community Services

1	Deputy Chief
1	Captain
5	Lieutenant
9	Sergeant
54	Police Officers
7	Civilians
77	Total

GARY J. GEMME, CHIEF OF POLICE

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
WORCESTER POLICE DEPARTMENT- COMMUNITY SERVICES**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$145,177.00	50EM	DEPUTY POLICE CHIEF	1	\$ 148,977.00
1	105,890.00	98	POLICE CAPTAIN	1	75,231.00
5	475,649.00	97	POLICE LIEUTENANT	5	506,079.00
9	789,243.00	96	POLICE SERGEANT	9	825,872.00
60	4,287,111.00	95	POLICE OFFICERS	54	4,200,518.00
3	110,284.00	23	DETENTION ATTENDANT	3	114,358.00
3	43,761.00	23	DETENTION ATTENDANT (PART-TIME)	3	45,135.00
1	34,731.00	22	SENIOR CLERK & TYPIST	1	37,647.00
<u>83</u>	<u>\$ 5,991,846.00</u>		TOTAL REGULAR SALARIES	<u>77</u>	<u>\$ 5,953,817.00</u>
	306,601.00		HOLIDAY PAY - CONTRACTUAL		304,128.00
	25,904.00		SICK & VACATION BUYBACK		19,026.00
	7,500.00		EDUCATIONAL STIPEND		21,500.00
	-		EM INCENTIVE PAY		5,762.00
	<u>340,005.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>350,416.00</u>
<u>83</u>	<u>\$ 6,331,851.00</u>		TOTAL SALARIES	<u>77</u>	<u>\$ 6,304,233.00</u>
	8,875.00		LONGEVITY		21,100.00
	(53,584.00)		VACANCY FACTOR		(60,419.00)
<u>83</u>	<u>6,287,142.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>77</u>	<u>6,264,914.00</u>
	(120,000.00)		FUNDING SOURCES:		
	<u>(120,000.00)</u>		PUBLIC SCHOOL INTERGOV'TL CHARGE		<u>(120,000.00)</u>
			TOTAL FUNDING SOURCES		<u>(120,000.00)</u>
<u>83</u>	<u>\$ 6,167,142.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>77</u>	<u>\$ 6,144,914.00</u>
	\$ 110,000.00		REGULAR OVERTIME		\$ 110,000.00
	185,436.00		PROBLEM BARS OVERTIME		185,436.00
	123,624.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		123,624.00
	168,953.00		SUMMER PATROLS OVERTIME		168,953.00
	66,963.00		COURT ATTENDANCE OVERTIME		66,963.00
	<u>\$ 654,976.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 654,976.00</u>
	\$2,210.00		LEASES & RENTALS		\$ 2,600.00
	3,450.00		MAINTENANCE & REPAIR		13,900.00
	15,745.00		TELEPHONE		17,950.00
	13,000.00		OTHER PERSONAL SERVICES		16,500.00
	65,000.00		FOOD SUPPLIES		60,000.00
	15,000.00		OFFICE SUPPLIES		11,000.00
	52,200.00		OTHER SUPPLIES		23,000.00
	<u>\$ 166,605.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 144,950.00</u>
	<u>\$ 6,988,723.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 6,944,840.00</u>



Operations

1	Deputy Chief
3	Captain
9	Lieutenant
21	Sergeant
219	Police Officers
5	Civilians
258	Total

GARY J. GEMME, CHIEF OF POLICE**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****WORCESTER POLICE DEPARTMENT- OPERATIONS**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$150,969.00	50EM	DEPUTY POLICE CHIEF	1	\$ 154,941.00
3	330,939.00	98	POLICE CAPTAIN	3	353,867.00
9	893,444.00	97	POLICE LIEUTENANT	9	980,433.00
21	1,837,475.00	96	POLICE SERGEANT	21	2,018,745.00
194	13,699,257.00	95	POLICE OFFICERS	219	16,142,747.00
2	134,282.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	135,094.00
1	48,793.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	50,853.00
1	41,040.00	27	PRINCIPAL CLERK & TYPIST	1	44,496.00
1	34,731.00	22	SENIOR CLERK & TYPIST	1	37,647.00
<u>233</u>	<u>\$ 17,170,930.00</u>		TOTAL REGULAR SALARIES	<u>258</u>	<u>\$ 19,918,823.00</u>
	887,083.00		HOLIDAY PAY - CONTRACTUAL		1,039,938.00
	53,881.00		SICK & VACATION BUYBACK		60,410.00
	130,000.00		EDUCATIONAL STIPEND		175,500.00
	5,991.00		EM INCENTIVE PAY		5,993.00
	<u>1,076,955.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>1,281,841.00</u>
<u>233</u>	<u>\$ 18,247,885.00</u>		TOTAL SALARIES	<u>258</u>	<u>\$ 21,200,664.00</u>
	14,500.00		LONGEVITY		56,300.00
	(153,556.00)		VACANCY FACTOR		(202,134.00)
<u>233</u>	<u>18,108,829.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>258</u>	<u>21,054,830.00</u>
	(145,363.00)		FUNDING SOURCES:		(145,363.00)
	<u>(145,363.00)</u>		GBV TASK FORCE		<u>(145,363.00)</u>
			TOTAL FUNDING SOURCES		<u>(145,363.00)</u>
<u>233</u>	<u>\$ 17,963,466.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>258</u>	<u>\$ 20,909,467.00</u>
	\$180,000.00		REGULAR OVERTIME		\$ 180,000.00
	45,963.00		SWAT TRAINING OVERTIME		45,963.00
	24,725.00		SUMMER PATROLS OVERTIME		24,725.00
	294,637.00		COURT ATTENDANCE OVERTIME		294,637.00
	11,023.00		ANIMAL CONTROL OVERTIME		11,023.00
	<u>\$ 556,348.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 556,348.00</u>
	\$4,000.00		LEASES & RENTALS		\$ -
	13,700.00		MAINTENANCE & REPAIR		10,000.00
	41,525.00		TELEPHONE		53,025.00
	124,000.00		OTHER PERSONAL SERVICES		91,500.00
	-		FOOD SUPPLIES		-
	9,000.00		OFFICE SUPPLIES		6,500.00
	127,800.00		OTHER SUPPLIES		147,000.00
	-		OTHER CHARGES & EXPENDITURES		-
	<u>\$ 320,025.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 308,025.00</u>
<u>233</u>	<u>\$ 18,839,839.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 21,773,840.00</u>

Chief of Police

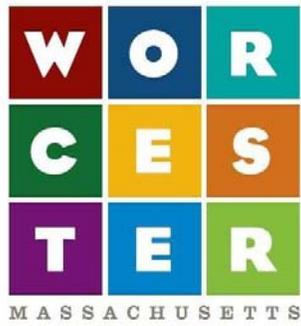
Academy (8)
8 Police Officers

Academy
8 Police Officers
8 Total

GARY J. GEMME, CHIEF OF POLICE

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
 WORCESTER POLICE DEPARTMENT- DIVISION #250V ACADEMY**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
23	\$859,395.00	95	POLICE OFFICERS (RECRUITS FY16)	8	\$ 492,180.00
23	\$ 859,395.00		TOTAL REGULAR SALARIES	8	\$ 492,180.00
	\$37,699.00		HOLIDAY PAY - CONTRACTUAL		\$ 25,954.00
	-		EDUCATIONAL STIPEND		-
	\$ 37,699.00		CONTRACTUAL STIPENDS AND EXTRAS		\$ 25,954.00
23	\$ 897,094.00		TOTAL SALARIES	8	\$ 518,134.00
	(7,685.00)		VACANCY FACTOR		(4,995.00)
23	\$ 889,409.00		TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 513,139.00
	\$ -		REGULAR OVERTIME		\$ -
	\$ -		TOTAL RECOMMENDED OVERTIME		\$ -
	\$37,500.00		OTHER PERSONAL SERVICES		\$ 15,000.00
	6,000.00		BOOKS		3,000.00
	64,500.00		OTHER SUPPLIES		30,000.00
	\$ 108,000.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 48,000.00
	\$ -		CAPITAL OUTLAY		\$ -
	\$ 997,409.00		TOTAL RECOMMENDED TAX LEVY		\$ 561,139.00



This Page is Intentionally Left Blank

Worcester Fire Department FY17 Budget Recommendation

Geoffrey Gardell

Fire Chief

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

Departmental Mission Statement:

The mission of the Worcester Fire Department is to:

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Expenditures				
Salaries	\$ 32,323,985.55	\$ 32,368,960.00	91000	\$ 37,192,747.00
Overtime	653,551.60	976,740.00	97000	978,889.00
Ordinary Maintenance	1,167,042.69	1,186,828.00	92000	1,257,982.00
Capital Outlay	12,128.67	25,000.00	93000	25,000.00
Total	\$ 34,156,708.51	\$ 34,557,528.00		\$ 39,454,618.00
Total Positions	419	428		427

Expenditures:

The tax levy budget for the Fire Department for Fiscal 2017 is recommended to be \$39,454,618 which is an increase of \$4,897,090 from the Fiscal 2016 tax levy budget of \$34,557,528.

The tax levy Personal Services budget for Fiscal 2017 is recommended to be \$37,192,747 which is an increase of \$4,823,787 from the Fiscal 2016 tax levy budget of \$32,368,960. This increase is a result of:

- Contractual and non-represented wage increases, step increases, EM Incentive: (\$42,499)
- Holiday Pay: \$16,920
- Fire Apparatus Repairman, W.F.: \$44,454
- Reduction in salaries due to Retirements & Promotions: (\$613,552)
- Recruits: \$921,320
- Safer Grant: (\$936,632)

Worcester Fire Department FY17 Budget Recommendation

- FY16 contractual retro payment for prior years not required in FY17: (\$12,224)
- Vacancy Factor: \$146,000
- Reserve for contracts back to FY14: \$5,300,000

The tax levy Overtime budget for Fiscal 2017 is recommended to be \$978,889 which is an increase of \$2,149 from the Fiscal 2016 tax levy budget of \$976,740. This increase is the result of:

- Overtime associated with FY17 Recruits: \$72,200
- Overtime associated with FY16 Recruits: (\$70,000)
- FY16 contractual retro payment for prior years not required in FY17: (\$51)

The tax levy Ordinary Maintenance budget for Fiscal 2017 is recommended to be \$1,257,982 which is an increase of \$71,154 from the Fiscal 2016 amount of \$1,186,828. This increase is the result of:

- Costs associated with FY17 Recruits: \$91,284
- Costs associated with FY16 Recruits: (\$113,130)
- Year one of providing second set of Turnout Gear: \$81,000
- Electricity: \$12,000

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

Operational Overview

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

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

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

The Fire Prevention Division works to prevent the occurrence of fire, in order to protect lives and to preserve property through education, enforcement, and engineering. The Division provides education, creates safety awareness, promotes fire and life safety skills, and provides fire and injury prevention education and training throughout the community. The Division provides the

Worcester Fire Department FY17 Budget Recommendation

enforcement of City fire codes and ordinances, administers permits and licenses, and performs required related inspections.

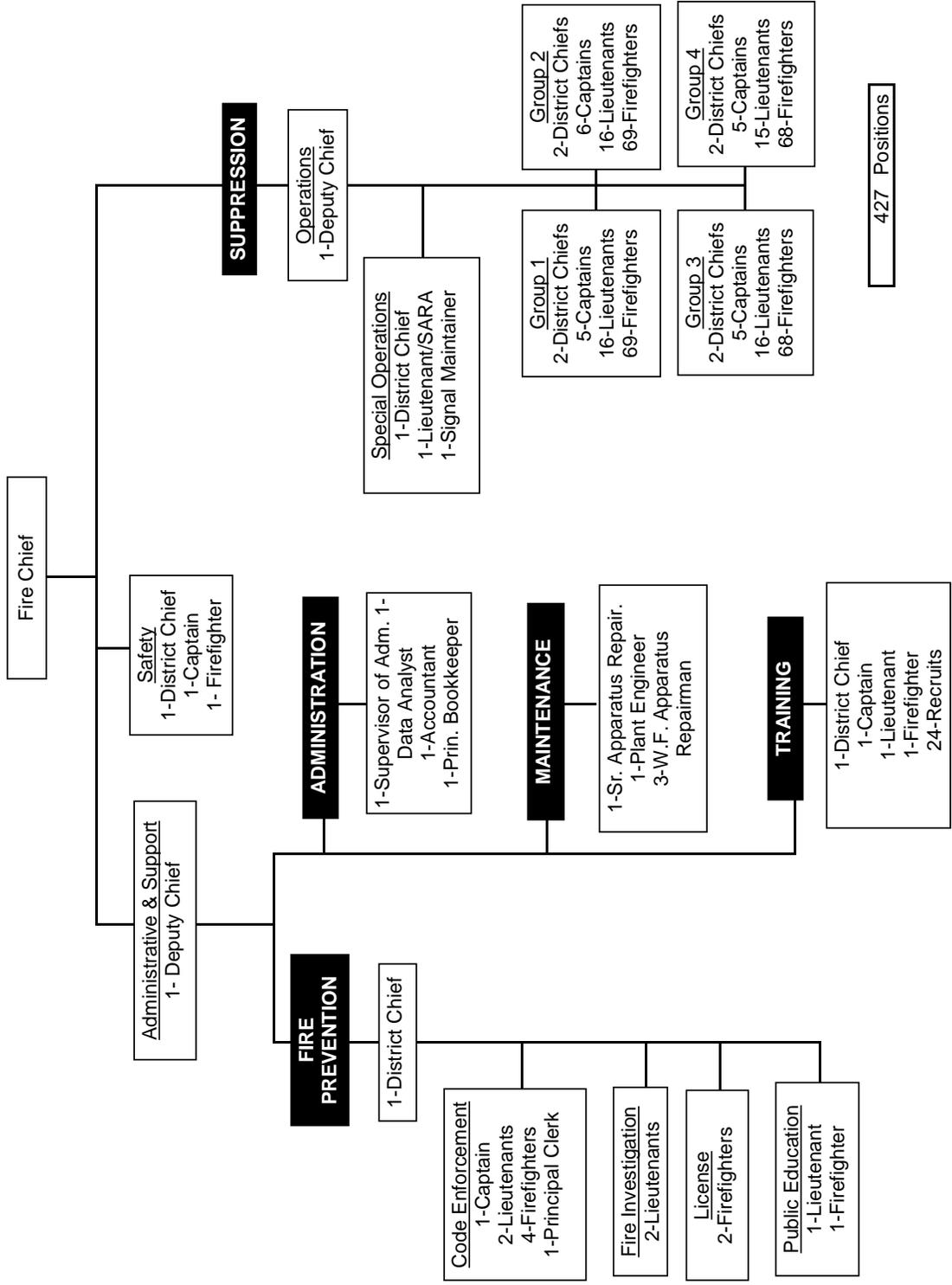
The Facilities/Maintenance Division is responsible for WFD apparatus and equipment acquisition, maintenance, and repair. The Division also maintains all WFD buildings, providing regular maintenance and monitoring of all stations.

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

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

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

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



GEOFFREY GARDELL, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 164,161.00	58CM	FIRE CHIEF	1	\$ 158,156.00
2	270,203.00	50EM	DEPUTY FIRE CHIEF	2	269,714.00
12	1,224,081.00	93	DISTRICT FIRE CHIEF	12	1,225,008.00
24	2,216,309.00	92	CAPTAIN	24	2,207,089.00
70	5,870,163.00	91	LIEUTENANT	70	5,823,504.00
279	20,114,558.00	90	FIREFIGHTER	283	20,021,996.00
1	79,863.00	43M	SUPERVISOR OF ADMINISTRATION	1	81,954.00
1	75,650.00	43	SENIOR FIRE APPARATUS REPAIRMAN	1	77,630.00
1	59,534.00	40P	DATA ANALYST	1	62,156.00
1	56,756.00	35	PLANT ENGINEER	1	58,249.00
1	54,849.00	34	SIGNAL MAINTAINER FIRE	1	56,290.00
2	106,008.00	34	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	152,946.00
1	48,586.00	32	ACCOUNTANT	1	52,639.00
1	42,591.00	28	PRINCIPAL BOOKKEEPER	1	46,166.00
1	41,040.00	27	PRINCIPAL CLERK	1	41,180.00
398	\$ 30,424,352.00		REGULAR SALARIES	403	\$ 30,334,677.00
AUTHORIZED VACANT POSITIONS WITH FUNDING					
30	520,990.00	90	FIREFIGHTER CLASS	24	921,320.00
30	\$ 520,990.00		REGULAR SALARIES	24	\$ 921,320.00
428	\$ 30,945,342.00		REGULAR SALARIES	427	\$ 31,255,997.00
	17,237.00		EM INCENTIVE PAY		16,305.00
	146,957.00		OUT OF GRADE PAY		146,957.00
	1,643,200.00		HOLIDAY PAY		1,660,120.00
	1,807,394.00		CONTRACTUAL OBLIGATIONS		1,823,382.00
428	\$ 32,752,736.00		TOTAL	427	\$ 33,079,379.00
	12,224.00		RESERVE FOR CONTRACTS		5,300,000.00
	(396,000.00)		VACANCY FACTOR		(250,000.00)
428	\$ 32,368,960.00		TOTAL SALARIES	427	\$ 38,129,379.00
	-		FUNDING SOURCES:		
	-		SAFER GRANT (17 RECRUITS)		(936,632.00)
	-		TOTAL FUNDING SOURCES		(936,632.00)
428	\$ 32,368,960.00	260-91000	TOTAL RECOMMENDED PERSONAL SERVICES	427	\$ 37,192,747.00
	\$ 976,689.00		OVERTIME		\$ 978,889.00
	51.00		TRANSFER IN CONTRACTUAL		-
	\$ 976,740.00	260-97000	TOTAL RECOMMENDED OVERTIME		\$ 978,889.00
	\$ 119,850.00		ELECTRICITY		\$ 131,850.00
	2,385.00		LEASES & RENTALS		2,385.00
	121,676.00		MAINTENANCE & REPAIR		121,676.00
	35,925.00		TELEPHONE		35,925.00
	146,117.00		OTHER PERSONAL SERVICES		138,835.00
	140,690.00		AUTOMOTIVE SUPPLIES		140,690.00
	8,201.00		BOOKS		8,201.00
	10,000.00		BUILDING SUPPLIES		10,000.00
	11,100.00		OFFICE SUPPLIES		11,100.00
	117,300.00		NATURAL GAS		117,300.00
	247,947.00		OTHER SUPPLIES		314,383.00
	51,000.00		AUTO FUEL NO LEAD GAS		51,000.00
	148,962.00		DIESEL FUEL		148,962.00
	3,000.00		OTHER CHARGES & EXPENDITURES		3,000.00
	26,675.00		TRAVELING		26,675.00
	\$ 1,190,828.00		TOTAL ORDINARY MAINTENANCE		\$ 1,261,982.00
	\$ (4,000.00)		FUNDING SOURCES:		\$ (4,000.00)
	\$ (4,000.00)		FROM RESERVE FUNDS		\$ (4,000.00)
	\$ (4,000.00)		TOTAL FUNDING SOURCES		\$ (4,000.00)
	\$ 1,186,828.00	260-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 1,257,982.00
	\$ 25,000.00	260-93000	SAFETY EQUIPMENT (CONTRACTUAL)		\$ 25,000.00
	\$ 34,557,528.00	260	TOTAL RECOMMENDED TAX LEVY		\$ 39,454,618.00

GEOFFREY GARDELL, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****WORCESTER FIRE DEPARTMENT - DIVISION #2601 ADMINISTRATION**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 164,161.00	58CM	FIRE CHIEF	1	\$ 158,156.00
1	134,386.00	50EM	DEPUTY FIRE CHIEF	1	130,342.00
1	103,614.00	93	DISTRICT FIRE CHIEF	1	103,219.00
1	91,884.00	92	CAPTAIN	1	91,533.00
1	74,233.00	90	FIREFIGHTER	1	73,950.00
1	79,863.00	43M	SUPERVISOR OF ADMINISTRATION	1	81,954.00
1	59,534.00	40P	DATA ANALYST	1	62,156.00
1	48,586.00	32	ACCOUNTANT	1	52,639.00
1	41,040.00	27	PRINCIPAL CLERK	1	41,180.00
<u>9</u>	<u>\$ 797,301.00</u>		REGULAR SALARIES	<u>9</u>	<u>\$ 795,129.00</u>
	11,847.00		EM INCENTIVE PAY		10,698.00
	20,540.00		HOLIDAY PAY		21,175.00
	<u>32,387.00</u>		CONTRACTUAL OBLIGATIONS		<u>31,873.00</u>
<u>9</u>	<u>\$ 829,688.00</u>	2601-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>9</u>	<u>\$ 827,002.00</u>
	\$ 51,327.00		OVERTIME		\$ 51,327.00
	<u>\$ 51,327.00</u>	2601-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 51,327.00</u>
\$	119,850.00		ELECTRICITY	\$	131,850.00
	2,385.00		LEASES & RENTALS		2,385.00
	21,990.00		MAINTENANCE & REPAIR		21,990.00
	35,925.00		TELEPHONE		35,925.00
	106,580.00		OTHER PERSONAL SERVICES		106,580.00
	130.00		BOOKS		130.00
	11,100.00		OFFICE SUPPLIES		11,100.00
	117,300.00		NATURAL GAS		117,300.00
	69,663.00		OTHER SUPPLIES		150,663.00
	24,575.00		TRAVELING		24,575.00
	<u>\$ 509,498.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 602,498.00</u>
	\$ (4,000.00)		FUNDING SOURCES:		\$ (4,000.00)
	<u>\$ (4,000.00)</u>		FROM RESERVE FUNDS		<u>\$ (4,000.00)</u>
	<u>\$ 505,498.00</u>	2601-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 598,498.00</u>
	<u>\$ 25,000.00</u>	2601-93000	SAFETY EQUIPMENT (CONTRACTUAL)		<u>\$ 25,000.00</u>
	<u>\$ 1,411,513.00</u>	2601	TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,501,827.00</u>

GEOFFREY GARDELL, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****WORCESTER FIRE DEPARTMENT - DIVISION #2602 MAINTENANCE**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 75,650.00	43	SENIOR FIRE APPARATUS REPAIRMAN	1	\$ 77,630.00
1	56,756.00	35	PLANT ENGINEER	1	58,249.00
2	106,008.00	34	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	152,946.00
4	\$ 238,414.00	2602-91000	TOTAL RECOMMENDED PERSONAL SERVICES	5	\$ 288,825.00
	\$ 16,316.00		OVERTIME		\$ 16,316.00
	\$ 16,316.00	2602-97000	TOTAL RECOMMENDED OVERTIME		\$ 16,316.00
	\$ 68,330.00		MAINTENANCE & REPAIR		\$ 68,330.00
	997.00		OTHER PERSONAL SERVICES		997.00
	140,690.00		AUTOMOTIVE SUPPLIES		140,690.00
	10,000.00		BUILDING SUPPLIES		10,000.00
	28,552.00		OTHER SUPPLIES		28,552.00
	51,000.00		AUTO FUEL NO LEAD GAS		51,000.00
	148,962.00		DIESEL FUEL		148,962.00
	\$ 448,531.00	2602-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 448,531.00
	\$ 703,261.00	2602	TOTAL RECOMMENDED TAX LEVY		\$ 753,672.00

GEOFFREY GARDELL, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****WORCESTER FIRE DEPARTMENT - DIVISION #2603 FIRE PREVENTION**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 101,191.00	93	DISTRICT FIRE CHIEF	1	\$ 102,298.00
1	93,700.00	92	CAPTAIN	1	93,704.00
5	418,684.00	91	LIEUTENANT	5	412,253.00
11	820,900.00	90	FIREFIGHTER	7	521,970.00
1	42,591.00	28	PRINCIPAL BOOKKEEPER	1	46,166.00
19	\$ 1,477,066.00		REGULAR SALARIES	15	\$ 1,176,391.00
	73,944.00		HOLIDAY PAY		59,290.00
	73,944.00		CONTRACTUAL OBLIGATIONS		59,290.00
19	\$ 1,551,010.00	2603-91000	TOTAL RECOMMENDED PERSONAL SERVICES	15	\$ 1,235,681.00
	\$ 38,071.00		OVERTIME		\$ 38,071.00
	\$ 38,071.00	2603-97000	TOTAL RECOMMENDED OVERTIME		\$ 38,071.00
	\$ 916.00		MAINTENANCE & REPAIR		\$ 916.00
	1,000.00		BOOKS		1,000.00
	9,813.00		OTHER SUPPLIES		9,813.00
	2,500.00		OTHER CHARGES & EXPENDITURES		2,500.00
	2,100.00		TRAVELING		2,100.00
	\$ 16,329.00	2603-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 16,329.00
	\$ 1,605,410.00	2603	TOTAL RECOMMENDED TAX LEVY		\$ 1,290,081.00

GEOFFREY GARDELL, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

WORCESTER FIRE DIVISION - DIVISION #2604 TRAINING

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 99,081.00	93	DISTRICT FIRE CHIEF	1	\$ 100,697.00
1	88,561.00	92	CAPTAIN	1	93,177.00
1	79,353.00	91	LIEUTENANT	1	83,229.00
1	76,038.00	90	FIREFIGHTER	1	75,748.00
30	520,990.00	90	FIREFIGHTER- RECRUITS	24	921,320.00
34	\$ 864,023.00		REGULAR SALARIES	28	\$ 1,274,171.00
	139,672.00		HOLIDAY PAY		16,940.00
	139,672.00		CONTRACTUAL OBLIGATIONS		16,940.00
	-		FUNDING SOURCES:		
	-		SAFER GRANT (17 RECRUITS)		(1,244,659.00)
	-		TOTAL FUNDING SOURCES		(1,244,659.00)
34	\$ 1,003,695.00	2604-91000	TOTAL RECOMMENDED PERSONAL SERVICES	28	\$ 46,452.00
	\$ 80,000.00		OVERTIME		\$ 82,200.00
	\$ 80,000.00	2604-97000	TOTAL RECOMMENDED OVERTIME		\$ 82,200.00
	\$ 4,000.00		MAINTENANCE & REPAIR		\$ 4,000.00
	38,140.00		OTHER PERSONAL SERVICES		30,858.00
	6,971.00		BOOKS		6,971.00
	87,090.00		OTHER SUPPLIES		72,526.00
	\$ 136,201.00	2604-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 114,355.00
	\$ -	2601-93000	SAFETY EQUIPMENT (CONTRACTUAL)		\$ -
	\$ 1,219,896.00	2604	TOTAL RECOMMENDED TAX LEVY		\$ 243,007.00

GEOFFREY GARDELL, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

WORCESTER FIRE DEPARTMENT - DIVISION #2605 FIRE SUPPRESSION

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 135,817.00	50EM	DEPUTY FIRE CHIEF	1	\$ 139,372.00
9	920,195.00	93	DISTRICT FIRE CHIEF	9	918,794.00
21	1,942,164.00	92	CAPTAIN	21	1,928,675.00
64	5,372,126.00	91	LIEUTENANT	64	5,328,022.00
266	19,143,387.00	90	FIREFIGHTER	274	19,350,328.00
1	54,849.00	34	SIGNAL MAINTAINER FIRE	1	56,290.00
362	\$ 27,568,538.00		REGULAR SALARIES	370	\$ 27,721,481.00
	5,390.00		EM INCENTIVE PAY		5,607.00
	146,957.00		OUT OF GRADE PAY		146,957.00
	1,409,044.00		HOLIDAY PAY		1,562,715.00
	1,561,391.00		CONTRACTUAL OBLIGATIONS		1,715,279.00
362	\$ 29,129,929.00		TOTAL	370	\$ 29,436,760.00
	(396,000.00)		VACANCY FACTOR		(250,000.00)
362	\$ 28,733,929.00	2605-91000	TOTAL RECOMMENDED PERSONAL SERVICES	370	\$ 29,186,760.00
	\$ 790,975.00		OVERTIME		\$ 790,975.00
	\$ 790,975.00	2605-97000	TOTAL RECOMMENDED OVERTIME		\$ 790,975.00
	\$ 26,440.00		MAINTENANCE & REPAIR		\$ 26,440.00
	400.00		OTHER PERSONAL SERVICES		400.00
	100.00		BOOKS		100.00
	52,829.00		OTHER SUPPLIES		52,829.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	\$ 80,269.00	2605-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 80,269.00
	\$ 29,605,173.00	2605	TOTAL RECOMMENDED TAX LEVY		\$ 30,058,004.00

Emergency Communications FY17 Budget Recommendation

Richard Fiske III, Director

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

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

Emergency Communications Mission Statement:

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

Emergency Management Division:

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

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
Expenditures		Fiscal 2016	Number	Fiscal 2017
Salaries	1,642,255.47	1,900,160.00	91000	1,954,556.00
Overtime	248,426.90	152,794.00	97000	158,485.00
Ordinary Maintenance	296,268.51	354,114.00	92000	1,079,394.00
Total	2,186,950.88	2,407,068.00		3,192,435.00
Total Positions	78	78		67

Expenditures:

The total recommended tax levy budget for Fiscal 2017 is \$3,192,435 which is an increase of \$785,367 from the Fiscal 2016 budget amount of \$2,407,068.

The tax levy budget for Personal Services for Fiscal 2017 is recommended to be \$1,954,556 which is an increase of \$54,396 from the Fiscal 2016 budget amount of \$1,900,160. This

Emergency Communications FY17 Budget Recommendation

increase is a result of:

- Contractual and non-represented wage increases, step increases, EM Incentive: \$32,542
- Holiday pay: \$2,357
- Increase for Director: \$15,000
- Net increase in 911 Regional funding: (\$1,209)
- FY16 contractual retro payment for prior years not required in FY17: (\$4,964)
- MMRS & WRTA funding: (\$2,770)
- Emergency Management funding: \$13,440

The tax levy Overtime budget for Fiscal 2017 is recommended to be \$158,485 which is an increase of \$5,691 from the Fiscal 2016 budget of \$152,794. This increase is a result of:

- Police Summer Impact: \$3,000
- Snow Towing: \$3,000
- EMS funding: (\$272)
- FY16 contractual retro payment for prior years not required in FY17: (\$37)

The tax levy Ordinary Maintenance budget for Fiscal 2016 is recommended to be \$1,079,394 which is an increase of \$725,280 from the Fiscal 2016 amount of \$354,114. This increase is a result of:

- Radio system lease: \$695,280
- Smart911 service: \$30,000

Operational Overview:

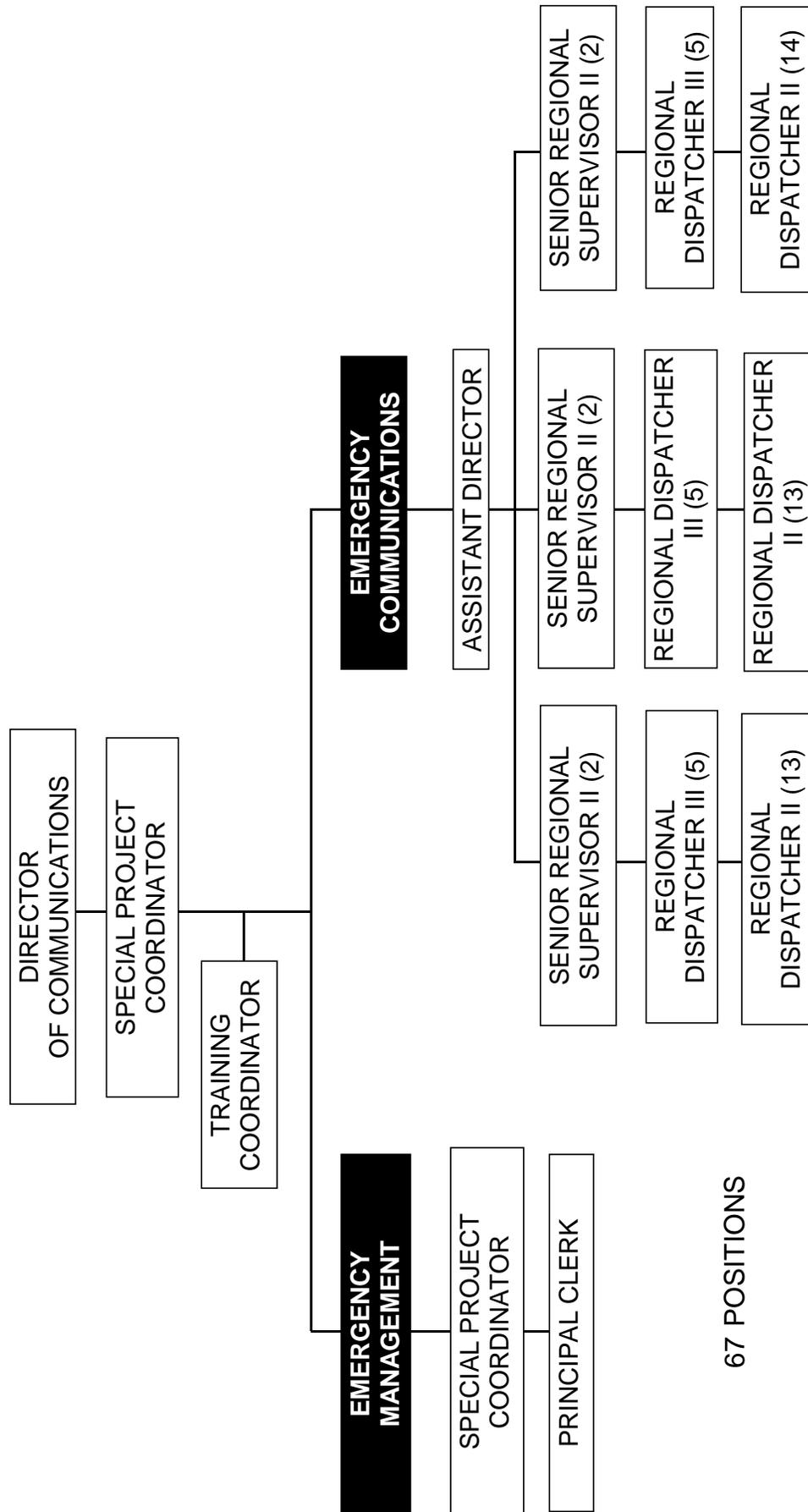
The Department is responsible for operating the Emergency Communications Center which answers all 9-1-1 calls, non-emergency calls, while prioritizing and dispatching fire and police and all other related public safety emergency responses. All requests for emergency assistance pass through the communications 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. It is also responsible for monitoring of the City's Digitize Fire Alarm reporting system, and ShotSpotter alert system. The department also administers the City's "reverse 911" system infrastructure, also known as "AlertWorcester." In addition to receiving critical warnings in an emergency, citizens and businesses can "opt in" to receive other alerts from the city's public safety agencies, severe weather alerts, and information from public works departments, which may affect the city's population. Many city departments also utilize the system for staff alerts and notifications during emergency and planned incidents and events. The Department is the agency that maintains the city-wide radio network backbone, used by all of the other City Departments' for radio communications functions. The current 25 year old system is being replaced with a state of the art, public safety grade APCO P25 compliant, Motorola Astro 800 MHZ Trunked system during this fiscal term. There are over 2,300 radio units on the system, creating in excess of 30,000 radio transmissions per day. The Department also houses and maintains the Central Regional Homeland Security Council Communications Tower / Repeater

Emergency Communications FY17 Budget Recommendation

trailer. This Homeland Security asset can be deployed to any jurisdiction in the region to support public safety communications during emergencies or planned large scale incidents or events.

The Division of Emergency Management works closely with all city departments. It is the Division responsible for coordinating the city's preparation and emergency response to many major incidents or events that may exhaust city resources or have an effect on a large population or geographical area of the city. It is responsible for operating the City's Emergency Operations Center (EOC). This division maintains the center that is the base of operations in the event of a significant emergency situation. The City, from this central command location (soon to be co-located with the regional 911 dispatch center), manages all critical City emergency response operations during a crisis. The Division also chairs and coordinates the city's certified Local Emergency Planning Committee & Comprehensive Emergency Operations Plan. It is also responsible for the activation and coordination of Emergency Shelter Operations utilizing pre-planned shelters as well as deployable Mass Care Homeland Security Response equipment and Incident Response Command support equipment for long term or large scale public safety responses. The Division maintains the necessary training of personnel and equipment for the city's National Weather Service "Storm Ready" certification. The division responds with staff and equipment to all incidents in the city which adversely affect the population and require evacuation, such as structure fires, hazardous materials, or any other situation which would displace or adversely affect the population. Additionally, the Division oversees the City's Metropolitan Medical Response System (MMRS) program. This Federally funded program provides key regional planning and preparation services to better align the resources of the City's Department of Public Health, regional boards of public health, City and regional hospitals and other health care providers in the event of a major medical emergency in the region. This is done through developing plans, providing training, acquiring critical and necessary pharmaceuticals and related equipment.

EMERGENCY COMMUNICATIONS DEPARTMENT ORGANIZATION CHART



67 POSITIONS

RICHARD FISKE III, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
COMMUNICATIONS:					
1	\$ 89,745.00	48EM	DIRECTOR OF COMMUNICATIONS	1	\$ 105,313.00
1	66,743.00	38M	ASSISTANT DIRECTOR	1	68,494.00
1	66,743.00	38M	TRAINING COORDINATOR	1	55,996.00
6	297,030.00	33	SENIOR REGIONAL DISPATCHER II	6	311,177.00
15	655,337.00	31	REGIONAL DISPATCHER III	15	645,827.00
36	1,518,053.00	29	REGIONAL DISPATCHER II	36	1,542,449.00
1	37,774.00	27	PRINCIPAL CLERK	1	43,974.00
61	\$ 2,731,425.00		SALARIES	61	\$ 2,773,230.00
REGIONAL COMMUNICATIONS:					
15	\$ 496,560.00	29	REGIONAL DISPATCHER II	4	\$ 133,216.00
15	\$ 496,560.00		SALARIES	4	\$ 133,216.00
EMERGENCY MANAGEMENT:					
2	\$ 128,821.00	45M	SPECIAL PROJECT COORDINATOR	2	\$ 134,333.00
2	\$ 128,821.00			2	\$ 134,333.00
78	\$ 3,356,806.00		TOTAL REGULAR SALARIES	67	\$ 3,040,779.00
	123,318.00		HOLIDAY PAY		110,235.00
	3,053.00		EM INCENTIVE PAY		2,478.00
	10,000.00		EMERGENCY MANAGEMENT STIPEND		10,000.00
	4,964.00		TRANSFER IN CONTRACTUAL		-
	(75,000.00)		VACANCY FACTOR		(75,000.00)
78	\$ 3,423,141.00		TOTAL SALARIES	67	\$ 3,088,492.00
	(262,285.00)		FUNDING SOURCES:		(248,845.00)
	(659,180.00)		EMERGENCY MANAGEMENT GRANT		(659,180.00)
	(517,205.00)		9-1-1 SUPPORT GRANT FUNDING		(138,830.00)
	(60,675.00)		9-1-1 SUPPORT GRANT FUNDING- REGIONAL		(63,298.00)
	(23,636.00)		METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT		(23,783.00)
	(1,522,981.00)		WRTA FUNDING		(1,133,936.00)
78	\$ 1,900,160.00	270-91000	TOTAL RECOMMENDED PERSONAL SERVICES	67	\$ 1,954,556.00
	196,134.00		REGULAR OVERTIME		170,676.00
	8,000.00		SUMMER IMPACT OVERTIME		11,000.00
	-		SNOW TOWING OVERTIME		3,000.00
	37.00		TRANSFER IN CONTRACTUAL		-
	204,171.00		TOTAL OVERTIME		184,676.00
	(16,662.00)		FUNDING SOURCES:		(16,934.00)
	(34,715.00)		EMS FUNDING		(9,257.00)
	(51,377.00)		9-1-1 SUPPORT GRANT FUNDING- REGIONAL		(26,191.00)
	\$ 152,794.00	270-97000	TOTAL RECOMMENDED OVERTIME		\$ 158,485.00

RICHARD FISKE III, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
<u>GENERAL ORDINARY MAINTENANCE</u>					
	\$ 13,660.00		ELECTRICITY		\$ 20,860.00
	49,638.00		TOWER SITE LEASE		49,638.00
	-		RADIO SYSTEM LEASE		695,280.00
	21,116.00		MAINTENANCE & REPAIR		21,116.00
	10,000.00		OTHER PERSONAL SERVICES		13,000.00
	47,600.00		REVERSE 9-1-1 SYSTEM		37,000.00
	-		SMART911		30,000.00
	60,000.00		SYSTEM MAINTENANCE		60,000.00
	60,000.00		SYSTEM MAINTENANCE-SOFTWARE		60,000.00
	72,000.00		SYSTEM MAINTENANCE-BACKBONE		72,000.00
	5,000.00		OFFICE SUPPLIES		5,000.00
	6,500.00		OTHER SUPPLIES		6,500.00
	4,000.00		AUTO FUEL		4,000.00
	1,000.00		OTHER CHARGES & EXPENDITURES		1,000.00
	3,600.00		TRAVELING		4,000.00
	<u>\$ 354,114.00</u>		TOTAL GENERAL ORDINARY MAINTENANCE		<u>\$ 1,079,394.00</u>
<u>RECC CENTER ORDINARY MAINTENANCE</u>					
	\$ 26,840.00		ELECTRICITY		\$ 36,400.00
	8,950.00		TELEPHONE		8,950.00
	50,710.00		OTHER PERSONAL SERVICES		50,710.00
	6,500.00		NATURAL GAS		6,500.00
	<u>\$ 93,000.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 102,560.00</u>
	(93,000.00)		FUNDING SOURCES:		
	(93,000.00)		9-1-1 SUPPORT GRANT FUNDING- REGIONAL		(102,560.00)
			TOTAL FUNDING SOURCES		(102,560.00)
	<u>\$ -</u>		TOTAL RECC ORDINARY MAINTENANCE		<u>\$ -</u>
	<u>\$ 354,114.00</u>	270-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,079,394.00</u>
	\$ 58,300.00		FRINGE BENEFITS:		
	32,761.00		HEALTH INSURANCE		\$ 69,714.00
	<u>\$ 91,061.00</u>		RETIREMENT		31,872.00
			TOTAL FRINGE BENEFITS		<u>\$ 101,586.00</u>
	(78,978.00)		FUNDING SOURCES:		
	(12,083.00)		EMS FUNDING		(80,148.00)
	(91,061.00)		METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT		(21,438.00)
			TOTAL FUNDING SOURCES		(101,586.00)
	<u>\$ -</u>	330-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 2,407,068.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 3,192,435.00</u>

Inspectional Services FY17 Budget Recommendation

John R. Kelly Commissioner

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

Department Mission Statement:

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Expenditures				
Salaries	\$ 3,008,380.14	\$ 3,167,840.00	91000	\$ 3,338,200.00
Overtime	71,236.96	69,617.00	97000	69,579.00
Ordinary Maintenance	253,563.76	275,015.00	92000	311,887.00
Total	\$ 3,333,180.86	\$ 3,512,472.00		\$ 3,719,666.00
Total Positions	61	60		61

Expenditures:

The total Fiscal 2017 tax levy budget is recommended to be \$3,719,666 which represents an increase of \$207,194 from the Fiscal 2016 budget amount of \$3,512,472.

The tax levy budget for Personal Services for Fiscal 2017 is recommended to be \$3,338,200 which is an increase of \$170,360 from the Fiscal 2016 budget amount of \$3,167,840. This increase is a result of:

- FY16 Contractual Retro Payment for Prior Years not required in FY17: (\$16,122)
- Contractual wage increases, Step increases, EM Incentive, Adds/upgrades: \$112,228
 - Add New Position: Sanitary Inspector to permanently staff quality of life task force
 - Upgrade Position: Director of Housing and Health Inspections
- Funding Source decreases (Sewer, Water, Bond Credits): \$14,254
- Vacancy Factor Decrease: \$60,000

The tax levy Overtime budget for Fiscal 2017 is recommended to be \$69,579 which is a decrease of \$38 from Fiscal 2016 budget of \$69,617. This is due to:

- FY16 Contractual Retro Payment for Prior Years not required in FY17: (\$38)

The tax levy Ordinary Maintenance budget is recommended to be \$311,887 which is an increase of \$36,872 from the Fiscal 2016 amount of \$275,015. The increase is due to:

- Increase OM: \$36,872
 - Software Support for Ipad Data to deploy tablets to all inspectors \$11,872.32
 - Geese Program moved from Health Department: \$15,000
 - Increase Constables for higher delivery demands: \$10,000

Inspectional Services FY17 Budget Recommendation

Operational Overview:

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

Building & Zoning Divisional Overview:

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

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

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

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

Housing & Health Inspections Divisional Overview:

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

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

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

Inspectional Services FY17 Budget Recommendation

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.

JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
INSPECTIONAL SERVICES ADMINISTRATION DIVISION:					
1	\$ 115,000.00	58CM	COMMISSIONER OF INSPECTIONAL SERVICES	1	\$ 118,032.00
1	65,949.00	40M	PRINCIPAL STAFF ASSISTANT	1	68,715.00
1	63,238.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	64,833.00
1	45,064.00	36	PRINCIPAL ACCOUNTANT	1	60,761.00
4	\$ 289,251.00		REGULAR SALARIES	4	\$ 312,341.00
BUILDING & ZONING DIVISION:					
1	\$ 86,024.00	51EM	DEPUTY BUILDING COMMISSIONER	1	\$ 88,279.00
1	86,024.00	45M	LAND USE & ZONING COORDINATOR	1	88,279.00
1	77,521.00	43M	CHIEF WIRE INSPECTOR	1	81,954.00
1	79,863.00	43M	CHIEF PLUMBING & GAS FITTING INSPECTOR	1	81,954.00
1	79,863.00	43M	CHIEF BUILDING INSPECTOR	1	81,954.00
1	71,334.00	39HC	SENIOR BUILDING INSPECTOR	1	74,411.00
1	66,564.00	39HC	SENIOR WIRING INSPECTOR	1	69,372.00
1	71,001.00	39HC	SENIOR PLUMBING & GAS FITTING INSPECTOR	1	74,165.00
3	170,249.00	35HC	BUILDING INSPECTOR	3	169,843.00
1	52,711.00	35HC	PLUMBING AND GAS FITTING INSPECTOR	1	53,346.00
2	99,384.00	35HC	WIRING INSPECTOR	2	109,213.00
1	52,191.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	58,506.00
1	44,974.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	49,215.00
2	69,462.00	22	SENIOR CLERK AND TYPIST	2	75,294.00
1	29,801.00	22	CUSTOMER SERVICE REPRESENTATIVE	1	33,318.00
19	\$ 1,136,966.00		REGULAR SALARIES	19	\$ 1,189,103.00
HOUSING INSPECTIONS DIVISION:					
1	\$ 89,415.00	51EM	DIRECTOR OF HOUSING & HEALTH INSPECTIONS	1	\$ 96,216.00
2	172,048.00	45M	CHIEF SANITARIAN	2	163,802.00
1	67,141.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	46,500.00
1	61,010.00	37	STAFF ASSISTANT 3	1	62,615.00
3	162,544.00	33HC	SENIOR SANITARY INSPECTOR	3	182,214.00
12	635,121.00	31HC	SANITARY INSPECTOR	13	680,973.00
2	78,885.00	27	PRINCIPAL CLERK	2	86,950.00
4	137,391.00	22	SENIOR CLERK AND TYPIST	4	150,588.00
26	\$ 1,403,555.00		REGULAR SALARIES	27	\$ 1,469,858.00
HEALTH INSPECTIONS DIVISION:					
2	\$ 172,048.00	45M	CHIEF SANITARIAN	2	\$ 176,558.00
1	78,407.00	43M	SEALER OF WEIGHTS AND MEASURES	1	81,954.00
1	67,064.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	67,547.00
2	120,784.00	33HC	SENIOR SANITARY INSPECTOR	2	102,772.00
1	46,898.00	32	DEPUTY SEALER OF WEIGHTS & MEASURES	1	51,394.00
3	164,073.00	31HC	SANITARY INSPECTOR	3	166,897.00
1	35,053.00	20	PUBLIC HEALTH AIDE	1	35,267.00
11	\$ 684,327.00		REGULAR SALARIES	11	\$ 682,389.00
60	\$ 3,514,099.00		TOTAL REGULAR SALARIES	61	\$ 3,653,691.00
	(120,000.00)		VACANCY FACTOR		(60,000.00)
	6,944.00		EM INCENTIVE PAY		5,567.00
	3,550.00		CONTRACTUAL STIPENDS		3,550.00
	42,109.00		TRANSFER IN CONTRACTUAL - REGULAR SALARIES		-
	\$ 3,446,702.00		TOTAL SALARIES		\$ 3,602,808.00

JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
			FUNDING SOURCES:		
	\$ (135,000.00)		CDBG GRANT		\$ (135,000.00)
	(119,779.00)		BOND FUNDS		(104,733.00)
	(19,554.00)		SEWER REVENUES		(20,251.00)
	(4,529.00)		WATER REVENUES		(4,624.00)
	<u>\$ (278,862.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (264,608.00)</u>
	<u>\$ 3,167,840.00</u>	280-91000	TOTAL RECOMMENDED PERSONNEL SERVICES		<u>\$ 3,338,200.00</u>
	\$ 64,454.00		REGULAR OVERTIME		\$ 64,454.00
	5,125.00		SEWER INSPECTIONS		5,125.00
	38.00		TRANSFER IN CONTRACTUAL - OVERTIME		-
	<u>\$ 69,617.00</u>	280-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 69,579.00</u>
	\$ -		CITYWIDE GEESE PROGRAM		\$ 15,000.00
	\$ 2,000.00		LEASES & RENTALS		\$ 2,000.00
	50,000.00		MAINTENANCE & REPAIR		50,000.00
	25,500.00		TELEPHONES		26,000.00
	500.00		POSTAGE		300.00
	50,000.00		CONSTABLES		60,000.00
	35,000.00		NETWORK, HARDWARE, SOFTWARE		46,872.00
	90,000.00		OTHER PERSONAL SERVICES		90,000.00
	1,000.00		NEWSPAPER ADVERTISING		1,000.00
	1,200.00		BOOKS		5,000.00
	9,000.00		OFFICE SUPPLIES		9,000.00
	24,004.00		OTHER SUPPLIES		17,404.00
	45,000.00		AUTO FUEL		45,000.00
	5,000.00		OTHER CHARGES & EXPENDITURES		7,500.00
	<u>\$ 338,204.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 375,076.00</u>
			FUNDING SOURCES:		
	\$ (50,000.00)		CDBG GRANT		\$ (50,000.00)
	(11,252.00)		SEWER REVENUES		(11,252.00)
	(1,937.00)		WATER REVENUES		(1,937.00)
	<u>\$ (63,189.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (63,189.00)</u>
	<u>\$ 275,015.00</u>	280-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 311,887.00</u>
			FRINGE BENEFITS:		
	\$ 31,956.00		HEALTH INSURANCE		\$ 31,955.00
	12,430.00		RETIREMENT		10,857.00
	<u>\$ 44,386.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 42,812.00</u>
			FUNDING SOURCES:		
	\$ (44,386.00)		BONDS		\$ (42,812.00)
	<u>\$ (44,386.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (42,812.00)</u>
	<u>\$ -</u>	280-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 3,512,472.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 3,719,666.00</u>

Worcester Public Schools FY17 Budget Recommendation

Maureen Binienda

Superintendent

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

Departmental Mission Statement:

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

	Actual	Approved	Account	Recommended
	Fiscal 2015	Budget for	Number	Appropriation
		Fiscal 2016		Fiscal 2017
Net School Spending				
Salaries	\$ 193,964,752	\$ 203,798,032	91000	\$ 204,247,674
Overtime	1,724,053	1,266,499	97000	1,266,499
Ordinary Maintenance	33,799,570	35,221,607	92000	35,696,837
Capital Outlay	196,189	250,000	93000	250,000
Fringe Benefits	57,529,079	59,476,897.00	96000	62,294,643.00
Total Expenditures	\$ 287,213,642	\$ 300,013,035		\$ 303,755,653
Non Net School Spending				
Salaries	\$ 3,328,156	\$ 3,434,962	91000	\$ 3,323,763
Overtime	583,994	473,736	97000	473,736
Ordinary Maintenance	13,625,989	14,370,260	92000	15,342,651
Total Expenditures	\$ 17,538,139	\$ 18,278,958		\$ 19,140,150
Total Worcester Public Schools Budget	\$ 304,751,781	\$ 318,291,993		\$ 322,895,803

Expenditures:

The amount budgeted for expenditures that are recognized by the Commonwealth as Net School Spending is recommended to be \$303,755,653. This funding level represents an increase of \$3,742,618 from the Fiscal 2016 budget of \$300,013,035. This increase is the result of:

- Salary increases: \$449,642
- Fringe Benefit: \$2,817,746
- Ordinary Maintenance: \$475,230

The amount budgeted for non educational expenditures are recommended to be \$19,140,150, which is an increase of \$861,192 from Fiscal 2016. This net increase is the result of:

- Salaries: (\$111,199)
- Ordinary Maintenance: \$972,391

Worcester Public Schools FY17 Budget Recommendation

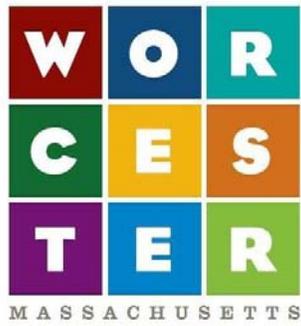
The total Worcester Public School Fiscal 2017 general fund budget is recommended to be \$322,895,803, an increase of \$4,603,810, from Fiscal 2016.

FY17 Budget Overview

The FY17 budget presents the Worcester Public Schools budget in two organizations, separating those appropriations that are considered “educational expenses” by the Department of Elementary and Secondary Education which count toward Net School Spending from those that are non-educational expenditures and therefore not counted toward the state’s Net School Spending levels. The final allocation of these appropriations to these two organizations is completed by the School Committee which has appropriating authority over the budget of the Worcester Public Schools.

MAUREEN BINIENDA, SUPERINTENDENT**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2017****WORCESTER PUBLIC SCHOOLS - DEPARTMENT #500 and #540**

Net School Spending Funding			
APPROVED FY 16 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY17 AMOUNT
\$ 203,798,032.00		REGULAR SALARIES	\$ 204,247,674.00
<u>\$ 203,798,032.00</u>	500-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>\$ 204,247,674.00</u>
\$ 1,266,499.00		OVERTIME	\$ 1,266,499.00
<u>\$ 1,266,499.00</u>	500-97000	TOTAL RECOMMENDED OVERTIME	<u>\$ 1,266,499.00</u>
\$ 35,221,607.00		ORDINARY MAINTENANCE	\$ 35,696,837.00
<u>\$ 35,221,607.00</u>	500-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 35,696,837.00</u>
<u>\$ 250,000.00</u>	500-93000	TOTAL CAPITAL OUTLAY	<u>\$ 250,000.00</u>
<u>\$ 59,476,897.00</u>	500-96000	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 62,294,643.00</u>
<u>\$ 300,013,035.00</u>		TOTAL RECOMMENDED BUDGET TAX LEVY	<u>\$ 303,755,653.00</u>
Non Net School Spending Funding			
RECOMMENDED FY16 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY17 AMOUNT
\$ 3,434,962.00		REGULAR SALARIES	\$ 3,323,763.00
<u>\$ 3,434,962.00</u>	540-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>\$ 3,323,763.00</u>
\$ 473,736.00		OVERTIME	\$ 473,736.00
<u>\$ 473,736.00</u>	540-97000	TOTAL RECOMMENDED OVERTIME	<u>\$ 473,736.00</u>
\$ 14,370,260.00		ORDINARY MAINTENANCE	\$ 15,342,651.00
<u>\$ 14,370,260.00</u>	540-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 15,342,651.00</u>
<u>\$ 18,278,958.00</u>		TOTAL RECOMMENDED BUDGET TAX LEVY	<u>\$ 19,140,150.00</u>
<u>\$ 318,291,993.00</u>			<u>\$ 322,895,803.00</u>



This Page is Intentionally Left Blank

Worcester Memorial Auditorium FY17 Budget Recommendation

Ken Capurso

Chairman

Lincoln Square

Worcester, Massachusetts 01605

(508) 799-1190

FY17 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Ordinary Maintenance	\$ 121,486.05	\$ 121,506.00	92000	\$ 121,506.00
Total	\$ 121,486.05	\$ 121,506.00		\$ 121,506.00

Expenditures:

The Fiscal 2017 tax levy budget for the Worcester Memorial Auditorium is recommended to be level funded at \$121,506. The budget will be used for utility expenses as well as for very minor maintenance functions including mechanical work and supplies.

Operational Overview:

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

KEN CAPURSO, CHAIRMAN

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2017

WORCESTER MEMORIAL AUDITORIUM- #740

<u>APPROVED FY16 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY17 AMOUNT</u>
\$ 28,430.00	ELECTRICITY	\$ 28,430.00
11,500.00	MAINTENANCE & REPAIR	6,000.00
6,376.00	OTHER PERSONAL SERVICES	10,876.00
73,500.00	NATURAL GAS	74,500.00
1,700.00	OTHER SUPPLIES	1,700.00
<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>

**Department of Public Works & Parks - Public Works
FY17 Budget Recommendation**

**Paul J. Moosey
Commissioner**

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

Departmental Mission Statement:

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

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Expenditures				
Salaries	\$ 5,303,349.47	\$ 5,200,550.00	91000	\$ 5,269,765.00
Overtime	635,958.26	635,038.00	97000	635,038.00
Ordinary Maintenance	6,459,722.74	6,659,222.00	92000	7,279,076.00
Total	\$ 12,399,030.47	\$ 12,494,810.00		\$ 13,183,879.00
Total Positions	197	197		197

Expenditures:

The total tax levy recommended budget for Fiscal 2017 is \$13,183,879 which is an increase of \$689,069 compared to the Fiscal 2016 budget of \$12,494,810.

The Personal Services budget for Fiscal 2017 is recommended to be \$5,269,765 which is an increase of \$69,215 compared to Fiscal 2016 budget of \$5,200,550. This increase is a result of:

Department of Public Works & Parks - Public Works FY17 Budget Recommendation

- Contractual and non-represented wage increases, step increases, EM Incentive: \$116,133
- Stipends: \$24,950
- Increase salary of Assistant Commissioner: \$7,433
- Increase of Enterprise funding: (\$105,673)
- FY16 contractual retro payment for prior years not required in FY17: (\$41,579)
- Eliminate Customer Service Representative position: (\$37,439)
- Add Senior Environmental Analyst position (funded 60% by Sewer): \$49,214
- Decrease in Project funding: \$56,176

The overtime budget for Fiscal 2017 is recommended to be level funded at \$635,038.

The Ordinary Maintenance budget for Fiscal 2017 excluding street lighting and snow removal is recommended to be \$7,279,076 which is an increase of \$619,854 compared to the Fiscal 2016 budget of \$6,659,222. This increase is a result of:

- Electricity: \$13,500
- Lake & Pond management: \$150,000
- Median & Row maintenance: \$50,000
- Refuse Disposal: \$110,000
- Trash Bags: \$50,000
- Recycling: \$250,000
- Increase of Enterprise funding: (\$3,646)

Department of Public Works & Parks - Public Works FY17 Budget Recommendation

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

Ordinary Maintenance by Division:

Fiscal 2016 Budget	Department of Public Works	Fiscal 2017 Budget	Change
	Administration Division		
3,500	Other Personal Services	153,500	150,000
-	Hired Services	11,000	11,000
650	Books	700	50
1,000	Building Supplies	-	(1,000)
6,611	Other Supplies	6,600	(11)
2,700	Other Charges & Expenditures	2,700	-
10,000	Maintenance & Repair	10,000	-
15,100	Office Supplies	15,100	-
600	Fuel Oil	-	(600)
66,450	Electricity	61,900	(4,550)
71,680	Natural Gas	51,691	(19,989)
11,600	Telephones	40,200	28,600
120,000	Centrex Telephones	120,000	-
309,891	Total Administration	473,391	163,500
	Engineering/Architectural Division		
152,358	Electricity- Traffic Signals	109,000	(43,358)
1,400	Leases & Rentals	1,000	(400)
15,850	Special Police	34,600	18,750
10,150	Hired Services	-	(10,150)
186,394	Maintenance & Repair	186,532	138
7,800	Telephones	9,800	2,000
3,550	Other Personal Services	16,550	13,000
9,750	Automotive Supplies	750	(9,000)
300	Books	300	-
1,615	Building Supplies	2,610	995
7,000	Office Supplies	18,000	11,000
4,175	Other Supplies	12,200	8,025
2,000	Other Charges & Expenditures	11,000	9,000
402,342	Total Engineering/Architectural Division	402,342	-

**Department of Public Works & Parks - Public Works
FY17 Budget Recommendation**

Fiscal 2016		Fiscal 2017	
Budget	Department of Public Works	Budget	Change
	Street Division		
417,080	Street Sweeping	417,080	-
5,000	Telephones	5,000	-
10,000	Sidewalks & Guardrail Repairs	10,000	-
34,540	Highway Maintenance & Bridge Repair	34,540	-
105,102	Pothole Repair	105,102	-
55,620	Yard Maintenance	55,620	-
5,492	Yard Maintenance Electricity	5,492	-
10,000	Downtown Streetscape	10,000	-
3,000	Clothing & Uniform Service	3,000	-
349,385	Street Sign & Pavement Marking	349,385	-
25,000	Median Maintenance	75,000	50,000
7,417	Nuisance Ordinance Ordinary Maintenance	7,417	-
1,027,636	Total Streets	1,077,636	50,000
	Sanitation Division		
3,523,000	Refuse Disposal	3,882,420	359,420
500,000	Trash Bags	550,000	50,000
31,412	Natural Gas & Fuel	20,000	(11,412)
11,608	Electricity	13,600	1,992
20,000	Education	20,000	-
1,500	Maintenance & Repair	11,500	10,000
500	Telephones	500	-
1,000	Other- Forms (Stickers) & Licenses	1,000	-
73,000	Landfill- Monitoring	73,000	-
3,200	Clothing & Uniform Service	3,200	-
4,165,220	Total Sanitation	4,575,220	410,000

Department of Public Works & Parks - Public Works FY17 Budget Recommendation

Fiscal 2016		Fiscal 2017	
Budget	Department of Public Works	Budget	Change
	Central Garage Division		
401,619	Automotive Parts	416,639	15,020
11,120	Telephones	11,100	(20)
280,500	Maintenance & Repair	280,500	-
30,811	Garage Supplies	30,811	-
588,000	Fuel- No Lead gas	588,000	-
573,500	Fuel - Diesel	573,500	-
10,000	Garage Hired Services	10,000	-
48,720	Electricity	38,720	(10,000)
136,400	Natural Gas	131,400	(5,000)
54,043	Other Charges & Expenditures	54,043	-
2,134,713	TOTAL CENTRAL GARAGE	2,134,713	-
8,039,802	Total Public Works	8,663,302	623,500
(1,380,580)	Total Ordinary Maintenance Credits	(1,384,226)	(3,646)
6,659,222	Total Ordinary Maintenance Budget	7,279,076	619,854

Operational Overview:

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

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

The Operations Division is responsible for Water and Sewer Operations, Central Garage activities, Streets and Sanitation, including winter snow plowing operations. Services that are part of the Operations Division includes street sweeping, the abandoned vehicle program, traffic

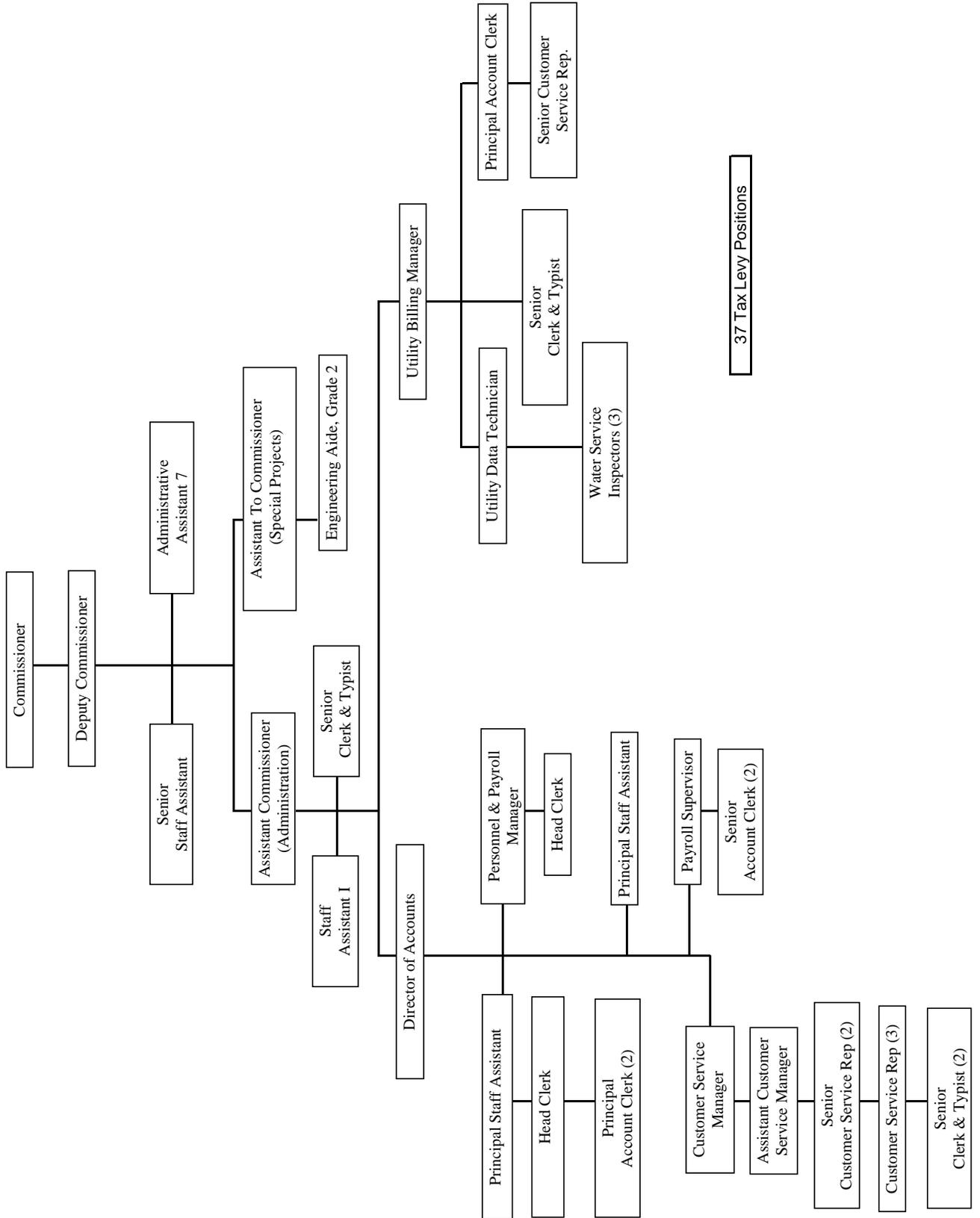
Department of Public Works & Parks - Public Works FY17 Budget Recommendation

signs maintenance, pavement marking, street resurfacing, long patch and pothole repairs, streetscape, trash collection, yard waste drop-off, and the Keep Worcester Clean Program.

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

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

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



37 Tax Levy Positions

PAUL J. MOOSEY, COMMISSIONER

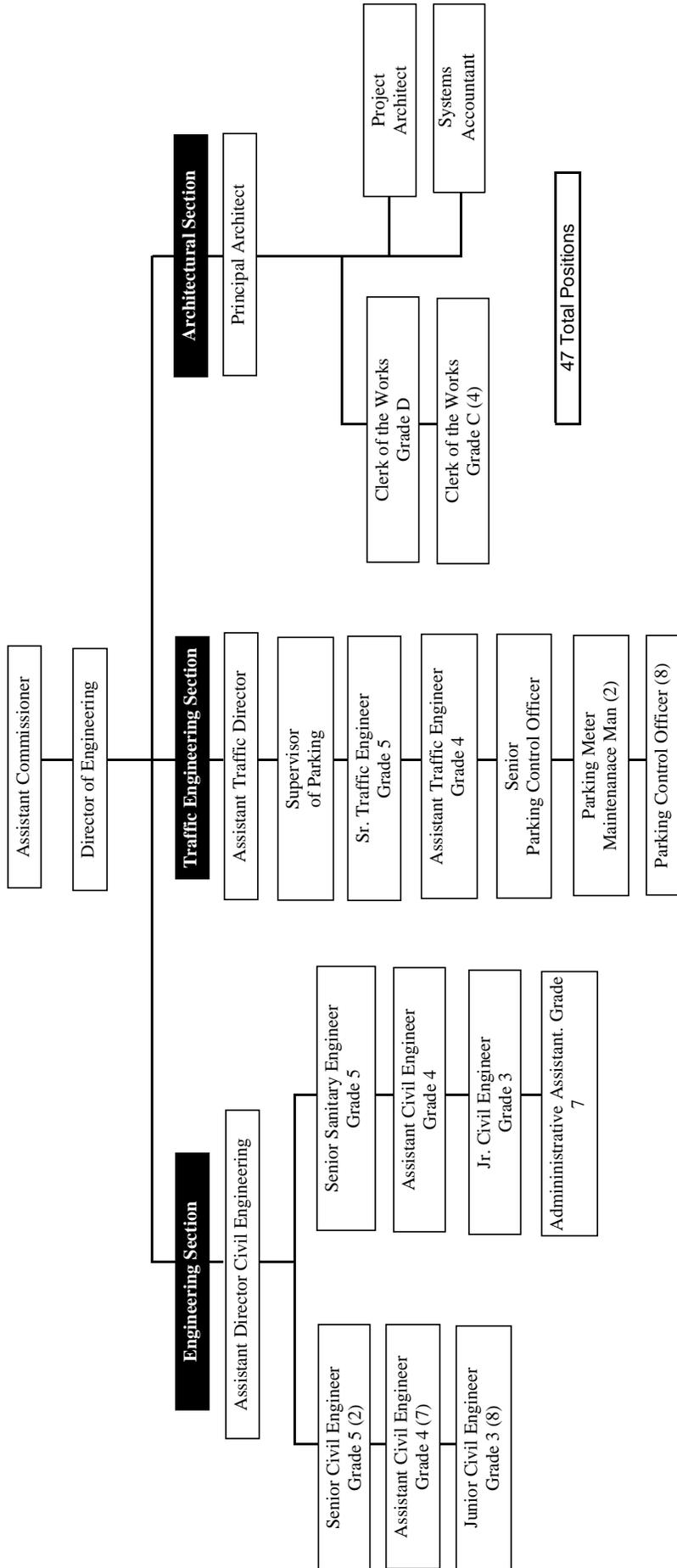
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 155,638.00	58CM	COMMISSIONER DPW	1	\$ 159,732.00
1	116,063.00	53EM	DEPUTY COMMISSIONER	1	119,118.00
1	112,891.00	51EM	ASSISTANT COMMISSIONER	1	115,859.00
1	88,908.00	43EM	ASSISTANT TO COMM. SPECIAL PROJECTS	1	91,239.00
1	96,021.00	48M	DIRECTOR OF ACCOUNTS	1	98,544.00
1	89,179.00	46M	PERSONNEL & PAYROLL MANAGER	1	91,516.00
1	81,391.00	45M	UTILITY BILLING MANAGER	1	88,279.00
2	143,314.00	40M	PRINCIPAL STAFF ASSISTANT	2	147,082.00
1	69,132.00	39M	SENIOR STAFF ASSISTANT	1	70,943.00
1	58,936.00	38	CUSTOMER SERVICE MANAGER	1	60,486.00
1	56,756.00	35	ADMINISTRATIVE ASSISTANT 7	1	58,249.00
1	50,937.00	34	UTILITY DATA TECHNICIAN	1	52,943.00
1	50,560.00	34	ASSISTANT CUSTOMER SERVICE MANAGER	1	52,750.00
0	-	33	SENIOR ENVIRONMENTAL ANALYST	1	49,215.00
1	52,939.00	33	SENIOR ENGINEERING AIDE GR 2	1	54,623.00
1	46,504.00	32	PAYROLL SUPERVISOR	1	52,102.00
1	41,555.00	32	STAFF ASSISTANT 1	1	42,568.00
2	90,800.00	30	HEAD CLERK	2	98,430.00
3	121,288.00	28	PRINCIPAL ACCOUNT CLERK	3	133,064.00
3	108,258.00	28	SENIOR CUSTOMER SERVICE REP.	3	108,127.00
3	106,094.00	26	WATER SERVICE INSPECTOR	3	113,051.00
2	76,546.00	25	SENIOR ACCOUNT CLERK	2	82,936.00
3	96,329.00	22	CUSTOMER SERVICE REP.	2	67,736.00
4	116,141.00	22	SENIOR CLERK AND TYPIST	4	130,006.00
<u>37</u>	<u>2,026,180.00</u>		TOTAL REGULAR SALARIES	<u>37</u>	<u>2,138,598.00</u>
	14,436.00		EM INCENTIVE PAY		16,163.00
	4,919.00		METER REPAIR/INSTALLATION STIPEND		5,005.00
	39,599.00		TRANSFER IN CONTRACTUAL		-
	(50,000.00)		VACANCY FACTOR		(50,000.00)
	<u>2,035,134.00</u>		TOTAL RECOMMENDED SALARIES		<u>2,109,766.00</u>
	-		FUNDING SOURCES:		
	(578,000.00)		GOLF REVENUES		(8,970.00)
	(975,386.00)		SEWER REVENUES		(619,711.00)
	(6,000.00)		WATER REVENUES		(1,019,410.00)
	<u>(1,559,386.00)</u>		PROJECT FUNDING		(6,000.00)
			TOTAL FUNDING SOURCES		<u>(1,654,091.00)</u>
<u>37</u>	<u>\$ 475,748.00</u>	4101-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>37</u>	<u>\$ 455,675.00</u>
	<u>\$ 31,110.00</u>	4101-97000	REGULAR OVERTIME		<u>\$ 31,110.00</u>
	\$ 66,450.00		ELECTRICITY		\$ 61,900.00
	-		HIRED SERVICES		11,000.00
	3,500.00		OTHER PERSONAL SERVICES		153,500.00
	650.00		BOOKS		700.00
	1,000.00		BUILDING SUPPLIES		-
	6,611.00		OTHER SUPPLIES		6,600.00
	2,700.00		OTHER CHARGES & EXPENDITURES		2,700.00
	10,000.00		MAINTNANCE & REPAIR		10,000.00
	15,100.00		OFFICE SUPPLIES		15,100.00
	600.00		FUEL OIL		-
	71,680.00		NATURAL GAS		51,691.00
	11,600.00		TELEPHONE		40,200.00
	120,000.00		CENTREX TELEPHONES		120,000.00
	<u>309,891.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>473,391.00</u>
	(44,349.00)		FUNDING SOURCES:		
	(39,350.00)		SEWER REVENUES		(46,281.00)
	<u>(83,699.00)</u>		WATER REVENUES		(41,064.00)
			TOTAL FUNDING SOURCES		<u>(87,345.00)</u>
	<u>\$ 226,192.00</u>	4101-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 386,046.00</u>
	<u>\$ 733,050.00</u>		TOTAL TAX LEVY		<u>\$ 872,831.00</u>

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



PAUL J. MOOSEY, COMMISSIONER

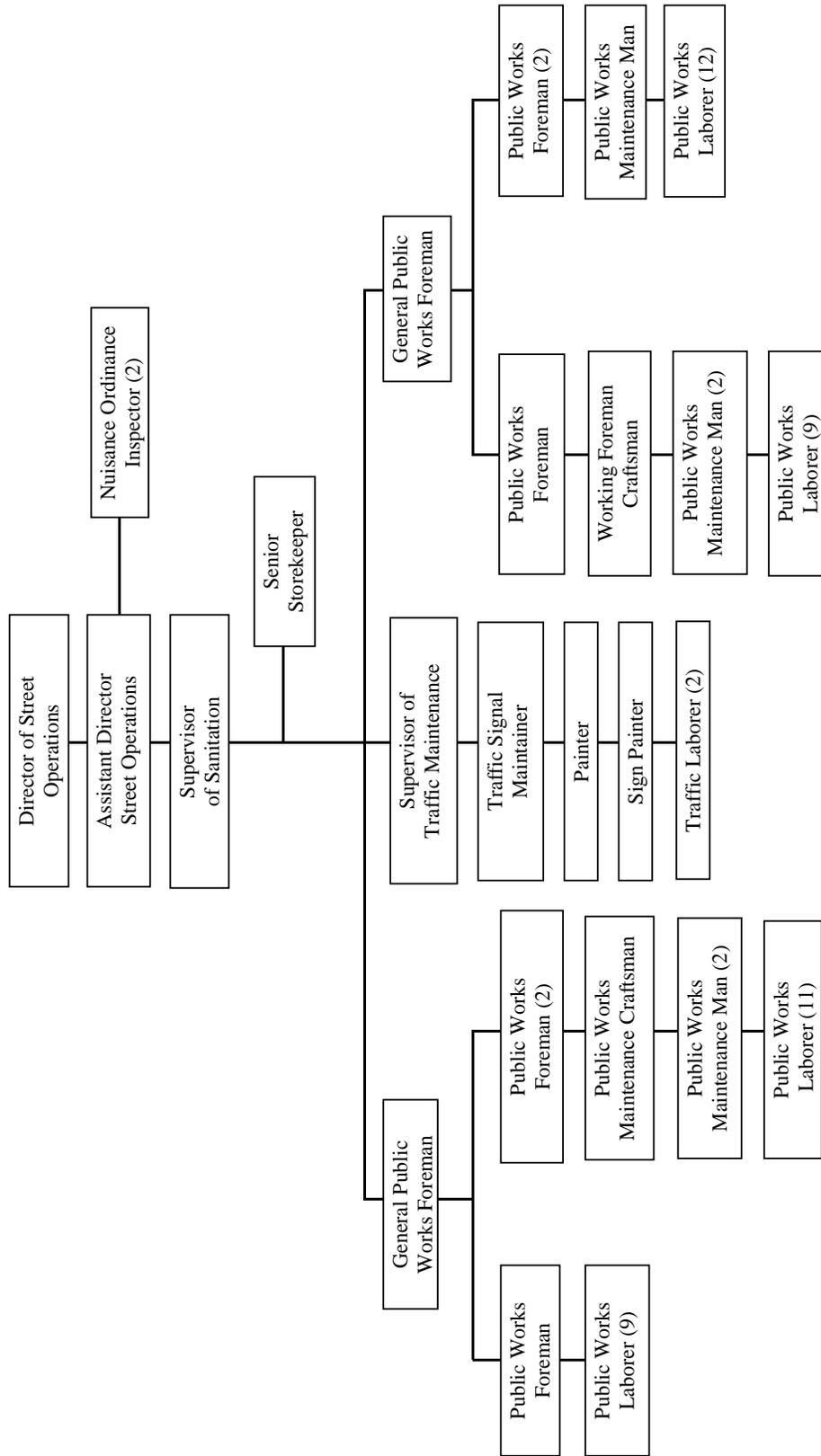
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES- DIVISION #4102

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
ENGINEERING SECTION					
1	\$ 108,684.00	51EM	ASSISTANT COMMISSIONER	1	\$ 116,785.00
1	83,896.00	48M	ASSISTANT DIRECTOR CIVIL ENGINEERING	1	87,533.00
2	164,796.00	44M	SENIOR CIVIL ENGINEER, GRADE 5	2	170,168.00
1	82,912.00	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	85,084.00
8	542,760.00	41	ASSISTANT CIVIL ENGINEER, GRADE 4	8	564,352.00
9	553,815.00	37	JUNIOR CIVIL ENGINEER, GRADE 3	9	529,264.00
1	54,893.00	35	ADMINISTRATIVE ASSISTANT 7	1	58,249.00
<u>23</u>	<u>1,591,756.00</u>		REGULAR SALARIES	<u>23</u>	<u>1,611,435.00</u>
ARCHITECTURAL SECTION					
1	\$ 94,612.00	48EM	PRINCIPAL ARCHITECT	1	\$ 97,096.00
1	76,907.00	46M	PROJECT ARCHITECT	1	69,552.00
1	67,885.00	40	CLERK OF WORKS - BLD. MAINT. GRADE D	1	69,665.00
4	261,984.00	39	CLERK OF WORKS - BLD. MAINT. GRADE C	4	254,538.00
1	66,743.00	38P	SYSTEMS ACCOUNTANT	1	53,122.00
<u>8</u>	<u>568,131.00</u>		REGULAR SALARIES	<u>8</u>	<u>543,973.00</u>
TRAFFIC ENGINEERING SECTION					
1	106,791.00	47EM	DIRECTOR OF DPW ENGINEERING	1	107,449.00
1	96,021.00	48M	ASSISTANT TRAFFIC DIRECTOR	1	98,544.00
1	86,462.00	46M	SUPERVISOR OF PARKING	1	91,516.00
1	82,912.00	44M	SENIOR TRAFFIC ENGINEER, GRADE 5	1	85,084.00
1	65,607.00	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	1	58,610.00
1	52,323.00	32	SENIOR PARKING CONTROL OFFICER	1	52,639.00
2	76,695.00	26	PARKING METER MAINTENANCE MAN	2	80,062.00
8	295,291.00	22	PARKING CONTROL OFFICER	8	293,454.00
<u>16</u>	<u>862,102.00</u>		REGULAR SALARIES	<u>16</u>	<u>867,358.00</u>
<u>47</u>	<u>3,021,989.00</u>		TOTAL REGULAR SALARIES	<u>47</u>	<u>3,022,766.00</u>
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	37	JUNIOR CIVIL ENGINEER, GRADE 3	1	-
1	-	27	PRINCIPAL CLERK AND TYPIST	1	-
<u>2</u>	<u>-</u>		REGULAR SALARIES	<u>2</u>	<u>-</u>
	10,186.00		EM INCENTIVE PAY		3,967.00
	30,467.00		EDUCATIONAL STIPENDS- MEO		41,317.00
	1,980.00		TRANSFER IN CONTRACTUAL		-
	<u>(35,500.00)</u>		VACANCY FACTOR		<u>(35,500.00)</u>
<u>49</u>	<u>3,029,122.00</u>			<u>49</u>	<u>3,032,550.00</u>
FUNDING SOURCES:					
	(795,158.00)		SEWER REVENUES		(793,641.00)
	(120,865.00)		WATER REVENUES		(120,634.00)
	(340,018.00)		PROJECT FUNDING STREETS		(308,000.00)
	<u>(568,131.00)</u>		PROJECT FUNDING ARCHITECTURAL SERVICES		<u>(543,973.00)</u>
	<u>(1,824,172.00)</u>		TOTAL FUNDING SOURCES		<u>(1,766,248.00)</u>
<u>49</u>	<u>\$ 1,204,950.00</u>	4102-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>49</u>	<u>\$ 1,266,302.00</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>
\$ 152,358.00			ELECTRICITY - TRAFFIC SIGNALS	\$ 109,000.00	
1,400.00			LEASES & RENTALS	1,000.00	
15,850.00			SPECIAL POLICE	34,600.00	
10,150.00			HIRED SERVICES	-	
186,394.00			MAINTENANCE & REPAIR	186,532.00	
7,800.00			TELEPHONES	9,800.00	
3,550.00			OTHER PERSONAL SERVICES	16,550.00	
9,750.00			AUTOMOTIVE SUPPLIES	750.00	
300.00			BOOKS	300.00	
1,615.00			BUILDING SUPPLIES	2,610.00	
7,000.00			OFFICE SUPPLIES	18,000.00	
4,175.00			OTHER SUPPLIES	12,200.00	
2,000.00			OTHER CHARGES & EXPENDITURE	11,000.00	
<u>\$ 402,342.00</u>	4102-92000		TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 402,342.00</u>	
<u>\$ 1,689,085.00</u>			TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,750,437.00</u>	

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



68 Tax Levy Positions

PAUL J. MOOSEY, COMMISSIONER

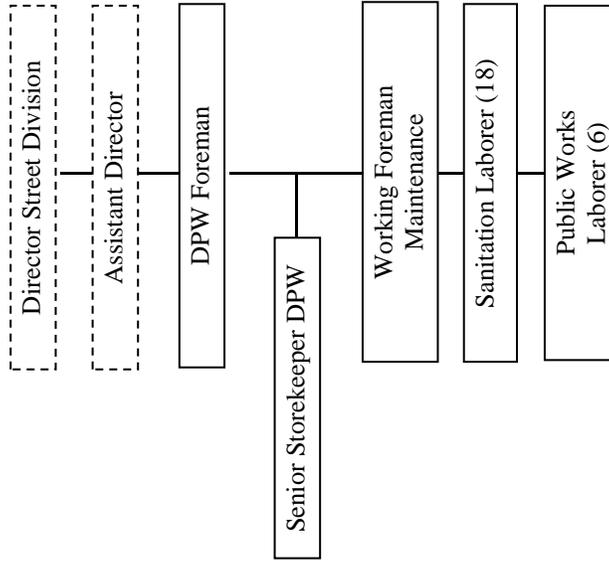
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF STREETS- DIVISION #4103

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 103,818.00	51EM	DIRECTOR, STREET OPERATIONS	1	\$ 101,633.00
1	89,179.00	46M	ASSISTANT DIRECTOR STREET OPERATIONS	1	91,516.00
1	69,132.00	39M	SUPERVISOR OF SANITATION	1	70,943.00
1	65,792.00	39M	SUPERVISOR OF TRAFFIC MAINTENANCE	1	68,567.00
2	126,716.00	38	GENERAL PUBLIC WORKS FOREMAN	2	130,044.00
6	334,758.00	34	PUBLIC WORKS FOREMAN	6	338,745.00
2	104,646.00	32	NUISANCE ORDINANCE INSPECTOR	2	105,278.00
1	48,917.00	32	WORKING FOREMAN, CRAFTMAN	1	49,215.00
1	44,703.00	32	TRAFFIC SIGNAL MAINTAINER	1	46,568.00
1	48,917.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	49,215.00
1	41,215.00	28	SENIOR STOREKEEPER	1	41,468.00
1	33,104.00	27	PAINTER	1	34,448.00
1	44,223.00	27	SIGN PAINTER	1	44,496.00
5	181,727.00	26	PUBLIC WORKS MAINTENANCE MAN	5	175,905.00
41	1,475,440.00	24	PUBLIC WORKS LABORER	41	1,493,408.00
2	79,600.00	24	TRAFFIC LABORER	2	70,137.00
68	2,891,887.00		REGULAR SALARIES	68	2,911,586.00
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	24	PUBLIC WORKS LABORER	1	-
1	-			1	-
	4,120.00		EM INCENTIVE PAY		-
	327,914.00		CONTRACTUAL STIPENDS - MEO		345,745.00
	35,000.00		DOWNTOWN STREETScape - POOL LABOR		35,000.00
	(75,000.00)		VACANCY FACTOR		(75,000.00)
	3,183,921.00		TOTAL RECOMMENDED SALARIES		3,217,331.00
FUNDING SOURCES:					
	(955,651.00)		SEWER REVENUES		(963,182.00)
	(396,467.00)		WATER REVENUES		(399,591.00)
	(1,352,118.00)		TOTAL FUNDING SOURCES		(1,362,773.00)
69	\$ 1,831,803.00	4103-91000	TOTAL RECOMMENDED PERSONAL SERVICES	69	\$ 1,854,558.00
	\$ 40,160.00		SUNDAY YARD WASTE DROP OFF		\$ 40,160.00
	309,948.00		REGULAR OVERTIME		309,948.00
	\$ 350,108.00	4103-97000	TOTAL RECOMMENDED OVERTIME		\$ 350,108.00
	\$ 417,080.00		STREET SWEEPING		\$ 417,080.00
	5,000.00		TELEPHONES		5,000.00
	10,000.00		SIDEWALKS & GUARDRAIL REPAIRS		10,000.00
	34,540.00		HIGHWAY MAINTENANCE & BRIDGE REPAIR		34,540.00
	105,102.00		POTHOLE REPAIR		105,102.00
	55,620.00		YARD MAINTENANCE		55,620.00
	5,492.00		YARD MAINTENANCE ELECTRICITY		5,492.00
	10,000.00		DOWNTOWN STREETScape		10,000.00
	3,000.00		CLOTHING & UNIFORM SERVICE		3,000.00
	349,385.00		STREET SIGN & PAVEMENT MARKING		349,385.00
	25,000.00		MEDIAN MAINTENANCE		75,000.00
	7,417.00		NUISANCE ORDINANCE ORDINARY MAINTENANCE		7,417.00
	1,027,636.00		ORDINARY MAINTENANCE		1,077,636.00
FUNDING SOURCES:					
	(377,080.00)		SEWER REVENUES		(377,080.00)
	(377,080.00)		TOTAL FUNDING SOURCES		(377,080.00)
	\$ 650,556.00	4103-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 700,556.00
	\$ 2,832,467.00		TOTAL RECOMMENDED TAX LEVY		\$ 2,905,222.00

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



27 Tax Levy Positions

PAUL J. MOOSEY, COMMISSIONER

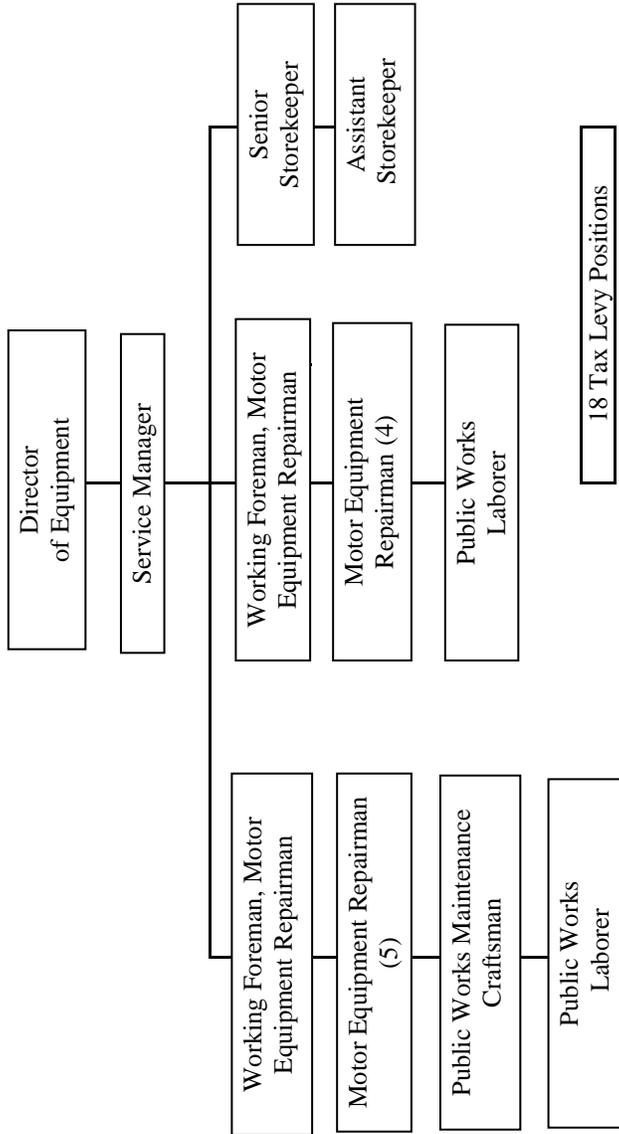
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF SANITATION- DIVISION #4104

<u>FY16 TOTAL POSITIONS</u>	<u>APPROVED FY16 AMOUNT</u>	<u>PAY GRADE</u>	<u>TITLE</u>	<u>FY17 TOTAL POSITIONS</u>	<u>RECOMMENDED FY17 AMOUNT</u>
1	\$ 56,221.00	34	DPW FOREMAN	1	\$ 56,564.00
1	48,917.00	30	WORKING FOREMAN, MAINTENANCE	1	49,215.00
1	45,668.00	28	SENIOR STOREKEEPER	1	46,166.00
18	657,851.00	26	SANITATION LABORER	18	649,852.00
6	213,922.00	24	PUBLIC WORKS LABORER	6	220,370.00
<u>27</u>	<u>1,022,579.00</u>		TOTAL REGULAR SALARIES	<u>27</u>	<u>1,022,167.00</u>
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	-	26	SANITATION LABORER	1	-
<u>1</u>	<u>-</u>			<u>1</u>	<u>-</u>
	121,336.00		CONTRACTUAL STIPENDS/MEO		117,989.00
	20,000.00		POOL LABOR		20,000.00
	(50,000.00)		VACANCY FACTOR		(50,000.00)
<u>28</u>	<u>\$ 1,113,915.00</u>	4104-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>28</u>	<u>\$ 1,110,156.00</u>
	\$ 84,056.00		REGULAR OVERTIME		\$ 84,056.00
	57,358.00		MILLBURY STREET DROP OFF CENTER		57,358.00
	<u>\$ 141,414.00</u>	4104-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 141,414.00</u>
	\$ 3,523,000.00		OTHER PERSONAL SERVICES		\$ 3,882,420.00
	500,000.00		TRASH BAGS		550,000.00
	31,412.00		NATURAL GAS & FUEL		20,000.00
	11,608.00		ELECTRICITY		13,600.00
	20,000.00		EDUCATION		20,000.00
	1,500.00		MAINTENANCE & REPAIRS		11,500.00
	500.00		TELEPHONES		500.00
	1,000.00		OTHER - FORMS - STICKERS & LICENSES		1,000.00
	73,000.00		LANDFILL - MONITORING		73,000.00
	3,200.00		CLOTHING & UNIFORM SERVICE		3,200.00
	<u>\$ 4,165,220.00</u>	4104-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 4,575,220.00</u>
	<u>\$ 5,420,549.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 5,826,790.00</u>

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



PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF CENTRAL GARAGE- DIVISION #4105

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 90,736.00	45EM	DIRECTOR OF EQUIPMENT	1	\$ 93,114.00
1	67,175.00	39M	SERVICE MANAGER	1	70,943.00
2	97,981.00	34	WORK FOREMAN, MOTOR EQUIP. REPAIRMAN	2	108,084.00
9	401,548.00	30	MOTOR EQUIPMENT REPAIRMAN	9	389,810.00
1	41,215.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	41,911.00
1	44,473.00	28	SENIOR STORE KEEPER	1	46,166.00
1	31,373.00	25	ASSISTANT STOREKEEPER	1	32,645.00
2	72,600.00	24	PUBLIC WORKS LABORER	2	75,425.00
<u>18</u>	<u>847,101.00</u>		TOTAL REGULAR SALARIES	<u>18</u>	<u>858,098.00</u>
	15,378.00		CONTRACTUAL STIPENDS/MEO		14,908.00
	1,800.00		EM INCENTIVE PAY		2,274.00
	(60,000.00)		VACANCY FACTOR		(60,000.00)
	<u>804,279.00</u>		TOTAL RECOMMENDED SALARIES		<u>815,280.00</u>
			FUNDING SOURCES:		
	(165,964.00)		SEWER REVENUES		(167,450.00)
	(64,181.00)		WATER REVENUES		(64,756.00)
	<u>(230,145.00)</u>		TOTAL FUNDING SOURCES		<u>(232,206.00)</u>
<u>18</u>	<u>\$ 574,134.00</u>	4105-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>18</u>	<u>\$ 583,074.00</u>
	<u>\$ 30,613.00</u>	4105-97000	REGULAR OVERTIME		<u>\$ 30,613.00</u>
	\$ 401,619.00		AUTOMOTIVE PARTS		\$ 416,639.00
	11,120.00		TELEPHONES		11,100.00
	280,500.00		MAINTENANCE & REPAIR		280,500.00
	30,811.00		GARAGE SUPPLIES		30,811.00
	588,000.00		FUEL - NO LEAD GAS		588,000.00
	573,500.00		FUEL - DIESEL		573,500.00
	10,000.00		GARAGE HIRED SERVICES		10,000.00
	48,720.00		ELECTRICITY		38,720.00
	136,400.00		NATURAL GAS		131,400.00
	54,043.00		OTHER CHARGES & EXPENDITURES		54,043.00
	<u>2,134,713.00</u>		ORDINARY MAINTENANCE		<u>2,134,713.00</u>
			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)
	<u>(919,801.00)</u>		TOTAL FUNDING SOURCES		<u>(919,801.00)</u>
	<u>\$ 1,214,912.00</u>	4105-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,214,912.00</u>
	<u>\$ 1,819,659.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,828,599.00</u>

Department of Public Works & Parks- Parks Division
FY17 Budget Recommendation

Paul J. Moosey
Commissioner

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

Divisional Mission Statement:

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

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
Expenditures		Fiscal 2016	Number	Fiscal 2017
Salaries	\$ 2,790,543.57	\$ 2,910,773.00	91000	\$ 3,071,488.00
Overtime	342,433.76	323,062.00	97000	329,062.00
Ordinary Maintenance	1,155,563.03	1,194,941.00	92000	1,364,691.00
Capital Outlay	-	-		-
Total	\$ 4,288,540.36	\$ 4,428,776.00		\$ 4,765,241.00
Total Positions	54	54		56

Expenditures:

The total recommended budget for Fiscal 2017 for the Parks, Recreation, Hope Cemetery and Forestry is \$4,765,241 which is an increase of \$336,465 from the Fiscal 2016 budget of \$4,428,776.

**Department of Public Works & Parks- Parks Division
FY17 Budget Recommendation**

Fiscal 2016		Fiscal 2017	
Budget	Regular Salaries	Budget	Change
518,864	Administration	535,367	16,503
1,328,824	Maintenance	1,388,769	59,945
418,733	Forestry	424,398	5,665
348,881	Hope Cemetery	347,991	(890)
2,615,302	Total Salaries	2,696,525	81,223
(45,766)	Vacancy Factor	(30,072)	15,694
8,435	EM Incentive Pay	6,577	(1,858)
73,500	Hope Cemetery Temporary Laborers	73,500	-
42,000	Temporary parks Staff	42,000	-
150,000	Aquatics Program/ Temporary Staff	175,000	25,000
214,710	Contractual Stipends- MEO Rates	252,909	38,199
2,012	Transfer In Contractual	-	(2,012)
(149,420)	Funding Sources	(144,951)	4,469
295,471	Total	374,963	79,492
2,910,773	Total Recommended Regular Salaries	3,071,488	160,715
Fiscal 2016		Fiscal 2017	
Budget	Overtime Salaries	Budget	Change
42,000	Recreation Division Overtime	42,000	-
98,304	Maintenance Division Overtime	104,304	6,000
93,162	Forestry Division Overtime	93,162	-
43,287	Hope Cemetery Division Overtime	43,287	-
46,309	Snow Removal Overtime	46,309	-
323,062	Total Recommended Overtime Salaries	329,062	6,000
Fiscal 2016		Fiscal 2017	
Budget	Ordinary Maintenance	Budget	Change
263,230	Administration- Ordinary Maintenance	273,730	10,500
329,385	Maintenance- Ordinary Maintenance	419,385	90,000
114,600	Forestry- Ordinary Maintenance	144,600	30,000
118,476	Hope Cemetery- Ordinary Maintenance	118,476	-
319,250	Recreational- Ordinary Maintenance	333,500	14,250
50,000	Stump Removal Program	75,000	25,000
1,194,941	Total Recommended Ordinary Maintenance	1,364,691	169,750
4,428,776	Total Salaries, Overtime & Ordinary Maintenance	4,765,241	336,465

The Personal Service Salaries account for Fiscal 2017 is recommended to be \$3,071,488 which is an increase of \$160,715 from the Fiscal 2016 budget amount of \$2,910,773. This increase is a result of:

Department of Public Works & Parks- Parks Division

FY17 Budget Recommendation

- Contractual and non-represented wage increases, step increases, EM Incentive: \$12,687
- Stipends: \$38,199
- Increase for Supervisor of Forestry: \$2,453
- Decrease in Head Zoo Keeper salary due to vacancy: (\$16,790)
- New Pay Grade for Head Zoo Keeper: \$8,018
- Add Park Laborer position: \$33,826
- Add Working Foreman position: \$39,171
- Vacancy Factor: \$15,694
- Increase in Project funding: (\$4,501)
- Decrease in Golf credit: \$8,970
- Aquatics Program/Temporary Staff: \$25,000
- FY16 contractual retro payment for prior years not required in FY17: (\$2,012)

The Overtime budget for Fiscal 2017 is recommended to be \$329,062 which is an increase of \$6,000 from the Fiscal 2016 budget of \$323,062. This increase is due to:

- Regular Overtime: \$6,000

The Ordinary Maintenance budget for Fiscal 2017 is recommended to be \$1,364,691 which is an increase of \$169,750 from the Fiscal 2016 budget of \$1,194,941. This increase is due to:

- Electricity: \$10,500
- Tree Maintenance: \$30,000
- Playground Maintenance Supply: \$40,000
- Irrigation System & Supply: \$40,000
- Trash Supplies & Service: \$5,000
- Pool Maintenance: \$14,250
- Stump Removal: \$25,000
- Bikeways & Paths: \$5,000

Operational Overview

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

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

Department of Public Works & Parks- Parks Division

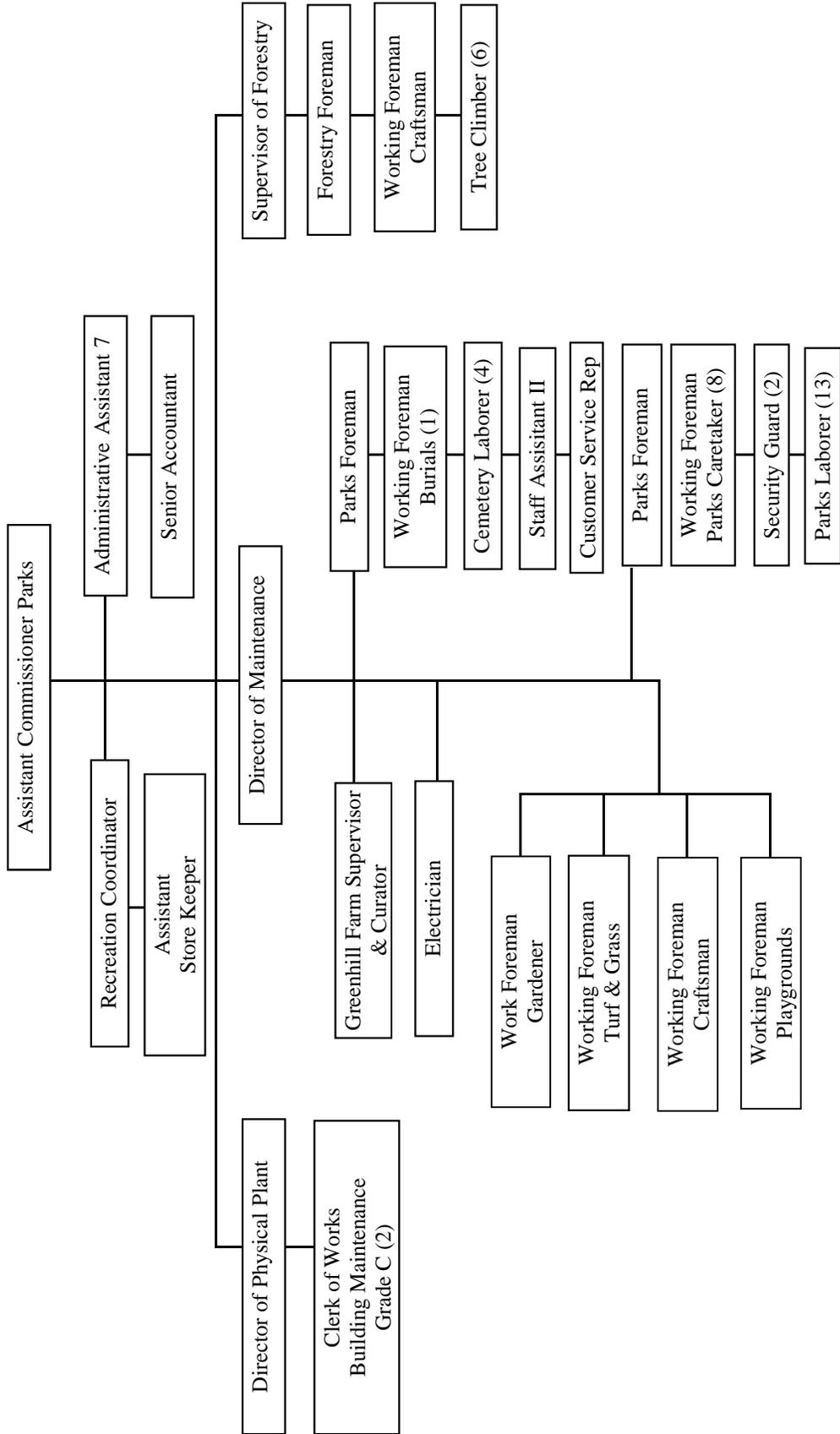
FY17 Budget Recommendation

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

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

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

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



56 Tax Levy Positions

PAUL J. MOOSEY, COMMISSIONER**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****DEPARTMENT OF PUBLIC WORKS & PARKS****DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION # 720**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 116,063.00	51EM	ASSISTANT COMMISSIONER PARKS	1	\$ 119,118.00
1	74,131.00	46EM	DIRECTOR OF PHYSICAL PLANT	1	76,076.00
1	58,297.00	40M	RECREATION COORDINATOR	1	60,770.00
2	126,832.00	39	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE C	2	131,252.00
1	56,756.00	35	ADMINISTRATIVE ASSISTANT 7	1	58,249.00
1	54,849.00	34	SENIOR ACCOUNTANT	1	56,290.00
1	31,936.00	25	ASSISTANT STORE KEEPER	1	33,612.00
8	\$ 518,864.00		REGULAR SALARIES #7201	8	\$ 535,367.00
1	\$ 76,685.00	45EM	DIRECTOR OF MAINTENANCE PARKS/CEMETERY	1	\$ 78,695.00
0	-	40M	GREENHILL FARM SUPERVISOR & CURATOR	1	56,126.00
1	64,898.00	38	ELECTRICIAN	1	65,292.00
1	64,898.00	38	HEAD ZOO KEEPER	0	-
1	56,221.00	34	PARKS FOREMAN	1	56,564.00
1	52,323.00	32	WORKING FOREMAN, CRAFTSMAN	1	52,639.00
1	52,323.00	32	WORKING FOREMAN, TURF & GRASS	1	52,639.00
1	52,323.00	32	WORKING FOREMAN, GARDENER	1	52,639.00
8	403,547.00	32	WORKING FOREMAN PARKS	9	443,888.00
2	71,252.00	2	SECURITY GUARD	2	72,353.00
12	434,354.00	24	PARK LABORER	13	457,934.00
29	\$ 1,328,824.00		REGULAR SALARIES #7203	31	\$ 1,388,769.00
1	\$ 74,395.00	42EM	SUPERVISOR OF FORESTRY	1	\$ 77,288.00
1	56,221.00	34	FORESTRY FOREMAN	1	56,564.00
1	42,672.00	32	WORKING FOREMAN, CRAFTSMAN	1	42,930.00
6	245,445.00	26	TREE CLIMBER	6	247,616.00
9	\$ 418,733.00		REGULAR SALARIES #7204	9	\$ 424,398.00
1	\$ 52,088.00	35	STAFF ASSISTANT 2	1	\$ 54,368.00
1	56,221.00	34	PARKS FOREMAN	1	56,564.00
1	52,323.00	32	WORKING FOREMAN BURIALS	1	52,639.00
4	153,518.00	24	CEMETERY LABORER	4	146,773.00
1	34,731.00	22	CUSTOMER SERVICE REP	1	37,647.00
8	\$ 348,881.00		REGULAR SALARIES #7206	8	\$ 347,991.00
54	\$ 2,615,302.00		TOTAL SALARIES - ALL DIVISIONS	56	\$ 2,696,525.00
	(45,766.00)		VACANCY FACTOR		(30,072.00)
	8,435.00		EM INCENTIVE PAY		6,577.00
	73,500.00		HOPE CEMETERY TEMPORARY LABORERS		73,500.00
	42,000.00		PARKS TEMPORARY STAFF		42,000.00
	150,000.00		AQUATICS PROGRAM/TEMPORARY STAFF		175,000.00
	214,710.00		CONTRACTUAL STIPENDS-MEO RATES		252,909.00
	2,012.00		TRANSFER IN CONTRACTUAL		-
54	\$ 3,060,193.00		TOTAL RECOMMENDED SALARIES-ALL DIVISIONS	56	\$ 3,216,439.00
	\$ (129,920.00)		FUNDING SOURCES:		
	(19,500.00)		PROJECT FUNDS		\$ (134,421.00)
	(149,420.00)		CREDIT FROM GOLF COURSE		(10,530.00)
			TOTAL FUNDING SOURCES		\$ (144,951.00)
54	\$ 2,910,773.00	720-91000	TOTAL RECOMMENDED PERSONAL SERVICES	56	\$ 3,071,488.00

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF PUBLIC WORKS & PARKS

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

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
	\$ 42,000.00		RECREATION DIVISION OVERTIME		\$ 42,000.00
	98,304.00		MAINTENANCE DIVISION OVERTIME		104,304.00
	93,162.00		FORESTRY DIVISION OVERTIME		93,162.00
	43,287.00		HOPE CEMETERY DIVISION OVERTIME		43,287.00
	46,309.00		SNOW REMOVAL OVERTIME		46,309.00
	<u>\$ 323,062.00</u>	720-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 329,062.00</u>
	\$ 26,300.00		ADMINISTRATION - REGULAR ORDINARY MAINTENANCE		\$ 15,795.00
	109,935.00		ADMINISTRATION - ELECTRICITY		143,435.00
	50,000.00		ADMINISTRATION - PARKS STEWARDS PROGRAM		50,000.00
	9,000.00		ADMINISTRATION - NATURAL GAS		9,000.00
	12,495.00		ADMINISTRATION - FUEL OIL		-
	35,000.00		ADMINISTRATION - LANDFILL MONITORING		35,000.00
	20,500.00		ADMINISTRATION - LEASES & RENTALS		20,500.00
	10,500.00		MAINTENANCE - REGULAR ORDINARY MAINTENANCE		102,500.00
	50,000.00		MAINTENANCE - REPAIR		63,000.00
	12,000.00		MAINTENANCE - POND TREATMENT		12,000.00
	23,385.00		MAINTENANCE - FENCE/LOCKS/SIGNS/OTHER MISC.		23,385.00
	15,000.00		MAINTENANCE - CLEANING		15,000.00
	82,500.00		MAINTENANCE - AUTOMOTIVE SUPPLIES		32,500.00
	13,000.00		MAINTENANCE - UNLEADED/DIESEL FUEL		48,000.00
	28,000.00		MAINTENANCE - LUMBER/HARDWARE/PAINT		28,000.00
	20,000.00		MAINTENANCE - ELECTRICAL/PLUMBING SUPPLIES		20,000.00
	50,000.00		MAINTENANCE - LANDSCAPE/BALLFIELDS		50,000.00
	11,000.00		MAINTENANCE - BARNYARD SUPPLIES		11,000.00
	14,000.00		MAINTENANCE - CUSTODIAL SUPPLIES		14,000.00
	12,800.00		FORESTRY REGULAR ORDINARY MAINTENANCE		32,600.00
	50,000.00		FORESTRY HIRED SERVICES - STUMP REMOVAL		75,000.00
	37,000.00		FORESTRY MAINTENANCE & REPAIR		37,000.00
	19,800.00		FORESTRY AUTOMOTIVE SUPPLIES		-
	45,000.00		FORESTRY TREE MAINTENANCE		75,000.00
	1,930.00		HOPE CEMETERY - ORDINARY MAINTENANCE		14,430.00
	10,350.00		HOPE CEMETERY - ELECTRICITY		10,350.00
	20,500.00		HOPE CEMETERY - MAINTENANCE & REPAIR		25,500.00
	11,396.00		HOPE CEMETERY FUEL OIL/NATURAL GAS		10,896.00
	21,800.00		HOPE CEMETERY - NO LEAD		24,800.00
	10,000.00		HOPE CEMETERY - DIESEL FUEL		6,000.00
	30,000.00		HOPE CEMETERY - AUTOMOTIVE		5,000.00
	12,500.00		HOPE CEMETERY - OTHER SUPPLIES		21,500.00
	1,400.00		RECREATION AQUATICS - ORDINARY MAINTENANCE		1,400.00
	80,000.00		RECREATION OTHER		80,000.00
	141,250.00		RECREATION AQUATICS - HIRED SERVICES		155,500.00
	31,600.00		RECREATION AQUATICS PROGRAM		31,600.00
	25,000.00		RECREATION SEASONAL WREATHS		25,000.00
	40,000.00		RECREATION YOUTH ATHLETICS		40,000.00
	<u>\$ 1,194,941.00</u>	720-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,364,691.00</u>
	\$ 100,000.00		HOPE CEMETERY MASTER PLAN		\$ -
	<u>\$ 100,000.00</u>		TOTAL CAPITAL OUTLAY		<u>\$ -</u>
	\$ (100,000.00)		FUNDING SOURCES:		\$ -
	<u>\$ (100,000.00)</u>		SALE OF COURTHOUSE		\$ -
			TOTAL FUNDING SOURCES		<u>\$ -</u>
	<u>\$ -</u>	720-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ -</u>
	<u>\$ 4,428,776.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 4,765,241.00</u>



This Page is Intentionally Left Blank

Worcester Municipal Golf Course FY17 Budget Recommendation

Paul J. Moosey

Commissioner

1929 Skyline Drive

Worcester, Massachusetts 01605

(508) 799-1359

Departmental Mission Statement:

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
Expenditures		Fiscal 2016	Number	Fiscal 2017
Salaries	\$ 229,411.50	\$ 231,083.00	91000	\$ 242,014.00
Ordinary Maintenance	707,977.45	778,513.00	92000	847,513.00
Debt Service	225,194.01	225,196.00	94000	219,950.00
Transfer of Services	30,499.00	30,600.00	95000	30,743.00
Fringe Benefits	104,244.65	115,473.00	96000	119,654.00
Total Expenditures	\$ 1,297,326.61	\$ 1,380,865.00		\$ 1,459,874.00
Total Positions	2	2		2

Expenditures:

The total Fiscal 2017 budget is recommended to be \$1,459,874 which is an increase of \$79,009 from the Fiscal 2016 budget of \$1,380,865. The Fiscal 2017 budget for the Golf Course operations is funded through golf course revenues in the amount of \$1,309,874 and a projected level funded tax levy subsidy of \$150,000.

The Fiscal 2017 Personal Services budget is recommended to be \$242,014 which is an increase of \$10,931 from the Fiscal 2016 budget of \$231,083. There are only 2 full time employees at the Golf Course. All others are temporary employees. This increase is a result of:

- Contractual and Non-represented wage increase, step increases, EM incentive: \$5,031
- Minimum wage increase for temporary employees: \$5,900

The Fiscal 2017 Ordinary Maintenance budget is recommended to be \$847,513 which is an increase of \$69,000 from the Fiscal 2016 budget of \$778,513. This increase is a result of:

- Golf maintenance contract: \$30,000
- Cart lease: \$10,000
- Water usage: \$29,000

Worcester Municipal Golf Course FY17 Budget Recommendation

The Fiscal 2017 Debt Service budget is recommended to be \$219,950 which is a decrease of \$5,246 from the Fiscal 2016 amount of \$225,671. The decrease is a result of:

- Debt Principal: \$635
- Debt Interest: (\$5,881)

This allocation will be used to fund the repayment of principal and interest costs for bonded debt authorized for improvements to the Golf Course, Green Hill Park and the debt service cost for the Golf Access Road. In order to address debt service costs at the Golf Course, a tax levy subsidy \$150,000 is included in Fiscal 2017 Golf budget.

Total Fiscal 2017 Transfer of Services budget is recommended to be \$30,743 which is an increase of \$143 from the Fiscal 2016 amount of \$30,600. This amount is used to fund Public Works and Parks, and other City departments providing administrative services for the Golf Course.

The Fiscal 2017 Fringe Benefits budget is recommended to be \$119,654 which is an increase of \$4,181 from the Fiscal 2016 budget of \$115,473. The increase is a result of:

- Health Insurance premiums increase: \$1,400
- Pension Obligation Bonds increase: \$334
- Contributory Pensions of \$2,447

Operational Overview:

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

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

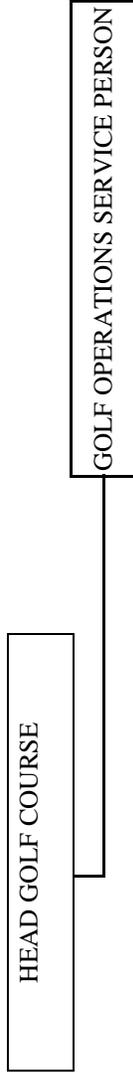
Green Hill Golf Course is one of the oldest courses in the area situated on acres of beautiful park land, capturing the natural beauty of New England. Whether you are in a cart winding down a path or setting out on foot, it is hard not to admire the beauty or be impressed with the character that makes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

Worcester Municipal Golf Course FY17 Budget Recommendation

long lazy days of summer make for excellent golfing. Some members say the fall presents some of the best golfing experiences they have, with Indian summer-like days and brilliant foliage colors. All these new improvements have been made to sustain memberships, draw in new daily players, add new members, and attract tournaments to bring in additional revenue.

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

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



TOTAL GOLF COURSE POSITIONS = 2

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

PAUL J. MOOSEY, COMMISSIONER**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #710**

FY17 TOTAL POSITIONS	APPROVED FY17 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 96,016.00	44EM	HEAD GOLF COURSE PROFESSIONAL	1	\$ 98,538.00
1	69,132.00	39M	GOLF OPERATIONS SERVICE PERSON	1	70,943.00
2	\$ 165,148.00		REGULAR SALARIES	2	\$ 169,481.00
	3,266.00		EM INCENTIVE PAY		3,964.00
	9,000.00	FLT	GOLF COURSE TEMPORARY STAFF: ASSISTANT HEAD GOLF COURSE PROFESSIONAL		9,000.00
	8,094.00	FLT	HEAD GOLF COURSE RANGER		8,094.00
	8,818.00	FLT	SENIOR GOLF COURSE RANGER		8,818.00
	36,757.00		GOLF COURSE TEMPORARY STAFF		42,657.00
	62,669.00		TOTAL RECOMMENDED PERSONAL SERVICES		68,569.00
2	\$ 231,083.00	710-91000	TOTAL RECOMMENDED PERSONAL SERVICES	2	\$ 242,014.00
	\$ 478,937.00		GOLF MAINTENANCE CONTRACT		\$ 508,937.00
	37,000.00		CART LEASE		47,000.00
	6,000.00		FOOD & BEVERAGE		5,000.00
	-		OFFICE SUPPLIES		2,000.00
	68,576.00		PRO-SHOP SUPPLIES		73,863.00
	64,000.00		WATER USAGE		93,000.00
	40,000.00		ELECTRICITY		40,000.00
	26,500.00		OTHER PERSONAL SERVICES		31,213.00
	14,150.00		NATURAL GAS		7,150.00
	12,500.00		UNLEADED FUEL		8,500.00
	10,850.00		ADVERTISING		10,850.00
	20,000.00		CREDIT CARD SERVICE CHARGE		20,000.00
	\$ 778,513.00	710-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 847,513.00
	\$ -	710-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		\$ -
	\$ 166,888.00		DEBT PRINCIPAL		\$ 167,523.00
	58,308.00		DEBT INTEREST		52,427.00
	\$ 225,196.00		DEBT SERVICE		\$ 219,950.00
	\$ 225,196.00	710-94000	TOTAL RECOMMENDED DEBT SERVICE		\$ 219,950.00
	\$ 30,600.00	710-95000	TRANSFER OF SERVICES		\$ 30,743.00
	\$ 41,204.00		FRINGE BENEFITS: HEALTH INSURANCE		\$ 42,604.00
	10,000.00		UNEMPLOYMENT COMPENSATION		10,000.00
	44,084.00		CONTRIBUTORY PENSIONS		46,562.00
	558.00		EARLY RETIREMENT		527.00
	19,627.00		PENSION OBLIGATION BONDS		19,961.00
	\$ 115,473.00	710-96000	FRINGE BENEFITS		\$ 119,654.00
	\$ 1,380,865.00		SUMMARY: TOTAL BUDGET		\$ 1,459,874.00
	(1,230,865.00)		FUNDING SOURCES: GOLF COURSE REVENUES		(1,309,874.00)
	(150,000.00)		TAX LEVY SUBSIDY		(150,000.00)
	\$ (1,380,865.00)		TOTAL FUNDING SOURCES		\$ (1,459,874.00)



This Page is Intentionally Left Blank

**Department of Public Works & Parks- Snow Removal
FY17 Budget Recommendation**

Paul J. Moosey, Commissioner

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

Divisional Mission Statement:

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Expenditures				
Overtime	\$ 654,140.11	\$ 481,065.00	97000	\$ 481,065.00
Ordinary Maintenance	4,987,627.78	3,518,935.00	92000	3,718,935.00
Total	\$ 5,641,767.89	\$ 4,000,000.00		\$ 4,200,000.00

Expenditures:

The City’s snow removal budget for Fiscal 2017 is recommended to be \$4,200,000 which is an increase of \$200,000 from the Fiscal 2016 amount of \$4,000,000. This amount reflects the average cost of snow removal per year.

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

Snow Removal expenditures for Fiscal Year 2016 were below the budget by approximately \$1,039,307. This decrease is a result of less snowfall in Fiscal 2016 than usual. There have been 11 winter/snow related events and 36.2 inches of snow and ice.

The following charts illustrate the actual fiscal 2016 snow related events/expenditures and a comparison of snow removal costs from fiscal 2012 through 2016.

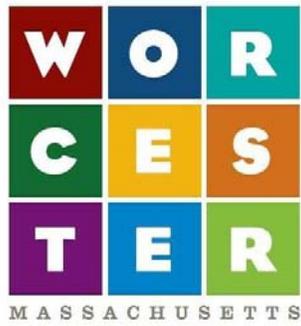
Department of Public Works & Parks- Snow Removal FY17 Budget Recommendation

Snow Removal Costs- Budget vs. Actual- Fiscal 2012-2016					
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016 YTD</u>
Expenditures	3,546,355	4,590,477	4,566,196	5,641,768	2,983,959
Total Snow Budget	3,199,109	3,472,571	3,846,639	4,000,000	4,000,000
Budget Transfers	347,246	1,117,906	719,557	1,641,768	-
Total Budget	3,546,355	4,590,477	4,566,196	5,641,768	4,000,000
Snow Deficit	-	-	-	-	1,016,041
Snow Fall in Inches	35.05	108.3	78.6	112.2	36.2
Cost per Inch	101,179.89	42,386.68	58,094.10	50,283.14	82,429.81

PAUL J. MOOSEY, COMMISSIONER

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
DEPARTMENT OF PUBLIC WORKS & PARKS - SNOW REMOVAL #411**

<u>APPROVED FY16 AMOUNT</u>		<u>TITLE</u>	<u>RECOMMENDED FY17 AMOUNT</u>
<u>\$ 481,065.00</u>	411-97000	SNOW REMOVAL DPW OVERTIME	<u>\$ 481,065.00</u>
16,500.00		SPECIAL POLICE	16,500.00
31,900.00		TELEPHONES	31,900.00
2,462,277.00		SNOW HIRED SERVICES & EQUIPMENT	2,662,277.00
9,438.00		BUILDING SUPPLIES	9,438.00
963,377.00		OTHER SUPPLIES	963,377.00
30,000.00		CITY PROPERTY SIDEWALK SNOW REMOVAL	30,000.00
5,443.00		OTHER ORDINARY MAINTENANCE	5,443.00
<u>\$ 3,518,935.00</u>	411-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 3,718,935.00</u>
<u>\$ 4,000,000.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 4,200,000.00</u>



This Page is Intentionally Left Blank

**Department of Public Works & Parks- Streetlights
FY17 Budget Recommendation**

Paul J. Moosey

Commissioner

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

Divisional Mission Statement:

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

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

FY17 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Expenditures				
Ordinary Maintenance	\$ 2,247,282.03	\$ 2,252,828.00	92000	\$ 2,352,828.00
Total	\$ 2,247,282.03	\$ 2,252,828.00		\$ 2,352,828.00

Expenditures:

The budget for Fiscal 2017 is recommended to be \$2,352,828 which is an increase of \$100,000 from the Fiscal 2016 budget of \$2,252,828. The increase is a result of:

- Maintenance Contract: \$50,000
- Electricity: \$50,000

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF PUBLIC WORKS & PARKS - STREET LIGHTS #412

RECOMMENDED FY16 AMOUNT	TITLE	RECOMMENDED FY17 AMOUNT
\$ 1,202,000.00	PURCHASE OF SERVICE - ELECTRICITY	\$ 1,312,000.00
1,022,978.00	MAINTENANCE & REPAIR	1,012,978.00
1,600.00	HIRED SERVICES & EQUIPMENT	1,600.00
11,250.00	SUBDIVISION STREET LIGHTS	11,250.00
15,000.00	ORDINARY MAINTENANCE - NATURAL GAS	15,000.00
<u>\$ 2,252,828.00</u>	412-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 2,352,828.00</u>
<hr/>		
<u>\$ 2,252,828.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 2,352,828.00</u>

Department of Public Works & Parks- Sewer Division

FY17 Budget Recommendation

Paul J. Moosey Commissioner

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

Mission Statement:

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Expenditures				
Salaries	\$ 2,813,073.92	\$ 3,180,771.00	91000	\$ 3,211,468.00
Overtime	288,422.31	240,000.00	97000	250,000.00
Ordinary Maintenance	19,699,514.21	21,867,449.00	92000	23,440,189.00
Capital Outlay	73,357.64	24,500.00	93000	24,500.00
Debt Service	7,810,504.98	8,594,615.00	94000	8,912,721.00
Transfer of Services	3,203,844.00	3,551,718.00	95000	3,607,345.00
Fringe Benefits	2,978,801.16	3,277,779.00	96000	3,284,852.00
Total Expenditures	\$36,867,518.22	\$40,736,832.00		\$42,731,075.00
Total Positions	68	68		68

Expenditures:

The total Fiscal 2017 budget is recommended to be \$42,731,075 which is an increase of \$1,994,243 from the Fiscal 2016 budget of \$40,736,832.

The Personal Services budget for Fiscal 2017 is recommended to be \$3,211,468 which is an increase of \$30,697 from the Fiscal 2016 budget of \$3,180,771. This increase is a result of:

- Contractual and non-represented wage increases, step increases, EM Incentive: \$18,001
- Stipends: \$5,848
- Upgrade of two Pump Station Operator positions: \$6,848

The total recommended Overtime budget for Fiscal 2017 is recommended to be \$250,000 which is an increase of \$10,000 from the Fiscal 2016 amount of \$240,000. This increase is a result of:

- Regular Overtime: \$10,000

Department of Public Works & Parks- Sewer Division

FY17 Budget Recommendation

The Fiscal 2017 budget for ordinary maintenance expenses is recommended to be \$23,440,189 which is an increase of \$1,572,740 from the Fiscal 2016 amount of \$21,867,449. This increase is a result of:

Upper Blackstone Water Pollution Abatement Treatment processing: \$1,572,740

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

	Previous	Current	
	<u>Year</u>	<u>Year</u>	<u>Variance</u>
Fiscal 2017	18,183,037	19,755,777	1,572,740
Fiscal 2016	17,036,240	18,183,037	1,146,797
Fiscal 2015	16,116,693	17,036,240	919,547
Fiscal 2014	15,182,546	16,116,693	934,147
Fiscal 2013	14,696,098	15,182,546	486,448
Fiscal 2012	14,100,026	14,696,098	596,072
Fiscal 2011	12,858,774	14,100,026	1,241,252
Fiscal 2010	12,305,373	12,858,774	553,401
Fiscal 2009	11,570,918	12,305,373	734,455
Fiscal 2008	10,825,269	11,570,918	745,649

The Capital Outlay for Fiscal 2017 is recommended to be level funded at \$24,500.

The Debt Service budget for Fiscal 2017 is recommended to be \$8,912,721 which is an increase of \$318,106 from the Fiscal 2016 budget of \$8,594,615. The increase is a result of:

- Debt Principal: \$100,066
- Debt Interest: \$218,040

The projected debt service will be used to fund \$8,487,774 in existing principal and interest debt outstanding as well as pay for \$424,947 of BAN interest and ½ year Bond interest on \$10,787,393 of new Sewer projects to be completed in Fiscal 2016.

The Indirect Services budget for Fiscal 2017 is recommended to be \$3,607,345 which is an increase of \$55,627 from the Fiscal 2016 budget of \$3,551,718. This account is used to pay for a portion of salary and ordinary maintenance costs of other departments that provide services to this enterprise operation.

The Fringe Benefits budget for Fiscal 2017 Fringe Benefits is recommended to be \$3,284,852 which is an increase of \$7,073 from the Fiscal 2016 budget of \$3,277,779. The increase is a result of:

- Health Insurance: (\$34,685)
- Pensions: \$44,289
- Pension Obligation Bonds: (\$2,531)

Department of Public Works & Parks- Sewer Division

FY17 Budget Recommendation

Operational Overview:

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

The Sewer Division is responsible for catch basin cleaning, sewage pumping station maintenance, inspection and diagnosis of sewer systems, general infrastructure maintenance, easement clearing and flood control, including street drainage. The Sewer Division is funded entirely from revenues provided through a user fee. The sewer user fee for Fiscal 2017 is recommended to be \$6.92 per hundred cubic feet (approximately 748 gallons).

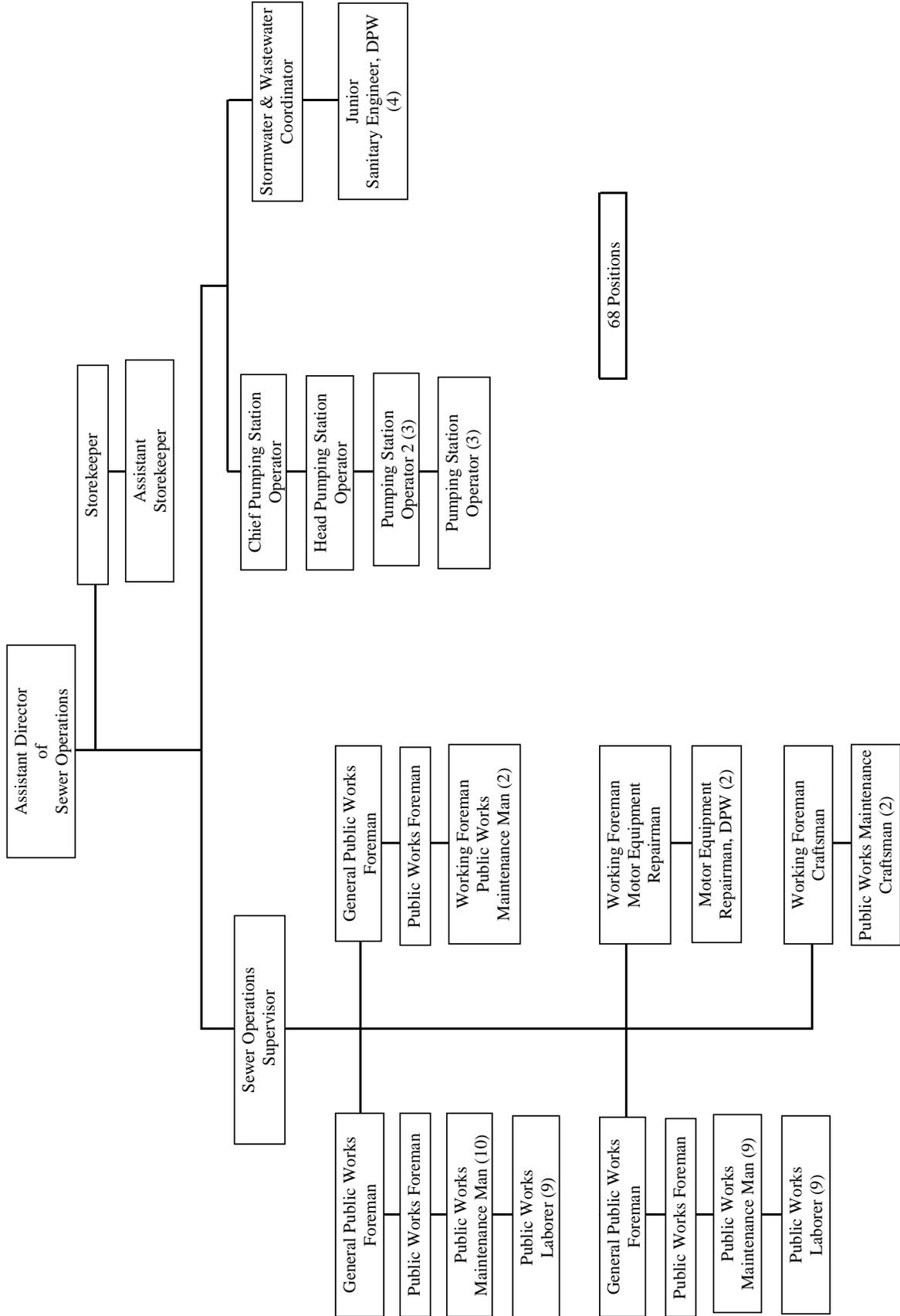
The Fiscal 2017 sewer rate is \$6.92 or 4.5% above the Fiscal Year 2016 rate. The net increase in the sewer rate is \$0.30 per ccfs. The most significant impact on the rate, as in the past few years, is associated with the continued upgrades at the Upper Blackstone Treatment Plant. This year's increase of approximately \$1,572,740 to the City's annual assessment adds \$0.19 to the sewer rate just this year.

Debt service is another cost center adding to the rate increase, an important example of the sustained effort and focus to modernize an older infrastructure. This is the cost of existing debt as well as anticipated new borrowings (principal and interest) for the Fiscal 2017 Sewer Capital Programs. Investments in the City's infrastructure through borrowing (debt service) pay great dividends both for today and far into the future.

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

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

DEPARTMENT OF PUBLIC WORKS & PARKS SEWER DIVISION



PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF SEWER- DIVISION #440

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 92,888.00	47M	ASSISTANT DIRECTOR SEWER OPERATIONS	1	\$ 95,329.00
1	82,912.00	44M	STORMWATER & WASTEWATER COORDINATOR	1	85,084.00
1	69,132.00	39M	SEWER OPERATIONS SUPERVISOR	1	70,943.00
1	69,132.00	39M	CHIEF PUMPING STATION OPERATOR	1	70,943.00
3	190,074.00	38	GENERAL PUBLIC WORKS FOREMAN	3	192,679.00
1	63,358.00	38	HEAD PUMPING STATION OPERATOR	1	65,022.00
4	242,293.00	37	JUNIOR SANITARY ENGINEER, DPW	4	248,210.00
3	162,270.00	34	PUBLIC WORKS FOREMAN	3	135,865.00
1	56,221.00	34	WORKING FOREMAN MOTOR EQUIPMENT REPAIRMAN	1	56,564.00
1	52,323.00	32	WORKING FOREMAN, CRAFTSMAN	1	52,639.00
1	49,407.00	32	PUMPING STATION OPERATOR 2	3	156,722.00
2	91,446.00	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	94,812.00
2	80,628.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	94,856.00
2	97,834.00	30	WORKING FOREMAN, PUBLIC WORKS MAINTENANCE MAN	2	85,776.00
5	217,548.00	30	PUMPING STATION OPERATOR	3	122,073.00
19	726,770.00	26	PUBLIC WORKS MAINTENANCE MAN	19	727,933.00
1	32,942.00	26	STOREKEEPER (DPW)	1	31,905.00
1	41,215.00	25	ASSISTANT STOREKEEPER (DPW)	1	41,468.00
18	623,403.00	24	PUBLIC WORKS LABORER	18	637,822.00
68	3,041,796.00		TOTAL REGULAR SALARIES	68	3,066,645.00
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	34	PUBLIC WORKS FOREMAN	1	-
1	-	33	SENIOR ENGINEERING AIDE, GRADE 2	1	-
1	-	26	PUBLIC WORKS MAINTENANCE MAN	1	-
3	-		TOTAL REGULAR SALARIES	3	-
	189,494.00		CONTRACTUAL STIPENDS - MEO		195,342.00
	(50,519.00)		VACANCY FACTOR		(50,519.00)
71	\$ 3,180,771.00	440-91000	TOTAL RECOMMENDED PERSONAL SERVICES	71	\$ 3,211,468.00
	\$ 240,000.00	440-97000	TOTAL OVERTIME		\$ 250,000.00
\$	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
	102,424.00		SEWAGE PUMPING - ORDINARY MAINTENANCE		102,424.00
	410,576.00		SEWAGE PUMPING - ELECTRICITY		410,576.00
	8,000.00		SEWAGE PUMPING - NATURAL GAS		8,000.00
	16,000.00		SEWAGE PUMPING - FUEL & OIL		16,000.00
	9,450.00		CATCH BASINS		9,450.00
	255,420.00		QUINSIGAMOND PLANT - ORDINARY MAINTENANCE		255,420.00
	34,580.00		QUINSIGAMOND PLANT - ELECTRICITY		34,580.00
	10,000.00		QUINSIGAMOND PLANT - NATURAL GAS		10,000.00
	250,000.00		CATCH BASIN DISPOSAL		250,000.00
	1,795,000.00		STORM WATER MANAGEMENT		1,795,000.00
	401,000.00		VEHICLE SERVICE		401,000.00
	18,183,037.00		UPPER BLACKSTONE ASSESSMENT		19,755,777.00
	5,648.00		CLOTHING & UNIFORM SERVICE		5,648.00
\$	21,867,449.00	440-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$	23,440,189.00

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF SEWER- DIVISION #440

<u>FY16 TOTAL POSITIONS</u>	<u>APPROVED FY16 AMOUNT</u>	<u>PAY GRADE</u>	<u>TITLE</u>	<u>FY17 TOTAL POSITIONS</u>	<u>PROPOSED FY17 AMOUNT</u>
	<u>\$ 24,500.00</u>	440-93000	TOTAL OTHER CAPITAL OUTLAY		<u>\$ 24,500.00</u>
			DEBT SERVICE:		
	\$ 5,151,039.00		REDEMPTION OF BONDS		\$ 5,251,105.00
	3,443,576.00		INTEREST ON BONDS		3,661,616.00
	<u>\$ 8,594,615.00</u>	440-94000	TOTAL DEBT SERVICES		<u>\$ 8,912,721.00</u>
			TRANSFER OF SERVICES		
	<u>\$ 3,551,718.00</u>	440-95000			<u>\$ 3,607,345.00</u>
			FRINGE BENEFITS:		
	\$ 1,272,971.00		HEALTH INSURANCE		\$ 1,238,286.00
	10,080.00		NON CONTRIBUTORY PENSIONS		12,731.00
	1,249,551.00		CONTRIBUTORY PENSIONS		1,291,771.00
	178,868.00		EARLY RETIREMENT		178,286.00
	556,309.00		PENSION OBLIGATION BONDS		553,778.00
	10,000.00		UNEMPLOYMENT COMPENSATION		10,000.00
	<u>\$ 3,277,779.00</u>	440-96000	TOTAL FRINGE BENEFITS		<u>\$ 3,284,852.00</u>
			TOTAL SEWER		
	<u>\$ 40,736,832.00</u>				<u>\$ 42,731,075.00</u>

Department of Public Works & Parks- Water Division FY17 Budget Recommendation

Paul J. Moosey Commissioner

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

Division Mission Statement:

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Expenditures				
Salaries	\$ 5,557,641.31	\$ 6,390,431.00	91000	\$ 6,602,296.00
Overtime	594,535.14	630,000.00	97000	643,000.00
Ordinary Maintenance	3,465,114.74	3,626,023.00	92000	3,706,023.00
Capital Outlay	22,506.99	25,000.00	93000	25,000.00
Debt Service	11,435,090.31	11,762,190.00	94000	9,430,984.00
Transfer of Services	2,072,772.00	2,236,383.00	95000	2,287,654.00
Fringe Benefits	4,136,529.57	4,756,354.00	96000	4,954,515.00
Total Expenditures	\$ 27,284,190.06	\$ 29,426,381.00		\$ 27,649,472.00
Total Positions	134	134		135

Expenditures:

The total budget for Fiscal 2017 is recommended to be \$27,649,472 which is a decrease of \$1,776,909 from the Fiscal 2016 budget of \$29,426,381.

The Personal Services budget for Fiscal 2017 is recommended to be \$6,602,296 which is an increase of \$211,865 from the Fiscal 2016 budget of \$6,390,431. This increase is a result of:

- Contractual and non-represented wage increases, step increases, EM Incentive: \$81,330
- Stipends: \$63,746
- Increase in salary for Director of Water Operations: \$3,967
- Fund previously unfunded P.W. Foreman & Inspector position: \$44,872
- Upgrade System Account: \$4,949
- Upgrade of two Pump Station Operator positions: \$6,849
- Upgrade W.F. Craftsman position: \$6,473
- Increase in Sewer funding; (\$321)

Department of Public Works & Parks- Water Division

FY17 Budget Recommendation

The Overtime budget for Fiscal 2017 is recommended to be \$643,000 which is an increase of \$13,000 from the Fiscal 2016 budget of \$630,000. This increase is a result of:

- Regular Overtime: \$13,000

The Ordinary Maintenance budget for Fiscal 2017 is recommended to be \$3,706,023 which is an increase of \$80,000 from the Fiscal 2016 amount of \$3,626,023. This increase is a result of:

- Vehicle Service: \$30,000
- Filtration Plant: \$50,000

The Capital Outlay budget for Fiscal 2017 is recommended to be level funded at \$25,000.

The Debt Service budget for Fiscal 2017 is recommended to be \$9,430,984 which is a decrease of \$2,331,206 from the Fiscal 2016 budget of \$11,762,190. The decrease is a result of:

- Debt Principal: (\$2,284,731)
- Debt Interest: (\$46,475)

The projected debt service will be used to fund \$9,158,177 in existing principal and interest debt outstanding as well as pay for \$272,807 of BAN interest and ½ year Bond interest on \$7,226,163 of new water projects to be completed in Fiscal 2016.

The Transfer of Services budget for Fiscal 2017 is recommended to be \$2,287,654 which is an increase of \$51,271 from the Fiscal 2016 budget of \$2,236,383. This account is used to pay for salary and ordinary maintenance costs of other departments that provide service to this enterprise.

The Fringe Benefits budget for Fiscal 2017 is recommended to be \$4,954,515 which is an increase of \$198,161 from the Fiscal 2016 budget of \$4,756,354. The increase is a result of:

- Health Insurance: \$26,312
- Pensions: \$136,160
- Pension Obligation Bonds: \$30,649
- Worker's Compensation: \$5,040

Operational Overview:

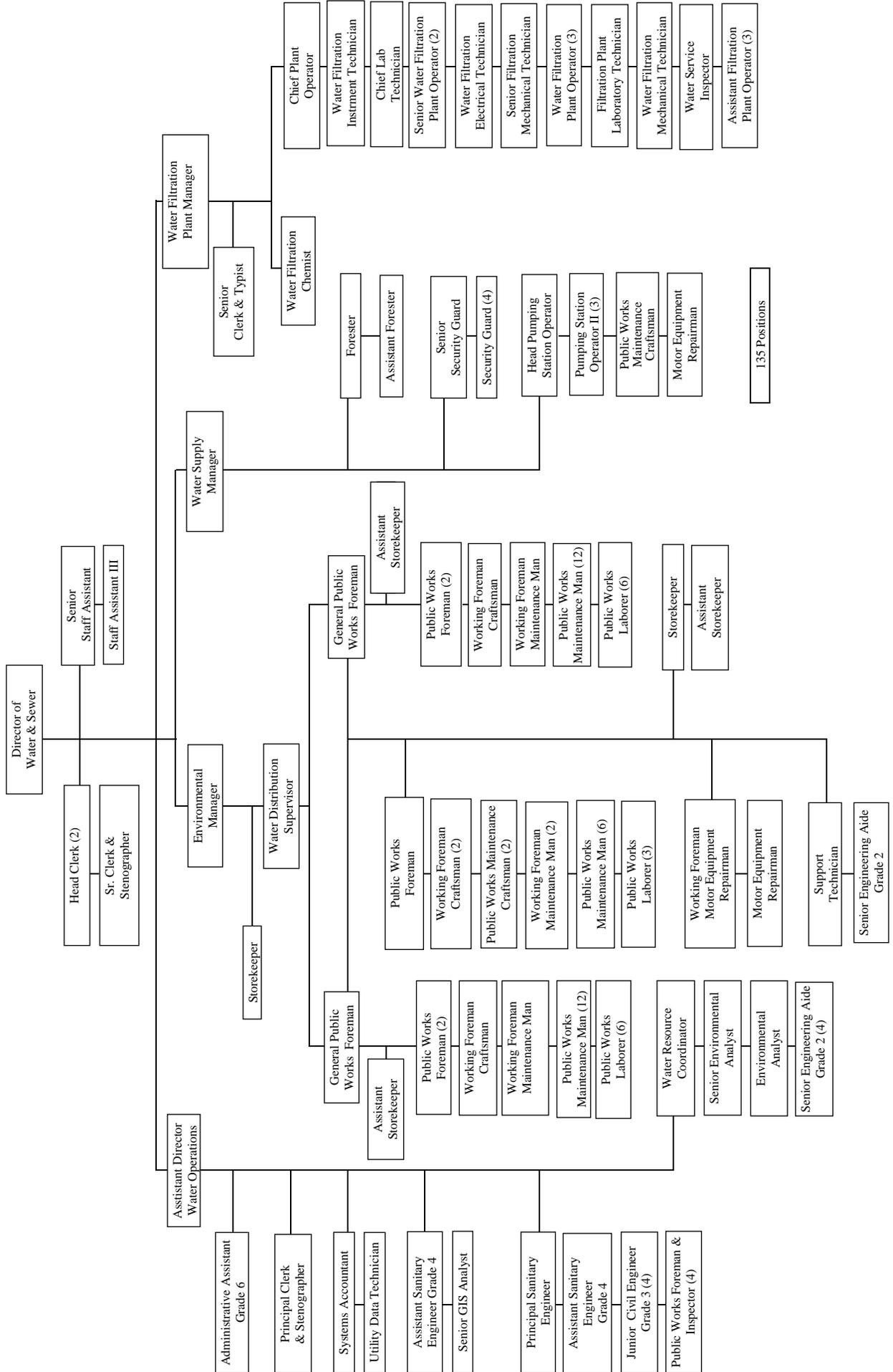
The Water Division is an Enterprise operation, meaning its operations are supported by the revenues collected for the services provided. This Division is responsible for the supply and conveyance of potable water throughout the City. The Water Division provides an average of 24 million gallons of water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

Department of Public Works & Parks- Water Division FY17 Budget Recommendation

The in-city water user fee for Fiscal 2017 is recommended to remain at \$3.60 per 100 cubic feet (CCF) of water used. The water rate for out of town users will remain at \$3.86 per 100 cubic feet.

Since 1989, water use in Worcester has remained well below long-term historical averages. This trend has been witnessed in urban centers across Massachusetts and in much of the nation. Usage declines, despite population increases, are due to many factors including improved water system maintenance, new metering, low-flow plumbing fixtures, better educated consumers and increased costs to customers for water and sewer service. With fixed costs dominating the Water Enterprise budget, declining or steady but lower billed usage necessitates higher water rates just to maintain water system operations. The projected billable water use for FY2017 has been lowered by 20,000 ccg's to reflect the lower water consumption in the City. This usage will generate sufficient funding to cover the Water Enterprise projected budget needs.

DEPARTMENT OF PUBLIC WORKS & PARKS WATER DIVISION



PAUL J. MOOSEY, COMMISSIONER**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****DEPARTMENT OF PUBLIC WORKS & PARKS****DIVISION OF WATER- DIVISION #450**

FY16 TOTAL POSITIONS	APPROVED FY 16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 108,883.00	47EM	DIRECTOR, WATER & SEWER OPERATIONS	1	\$ 109,580.00
1	96,021.00	48M	ASSISTANT DIRECTOR OF WATER OPERATIONS	1	98,544.00
1	83,176.00	46M	WATER FILTRATION PLANT MANAGER	1	86,803.00
1	89,179.00	46M	PRINCIPAL SANITARY ENGINEER	1	91,516.00
1	79,762.00	44M	CHIEF PLANT OPERATOR	1	83,310.00
1	64,437.00	44M	ENVIRONMENTAL MANAGER	1	69,552.00
1	76,907.00	42M	WATER SUPPLY MANAGER	1	78,929.00
1	53,916.00	39M	WATER DISTRIBUTION SUPERVISOR	1	54,247.00
1	69,132.00	39M	SENIOR STAFF ASSISTANT	1	70,943.00
1	52,323.00	38M	CHIEF LAB TECHNICIAN	1	52,639.00
2	133,897.00	41	ASSISTANT SANITARY ENGINEER, GRADE 4	2	135,408.00
0	-	40P	SYSTEMS ACCOUNTANT (DPW)	1	73,541.00
1	70,295.00	41	SENIOR GIS ANALYST (DPW)	1	72,135.00
1	70,295.00	41	WATER FILTRATION CHEMIST	1	72,135.00
1	67,885.00	40	WATER FILTRATION INSTRUMENT TECHNICIAN	1	69,665.00
1	66,743.00	38P	SYSTEMS ACCOUNTANT	0	-
1	65,496.00	39	FORESTER	1	67,216.00
1	62,509.00	39	WATER RESOURCE COORDINATOR	1	67,216.00
2	125,224.00	39	SENIOR WATER FILTRATION PLANT OPERATOR	2	130,412.00
2	125,867.00	38	GENERAL PUBLIC WORKS FOREMAN	2	127,913.00
1	57,100.00	38	HEAD PUMPING STATION OPERATOR	1	59,620.00
1	54,849.00	38	WATER FILTRATION ELECTRICAL TECHNICIAN	1	44,454.00
4	243,060.00	37	JUNIOR CIVIL ENGINEER, GRADE 3 (DPW)	4	245,237.00
1	56,756.00	37	STAFF ASSISTANT III	1	58,249.00
1	50,879.00	37	SUPPORT TECHNICIAN	1	53,184.00
1	58,936.00	36	SENIOR FILTRATION MECHANICAL TECHNICIAN	1	60,486.00
3	159,014.00	36	PUBLIC WORKS FOREMAN AND INSPECTOR	4	210,234.00
1	53,772.00	34	UTILITY DATA TECHNICIAN	1	56,058.00
5	308,404.00	34	PUBLIC WORKS FOREMAN	5	295,685.00
3	159,825.00	34	WATER FILTRATION PLANT OPERATOR	3	166,784.00
1	44,888.00	34	FILTRATION PLANT LABORATORY TECHNICIAN	1	46,982.00
1	63,358.00	34	WORKING FOREMAN, MOTOR EQUIP REPAIRMAN	1	65,022.00
1	47,272.00	33HC	SENIOR ENVIRONMENTAL ANALYST	1	49,215.00
5	189,821.00	33	SENIOR ENGINEERING AIDE, GRADE 2 (DPW)	5	179,876.00
1	53,004.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	54,395.00
1	40,241.00	33	ASSISTANT FORESTER	1	40,487.00
1	45,889.00	33	ENVIRONMENTAL ANALYST	1	47,565.00
0	-	32	PRINCIPAL STOREKEEPER	1	52,639.00
4	186,060.00	32	WORKING FOREMAN, CRAFTSMAN	3	141,025.00
1	44,883.00	32	WATER FILTRATION MECHANICAL TECHNICIAN	1	46,586.00
3	150,179.00	32	PUMPING STATION OPERATOR II	3	157,917.00
2	72,684.00	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	82,936.00
2	86,442.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	88,262.00
4	194,475.00	30	WORKING FOREMAN, DPW MAINTENANCE MAN	4	182,974.00
2	90,300.00	30	HEAD CLERK	2	98,430.00
1	41,040.00	27	PRINCIPAL CLERK & STENOGRAPHER	1	44,496.00
30	1,123,782.00	26	PUBLIC WORKS MAINTENANCE MAN	30	1,111,701.00
1	42,672.00	26	WATER SERVICE INSPECTOR	1	42,930.00
2	72,926.00	26	STOREKEEPER (DPW)	2	73,373.00
3	103,065.00	25	ASSISTANT STOREKEEPER (DPW)	3	103,692.00
3	116,508.00	24	ASSISTANT FILTRATION PLANT OPERATOR	3	119,544.00
1	29,910.00	24	SENIOR CLERK AND STENOGRAPHER	1	31,905.00
15	526,315.00	24	PUBLIC WORKS LABORER	15	545,880.00
1	28,192.00	22	SENIOR CLERK AND TYPIST	1	30,089.00
1	45,542.00	4	SENIOR SECURITY GUARD (DPW)	1	47,675.00
4	136,533.00	1	SECURITY GUARD	4	142,325.00
134	6,340,523.00		REGULAR SALARIES	135	6,489,616.00

PAUL J. MOOSEY, COMMISSIONER**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****DEPARTMENT OF PUBLIC WORKS & PARKS****DIVISION OF WATER- DIVISION #450**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	45EM	DIRECTOR OF ENVIROMENTAL SYSTEMS	1	-
1	-	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	-
1	-	38	GENERAL PUBLIC WORKS FOREMAN	0	-
1	-	36	PUBLIC WORKS FOREMAN AND INSPECTOR	1	-
1	-	34	PUBLIC WORKS FOREMAN	1	-
1	-	32	WORKING FOREMAN, CRAFTSMAN	1	-
1	-	32	STAFF ASSISTANT I	1	-
1	-	27	PRINCIPAL CLERK AND TYPIST	1	-
3	-	26	PUBLIC WORKS MAINTENANCE MAN	3	-
11	-		REGULAR SALARIES	10	-
	2,505.00		EM INCENTIVE PAY		1,852.00
	188,652.00		CONTRACTUAL STIPENDS - MEO		252,398.00
	(105,502.00)		VACANCY FACTOR		(105,502.00)
	<u>6,426,178.00</u>		TOTAL RECOMMENDED SALARIES		<u>6,638,364.00</u>
	(35,747.00)		FUNDING SOURCES:		(36,068.00)
	(35,747.00)		CREDIT SEWER REVENUES		(36,068.00)
145	<u>\$ 6,390,431.00</u>	450-91000	TOTAL RECOMMENDED PERSONAL SERVICES	145	<u>\$ 6,602,296.00</u>
	<u>\$ 630,000.00</u>	450-97000	TOTAL OVERTIME		<u>\$ 643,000.00</u>
\$ 307,537.00			WATER ORDINARY MAINTENANCE	\$ 357,537.00	
28,865.00			YARD ORDINARY MAINTENANCE	28,865.00	
13,050.00			WATER / YARD OM - NATURAL GAS	13,050.00	
33,821.00			WATER / YARD OM - ELECTRICITY	33,821.00	
162,500.00			WATER / YARD OM - GAS & OIL	162,500.00	
27,000.00			TELEPHONE	27,000.00	
51,000.00			WATER CONSERVATION	51,000.00	
170,000.00			VEHICLE SERVICE	200,000.00	
470,665.00			RESERVOIRS ORDINARY MAINTENANCE	470,665.00	
738,335.00			RESERVOIR - ELECTRICITY	738,335.00	
6,401.00			RESERVOIR - NATURAL GAS	6,401.00	
10,000.00			WATER PUMPING	10,000.00	
297,000.00			TRENCH REPAIRS	297,000.00	
766,400.00			WATER FILTRATION - OM	766,400.00	
338,000.00			WATER FILTRATION - ELECTRICITY	338,000.00	
97,601.00			WATER FILTRATION - NATURAL GAS	97,601.00	
7,848.00			UNIFORM & CLOTHING SERVICE	7,848.00	
100,000.00			WATER LEAK DETECTION	100,000.00	
<u>\$ 3,626,023.00</u>		450-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 3,706,023.00</u>	
<u>\$ 25,000.00</u>		450-93000	TOTAL OTHER CAPITAL OUTLAY	<u>\$ 25,000.00</u>	

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

<u>FY16</u> <u>TOTAL</u> <u>POSITIONS</u>	<u>APPROVED</u> <u>FY16 AMOUNT</u>	<u>PAY</u> <u>GRADE</u>	<u>TITLE</u>	<u>FY17</u> <u>TOTAL</u> <u>POSITIONS</u>	<u>RECOMMENDED</u> <u>FY17 AMOUNT</u>
	\$ 9,286,171.00		DEBT SERVICES:		
	2,476,019.00		REDEMPTION OF BONDS		\$ 7,001,440.00
	\$ 11,762,190.00	450-94000	INTEREST ON BONDS		2,429,544.00
			TOTAL RECOMMENDED DEBT SERVICES		\$ 9,430,984.00
	<u>\$ 2,236,383.00</u>	450-95000	TRANSFER OF SERVICES		<u>\$ 2,287,654.00</u>
	\$ 1,929,764.00		FRINGE BENEFITS		\$ 1,956,076.00
	1,699,508.00		HEALTH INSURANCE		1,836,456.00
	259,619.00		CONTRIBUTORY PENSIONS		258,831.00
	756,634.00		EARLY RETIREMENT		787,283.00
	100,829.00		PENSION OBLIGATION BONDS		105,869.00
	10,000.00		WORKERS COMPENSATION		10,000.00
	<u>\$ 4,756,354.00</u>	450-96000	UNEMPLOYMENT COMPENSATION		<u>\$ 4,954,515.00</u>
			TOTAL FRINGE BENEFITS		
	<u>\$ 29,426,381.00</u>		TOTAL WATER		<u>\$ 27,649,472.00</u>



This Page is Intentionally Left Blank

Department of Public Works & Parks- Off Street Parking FY17 Budget Recommendation

Paul J. Moosey Commissioner

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

Divisional Mission Statement:

The mission of Off-Street Parking Division is to:

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Expenditures				
Pearl Elm Garage	\$ 468,476.51	\$ 515,099.00		\$ 511,780.00
Federal Plaza Garage	627,006.92	663,357.00		643,900.00
Parking Meters	128,804.37	60,415.00		50,415.00
Off Street Parking Lots	188,895.13	325,030.00		374,792.00
Union Station Garage	966,771.55	989,945.00		772,097.00
Major Taylor Blvd Garage	1,117,177.79	1,189,520.00		1,182,485.00
Worcester Common Garage	-	-		277,835.00
Total Expenditures	\$ 3,497,132.27	\$ 3,743,366.00		\$ 3,813,304.00
Funding Sources				
Pearl Elm Garage	\$ 468,476.51	\$ 1,457,921.00		\$ 1,210,262.00
Federal Plaza Garage	627,006.92	500,000.00		500,000.00
Parking Meters	128,804.37	60,415.00		50,415.00
Off Street Parking Lots	188,895.13	325,030.00		374,792.00
Union Station Garage	966,771.55	400,000.00		400,000.00
Major Taylor Blvd Garage	1,117,177.79	1,000,000.00		1,000,000.00
Worcester Common Garage	-	-		277,835.00
Total Funding Sources	\$ 3,497,132.27	\$ 3,743,366.00		\$ 3,813,304.00

Expenditures:

The Operational budget for Fiscal 2017 is recommended to be \$3,813,304 which is an increase of \$69,938 from the Fiscal 2016 budget of \$3,743,366. The net operational increase is attributable to \$277,835 in ordinary maintenance expenditures for the new Worcester Common Garage. The increase is offset by a decrease in the Debt Service costs of \$207,897 for meter equipment and rehabilitation improvements of the garages. The following is breakdown of costs associated with the various garages:

Department of Public Works & Parks- Off Street Parking FY17 Budget Recommendation

Pearl Elm Garage:

The Fiscal 2017 Operational budget for the Pearl Elm Garage is projected at \$511,780 which is a decrease of \$3,319 or 0.64% from the Fiscal 2016 budget of \$515,099. Ordinary Maintenance expenditure is funded at \$387,520 and \$124,260 for principal and interest payments for debt service cost.

Federal Plaza Garage:

The Fiscal 2017 Operational budget for the Federal Plaza Garage is projected at \$643,900 which is a decrease of \$19,457 or 2.93% from the Fiscal 2016 budget of \$663,357. Ordinary Maintenance expenditure is funded at \$352,385 and \$291,515 for principal and interest payments for debt service cost.

Parking Meter Program:

The Fiscal 2017 Operational budget for the Parking Meter Program is projected at \$50,415 which is a decrease of \$10,000 or 16.55% from the Fiscal 2016 budget of \$60,415.

Off Street Parking Lots:

The Fiscal 2017 Operational budget for the Off Street Parking is projected at \$374,792 which is an increase of \$49,762 or 13.28% from the Fiscal 2016 budget of \$325,030. Ordinary Maintenance expenditure is funded at \$151,250 and \$223,542 for principal and interest payments for debt service cost.

Union Station Garage:

The Fiscal 2017 Operational budget for the Union Station Garage is projected at \$772,097 which is a decrease of \$217,848 or 22.01% from the Fiscal 2016 budget of \$989,945. Ordinary Maintenance expenditure is funded at \$366,740 and \$405,357 for principal and interest payments for debt service cost.

Major Taylor Boulevard Garage:

The Fiscal 2017 Operational budget for the Major Taylor Garage is projected at \$1,182,485 which is a decrease of \$7,035 or .59% from the Fiscal 2016 budget of \$1,189,520. Ordinary Maintenance expenditure is funded at \$535,290 and \$647,195 for principal and interest payments for debt service cost.

Worcester Common Garage:

The Fiscal 2017 Operational budget for the new Worcester Common Garage is projected at \$277,835.

Department of Public Works & Parks- Off Street Parking FY17 Budget Recommendation

Operational Overview:

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

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

PAUL J. MOOSEY, COMMISSIONER**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****DEPARTMENT OF PUBLIC WORKS & PARKS****OFF STREET PARKING PROGRAM #46S**

RECOMMENDED FY16 AMOUNT	TITLE	RECOMMENDED FY17 AMOUNT
\$ 387,520.00	PEARL / ELM GARAGE ORDINARY MAINTENANCE	\$ 387,520.00
43,579.00	INTEREST ON BONDS	40,615.00
84,000.00	REDEMPTION ON BONDS	83,645.00
<u>\$ 515,099.00</u>	<u>TOTAL PEARL ELM GARAGE</u>	<u>\$ 511,780.00</u>
\$ 352,385.00	FED/PLAZA GARAGE ORDINARY MAINTENANCE	\$ 352,385.00
85,448.00	INTEREST ON BONDS	77,561.00
225,524.00	REDEMPTION ON BONDS	213,954.00
<u>\$ 663,357.00</u>	<u>TOTAL FEDERAL PLAZA GARAGE</u>	<u>\$ 643,900.00</u>
\$ 60,415.00	PARKING METERS ORDINARY MAINTENANCE	\$ 50,415.00
<u>\$ 60,415.00</u>	<u>TOTAL PARKING METERS</u>	<u>\$ 50,415.00</u>
\$ 141,250.00	OFF STREET PARKING LOT ORDINARY MAINTENANCE	\$ 151,250.00
33,780.00	INTEREST ON BONDS	31,542.00
150,000.00	REDEMPTION ON BONDS	192,000.00
<u>\$ 325,030.00</u>	<u>TOTAL OFF STREET PARKING LOT</u>	<u>\$ 374,792.00</u>
\$ 366,740.00	UNION STATION ORDINARY MAINTENANCE	\$ 366,740.00
206,205.00	INTEREST ON BONDS	134,357.00
417,000.00	REDEMPTION ON BONDS	271,000.00
<u>\$ 989,945.00</u>	<u>TOTAL UNION STATION GARAGE</u>	<u>\$ 772,097.00</u>
\$ 535,290.00	MAJOR TAYLOR BOULEVARD GARAGE ORDINARY MAINTENANCE	\$ 535,290.00
140,230.00	INTEREST ON BONDS	114,195.00
514,000.00	REDEMPTION ON BONDS	533,000.00
<u>\$ 1,189,520.00</u>	<u>TOTAL WORCESTER CENTER BOULEVARD GARAGE</u>	<u>\$ 1,182,485.00</u>
\$ -	WORCESTER COMMON GARAGE ORDINARY MAINTENANCE	\$ 277,835.00
<u>\$ -</u>	<u>TOTAL WORCESTER COMMON GARAGE</u>	<u>\$ 277,835.00</u>
<u>\$ 3,743,366.00</u>	<u>TOTAL OFF - STREET PARKING</u>	<u>\$ 3,813,304.00</u>
	FUNDING SOURCES	
\$ (1,457,921.00)	PEARL ELM GARAGE	\$ (1,210,262.00)
(500,000.00)	FEDERAL PLAZA	(500,000.00)
(60,415.00)	PARKING METERS	(50,415.00)
(325,030.00)	OFF STREET PARKING LOTS	(374,792.00)
(400,000.00)	UNION STATION GARAGE	(400,000.00)
(1,000,000.00)	MAJOR TAYLOR BOULEVARD GARAGE	(1,000,000.00)
-	WORCESTER COMMON GARAGE	(277,835.00)
<u>\$ (3,743,366.00)</u>	<u>TOTAL FUNDING SOURCES</u>	<u>\$ (3,813,304.00)</u>
<u>\$ -</u>	<u>RECOMMENDED TAX LEVY</u>	<u>\$ -</u>

Administration & Finance FY17 Budget Recommendation

Thomas F. Zidelis
Chief Financial Officer

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

Departmental Mission Statement:

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

- Oversee all aspects of Worcester’s financial functions and to achieve and complete the missions of the Assessing, Technical Services, and Treasury Divisions.
- Act as the City’s receipting and disbursing agent of public financial assets in order to maximize the utilization and safekeeping of City funds.
- Prepare and monitor each fiscal year’s capital, grant, and tax levy budgets.
- Perform financial analyses on various projects and annual City programs.
- Coordinate grants acquisition and financial oversight.
- Procure materials, supplies, equipment, and services at the lowest possible cost consistent with the quality necessary for the proper operation of various City organizations.

FY17 Budget Overview

	Actual	Approved		Recommended
Expenditures	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Salaries	\$ 1,672,184.55	\$ 1,742,717.00	91000	\$ 1,741,365.00
Overtime	30,693.45	31,225.00	97000	30,000.00
Ordinary Maintenance	706,772.96	775,016.00	92000	775,016.00
Total	\$ 2,409,650.96	\$ 2,548,958.00		\$ 2,546,381.00
Total Positions	42	42		41

Expenditures:

The total tax levy budget for Fiscal 2017 is recommended to be \$2,546,381, which is a decrease of \$2,577 from the Fiscal 2016 budget of \$2,548,958.

The tax levy Personal Services budget for Fiscal 2017 is recommended to be \$1,741,365, which is a decrease of \$1,352 from the Fiscal 2016 budget of \$1,742,717. This is a result of:

- FY16 contractual retro payment for prior years not needed in FY17: (\$32,970)
- FY16 contractual 2% increases prior years: (\$47,905)
- Contractual wage increase, step increases, EM incentive, add/upgrade positions: \$73,002

Administration & Finance FY17 Budget Recommendation

- Position upgrade: Principal Budget Analyst
- Position upgrade: Senior Budget Analyst
- Position upgrade: Senior Buyer - Purchasing
- Position upgrade: Staff Assistant 2 – Purchasing
- Position elimination: Clerk of Works Building – Purchasing
- Funding source increase (sewer, golf, water, grants): (\$27,627)
- Funding source decrease (Purchasing project credits): \$34,147

The Overtime budget for Fiscal 2017 is recommended to be \$30,000, which is a decrease of \$1,225 from the approved Fiscal 2016 budget of \$31,225. This is a result of:

- FY16 contractual retro payment for prior years not needed in FY17: (\$1,225)

The tax levy Ordinary Maintenance budget for Fiscal 2017 is recommended to be level funded at \$775,016 from Fiscal 2016 budget.

Operational Overview:

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

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

The Treasurer and Collector Division is responsible for the timely billing and collection of all of the City's revenues, disbursing all payments by the City and the Worcester Retirement System, and the safekeeping of all City funds. The Treasurers division functions as the disbursing agent for the City, issuing over 300,000 paychecks, direct deposit vouchers and vendor checks annually. This Division is also responsible for the administration, withholding and disbursement of all payroll liabilities in compliance with Federal and State laws and local contracts. The Division is also chiefly responsible for long-term debt management. The Treasurers Division coordinates the issuance of short term and long term debt obligations to fund the City's capital improvement program. The Collectors Division issues and receipts more than 600,000 tax, utility, and departmental bills annually.

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

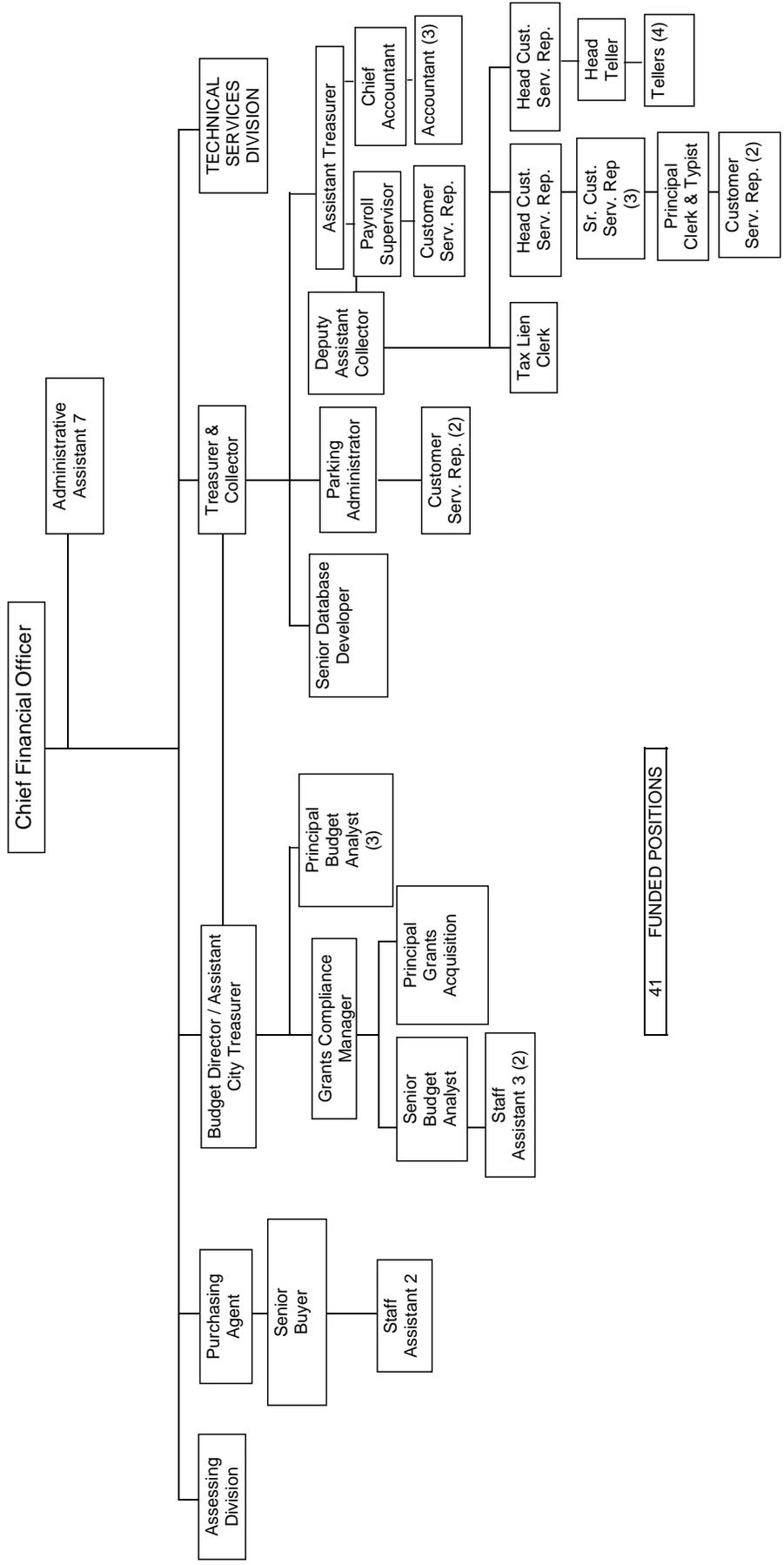
The Tax Title Foreclosure Division is charged with the prosecution of Land Court foreclosure complaints, the preparation and filing of legal documents effecting property owner's title and the disposition of tax foreclosed properties in compliance with Chapter 60 of the Massachusetts General Laws. This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

Administration & Finance FY17 Budget Recommendation

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

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

DEPARTMENT OF ADMINISTRATION & FINANCE
ORGANIZATIONAL CHART



41 FUNDED POSITIONS

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2017
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF PURCHASING, FINANCE & TREASURY

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
<u>ADMINISTRATION & FINANCE</u>					
1	\$ 144,539.00	58CM	CHIEF FINANCIAL OFFICER	1	\$ 148,338.00
3	191,154.00	32	PRINCIPAL BUDGET ANALYST (P.G. 40M)	3	190,311.00
1	76,907.00	42M	GRANTS COMPLIANCE MANAGER	1	78,929.00
1	54,299.00	37	SENIOR BUDGET ANALYST (P.G. 39M)	1	62,615.00
1	53,916.00	39M	PRINCIPAL GRANTS ACQUISITION	1	67,335.00
2	119,946.00	37	STAFF ASSISTANT 3	2	125,230.00
9	\$ 640,761.00		REGULAR SALARIES ADMIN & FINANCE	9	\$ 672,758.00
	(8,500.00)		VACANCY FACTOR		(8,500.00)
	5,531.00		EM INCENTIVE PAY		4,365.00
	\$ 637,792.00		TOTAL REGULAR SALARIES ADMIN. & FINANCE		\$ 668,623.00
<u>FUNDING SOURCES:</u>					
	\$ (86,970.00)		FEDERAL & STATE GRANTS		\$ (93,803.00)
	(54,444.00)		PUBLIC HEALTH GRANTS		(57,398.00)
	(651.00)		GOLF REVENUES		(660.00)
	(78,655.00)		SEWER REVENUES		(79,765.00)
	(39,865.00)		WATER REVENUES		(40,428.00)
	\$ (260,585.00)		TOTAL FUNDING SOURCES		\$ (272,054.00)
9	\$ 377,207.00	610-91000	TOTAL PERSONAL SERVICES ADMIN. & FINANCE	9	\$ 396,569.00
<u>TREASURY</u>					
1	\$ 114,486.00	53EM	CITY TREASURER & COLLECTOR	1	\$ 117,478.00
1	105,580.00	47EM	BUDGET DIRECTOR/ASSISTANT CITY TREASURER	1	108,363.00
1	86,218.00	47EM	ASSISTANT TREASURER	1	81,911.00
1	96,021.00	48P	SENIOR DATABASE DEVELOPER	1	98,544.00
1	82,912.00	44M	DEPUTY ASSISTANT COLLECTOR	1	85,084.00
1	76,907.00	42M	PARKING ADMINISTRATOR	1	78,929.00
1	53,916.00	39P	CHIEF ACCOUNTANT	1	63,839.00
2	112,136.00	36	HEAD CUSTOMER SERVICE REPRESENTATIVE	2	121,522.00
1	56,756.00	35	ADMINISTRATIVE ASSISTANT 7	1	58,249.00
1	50,451.00	33	HEAD TELLER	1	54,623.00
1	48,586.00	32	SUPERVISOR OF PAYROLL	1	45,932.00
3	124,295.00	32	ACCOUNTANT	3	127,841.00
1	48,586.00	32	TAX-LIEN CLERK	1	52,639.00
4	172,901.00	30	TELLER	4	189,087.00
3	127,773.00	28	SR. CUSTOMER SERVICE REPRESENTATIVE	3	138,498.00
2	41,040.00	27	PRINCIPAL CLERK & TYPIST	2	44,496.00
4	129,657.00	22	CUSTOMER SERVICE REPRESENTATIVE	4	139,339.00
29	\$ 1,528,221.00		REGULAR SALARIES FINANCE & TREASURY	29	\$ 1,606,374.00
	(90,000.00)		VACANCY FACTOR		(90,000.00)
	-		TEMPORARY STAFF		-
	2,406.00		EM INCENTIVE PAY		5,216.00
	80,875.00		TRANSFER IN CONTRACTUAL		-
	2,500.00		MUNICIPAL HEARING OFFICER STIPEND		2,500.00
	\$ 1,524,002.00		TOTAL REGULAR SALARIES TREASURY		\$ 1,524,090.00
<u>FUNDING SOURCES:</u>					
	\$ (2,098.00)		GOLF REVENUES		\$ (2,198.00)
	(163,064.00)		SEWER REVENUES		(170,808.00)
	(180,599.00)		WATER REVENUES		(189,176.00)
	\$ (345,761.00)		TOTAL FUNDING SOURCES		\$ (362,182.00)
29	\$ 1,178,241.00	660-91000	TOTAL PERSONAL SERVICES TREASURY	29	\$ 1,161,908.00

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2017
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF PURCHASING, FINANCE & TREASURY

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
<u>PURCHASING DIVISION</u>					
1	\$ 99,924.00	50EM	PURCHASING AGENT	1	\$ 102,527.00
0	-	43M	SENIOR BUYER	1	69,552.00
1	57,961.00	41M	SENIOR BUYER	0	-
1	57,326.00	35	CLERK OF WORKS, BUILDING	0	-
0	-	35	STAFF ASSISTANT 2	1	53,328.00
1	49,431.00	32	STAFF ASSISTANT 1	0	-
4	\$ 264,642.00		REGULAR SALARIES PURCHASING	3	\$ 225,407.00
	(4,380.00)		VACANCY FACTOR		(4,380.00)
	3,682.00		EM INCENTIVE PAY		4,125.00
	<u>\$ 263,944.00</u>		TOTAL REGULAR SALARIES PURCHASING		<u>\$ 225,152.00</u>
<u>FUNDING SOURCES:</u>					
	(56,756.00)		PROJECT ACCOUNTS		(22,609.00)
	(412.00)		GOLF REVENUES		(407.00)
	(7,329.00)		SEWER REVENUES		(7,232.00)
	<u>(12,178.00)</u>		WATER REVENUES		<u>(12,016.00)</u>
	<u>(76,675.00)</u>		TOTAL FUNDING SOURCES		<u>(42,264.00)</u>
4	\$ 187,269.00		TOTAL PERSONAL SERVICES PURCHASING	3	\$ 182,888.00
42	\$ 1,742,717.00	600-91000	TOTAL RECOMMENDED PERSONAL SERVICES	41	\$ 1,741,365.00
	\$ 30,000.00		TREASURER & COLLECTOR OVERTIME		\$ 30,000.00
	1,225.00		TRANSFER IN CONTRACTUAL		-
	<u>\$ 31,225.00</u>	660-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 30,000.00</u>
\$ -			TUITION	\$ 2,000.00	
2,000.00			MAINTENANCE & REPAIR	500.00	
400.00			TELEPHONE	-	
-			POSTAGE	100.00	
-			NETWORK, HARDWARE, SOFTWARE	500.00	
3,000.00			OTHER PERSONAL SERVICES	450.00	
-			NEWSPAPER ADVERTISEMENT	2,500.00	
5,000.00			OFFICE SUPPLIES	5,500.00	
400.00			OTHER SUPPLIES	500.00	
-			FORMS SUPPLIES	2,000.00	
3,000.00			SUBSCRIPTIONS	1,250.00	
2,000.00			OTHER CHARGES & EXPENDITURES	-	
-			TRAVELING	500.00	
<u>\$ 15,800.00</u>		600-92000	SUBTOTAL PURCHASING ORDINARY MAINTENANCE	<u>\$ 15,800.00</u>	
\$ 4,000.00			LEASES & RENTALS	\$ 3,500.00	
1,000.00			MAINTENANCE & REPAIR	500.00	
2,500.00			TELEPHONES	-	
-			POSTAGE	1,000.00	
-			NETWORK, HARDWARE, SOFTWARE	2,000.00	
6,685.00			OTHER PERSONAL SERVICES	6,685.00	
3,000.00			OFFICE SUPPLIES	4,000.00	
2,500.00			OTHER SUPPLIES	3,000.00	
20,000.00			OTHER CHARGES & EXPENDITURES	19,000.00	
30,000.00			TRAVEL	30,000.00	
<u>\$ 69,685.00</u>		610-92000	SUBTOTAL BUDGET ORDINARY MAINTENANCE	<u>\$ 69,685.00</u>	

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2017
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF PURCHASING, FINANCE & TREASURY

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
\$	-		LEASES & RENTALS- TREASURY	\$	500.00
	700.00		MAINTENANCE & REPAIR- TREASURY		3,000.00
	3,000.00		POSTAGE- TREASURY		3,000.00
	900.00		NETWORK, HARDWARE, SOFTWARE- TREASURY		800.00
	87,000.00		OTHER PERSONAL SERVICES- TREASURY		87,000.00
	-		NEWSPAPER ADVERTISING		2,000.00
	25,300.00		OFFICE SUPPLIES- TREASURY		25,000.00
	1,600.00		OTHER SUPPLIES- TREASURY		1,600.00
	700.00		OTHER CHARGES & EXPENDITURES- TREASURY		500.00
	100.00		TRAVEL- TREASURY		100.00
	7,000.00		LEASES & RENTALS- COLLECTORS		5,000.00
	2,500.00		OTHER PERSONAL SERVICES- COLLECTORS		35,000.00
	2,500.00		OFFICE SUPPLIES- COLLECTORS		2,500.00
	1,000.00		OTHER CHARGES & EXPENDITURES- COLLECTORS		500.00
	2,200.00		LEASES & RENTALS- MAILING		2,000.00
	2,600.00		MAINTENANCE & REPAIR- MAILING		1,500.00
	245,000.00		POSTAGE- MAILING		260,000.00
	249,000.00		OTHER PERSONAL SERVICES- MAILING		250,000.00
	1,000.00		OFFICE SUPPLIES- MAILING		500.00
	30,200.00		OTHER PERSONAL SERVICES- TAX TITLE		29,500.00
	97,000.00		OTHER PERSONAL SERVICES- PARKING		48,500.00
	1,600.00		OFFICE SUPPLIES- PARKING		2,500.00
	100.00		TRAVEL- PARKING		-
\$	761,000.00	660-92000	SUBTOTAL TREASURY ORDINARY MAINTENANCE	\$	761,000.00
FUNDING SOURCES:					
\$	(31,482.00)		SEWER REVENUES	\$	(31,482.00)
	(39,987.00)		WATER REVENUES		(39,987.00)
\$	(71,469.00)		TOTAL FUNDING SOURCES	\$	(71,469.00)
\$	775,016.00		TOTAL ORDINARY MAINTENANCE	\$	775,016.00
FRINGE BENEFITS:					
\$	12,458.00		HEALTH INSURANCE	\$	12,458.00
	14,778.00		RETIREMENT		15,801.00
\$	27,236.00		TOTAL FRINGE BENEFITS	\$	28,259.00
FUNDING SOURCES:					
	(27,236.00)		FEDERAL & STATE GRANTS		(28,259.00)
	(27,236.00)		TOTAL FUNDING SOURCES		(28,259.00)
\$	-		TOTAL FRINGE BENEFITS	\$	-
\$	2,548,958.00		TOTAL RECOMMENDED TAX LEVY	\$	2,546,381.00



This Page is Intentionally Left Blank

Assessing FY17 Budget Recommendation

William J. Ford

City Assessor

City Hall - Room 209

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1098

Divisional Mission Statement:

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

- Apply Assessing Division practices to the appraisal of real and personal property and to maintain the level of assessment at its full and fair cash value, as required by the laws of the Commonwealth of Massachusetts, in conformance with the regulations of the Department of Revenue.
- 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.
- Continued cyclical building inspection program to improve existing data integrity and capture new growth from building improvements.
- Periodically inspect and review all City of Worcester property and update electronic data files.
- Continue to update neighborhood assessing districts in conjunction with improvements to the statistical model for valuing residential property.
- Maintain an accurate personal property database by continuing a six-year data collection cycle for existing personal property accounts and by ensuring that new businesses which opened are valued and billed.
- 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.

Assessing FY17 Budget Recommendation

FY17 Budget Overview

		Approved		Recommended
	Actual	Budget for	Account	Appropriation
Expenditures	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Salaries	\$559,567.85	\$ 589,784.00	91000	\$ 590,481.00
Overtime	-	1,000.00	97000	1,000.00
Ordinary Maintenance	251,260.84	167,500.00	92000	167,500.00
Total	\$ 810,828.69	\$ 758,284.00		\$ 758,981.00
Total Positions	10	10		10

Expenditures:

The total Fiscal 2017 budget is recommended to be \$758,981 which is an increase of \$697 from the Fiscal 2016 budget of \$758,284.

The recommended Personal Services budget for Fiscal 2017 is \$590,481 which is an increase of \$697 from the Fiscal 2016 amount of \$589,784. This increase is a result of:

- FY16 Contractual Retro Payment for prior years not required in FY17: (\$5,079)
- Contractual wage increase, Step Increases, EM Incentive: \$5,776

The recommended Overtime budget for Fiscal 2017 is recommended to be level funded at \$1,000.00.

The recommended Ordinary Maintenance budget for Fiscal 2017 is recommended to be level funded at \$167,500.00.

Divisional Overview:

The Assessing Division is responsible for the administration of all laws and regulations regarding property tax assessment. The assessors, as required by chapters 59, 60A, 61, 61B, 121A of the Massachusetts General Laws and various acts of the Legislature, perform the appraisal of approximately 47,500 real property (residential, commercial, industrial, tax exempt) and 5,200 personal property (business and utility tangible assets) accounts, and process 101,500 excise tax accounts on motor vehicles.

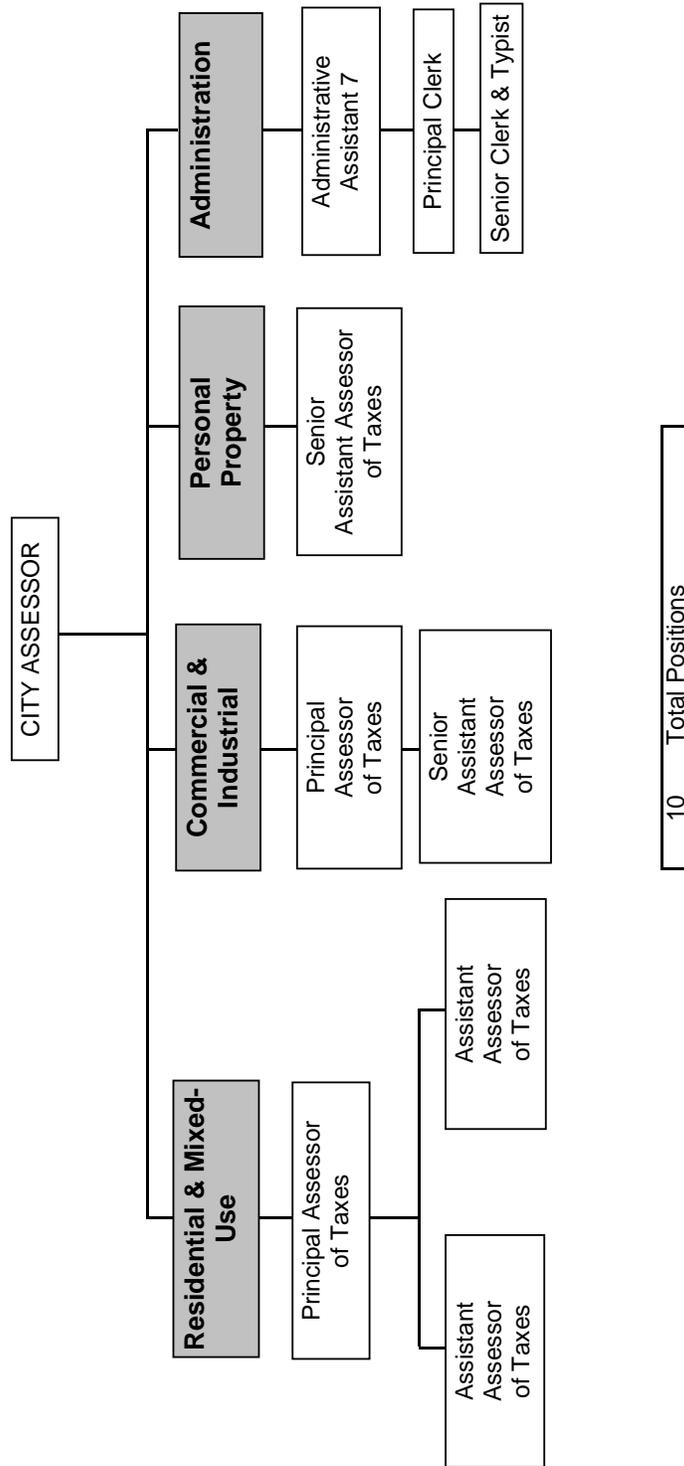
The Assessing Division provides information to the City Council for the Tax Classification Hearing annually so that a tax rate(s) can be established. The Assessing Division then commits to the Treasurer/Collector the annual real and personal property taxes to be collected, including betterments – sewer, street, sidewalk; and liens – sewer, water; handles requests for real estate abatements and personal exemptions (elderly, surviving spouse, blind, infirm, hardship, disabled) through the avenues prescribed by the Legislature and processes thousands of abatements on motor vehicle excise.

Assessing FY17 Budget Recommendation

In addition, the Assessing Division prepares and defends property values before the Massachusetts Appellate Tax Board and reports all sales within the City to the Massachusetts Department of Revenue, as required by law.

The Assessing Division works daily to answer the inquiries of taxpayers, planners, developers, builders, government officials, etc.; prepares presentations for various representative taxpayer groups within the City and provides information for the public on the City's web site to achieve full disclosure of the assessment/appraisal process; coordinates the revaluation process to comply with the laws of the Commonwealth and achieve a sound base for fiscal planning within the City.

**DEPARTMENT OF ADMINISTRATION & FINANCE
ASSESSING DIVISION
ORGANIZATIONAL CHART**



10 Total Positions

WILLIAM J. FORD, CITY ASSESSOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017****DEPARTMENT OF ADMINISTRATION & FINANCE****ASSESSING DIVISION - DIVISION #670**

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 111,944.00	54EM	CITY ASSESSOR	1	\$ 114,880.00
2	138,400.00	40M	PRINCIPAL ASSESSOR OF TAXES	2	141,878.00
2	119,946.00	37	SENIOR ASSISTANT ASSESSOR OF TAXES	2	122,947.00
1	53,993.00	35	ADMINISTRATIVE ASSISTANT 7	1	58,506.00
2	88,863.00	32	ASSISTANT ASSESSOR OF TAXES	2	83,146.00
1	40,097.00	27	PRINCIPAL CLERK	1	44,496.00
1	34,731.00	22	SENIOR CLERK AND TYPIST	1	37,647.00
<u>10</u>	<u>\$ 587,974.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 603,500.00</u>
	4,442.00		EM INCENTIVE PAY		1,981.00
	12,368.00		TRANSFER IN CONTRACTUAL - REGULAR SALARIES		-
	(15,000.00)		VACANCY FACTOR		(15,000.00)
<u>10</u>	<u>\$ 589,784.00</u>	670-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 590,481.00</u>
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	<u>\$ 1,000.00</u>	670-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 1,000.00</u>
	\$ 1,650.00		LEASES & RENTALS		\$ 2,000.00
	3,000.00		MAINTENANCE & REPAIR		1,800.00
	25,000.00		OTHER PERSONAL SERVICES		25,300.00
	45,000.00		PERSONAL PROPERTY VALUATION		45,000.00
	25,000.00		RESIDENTIAL PROPERTY VALUATION		25,000.00
	50,000.00		UTILITY VALUATION SERVICES		50,000.00
	8,000.00		SOFTWARE MAINTENANCE		8,000.00
	2,000.00		AUTOMOTIVE SUPPLIES		-
	-		BOOKS		1,500.00
	3,000.00		OFFICE SUPPLIES		4,000.00
	1,000.00		OTHER SUPPLIES		400.00
	2,123.00		AUTO FUEL		2,000.00
	1,727.00		OTHER CHARGES & EXPENDITURES		1,500.00
	-		TRAVELING		1,000.00
	<u>\$ 167,500.00</u>	670-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 167,500.00</u>
	<u>\$ 758,284.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 758,981.00</u>



This Page is Intentionally Left Blank

Technical Services FY17 Budget Recommendation

Paul R. Covello

Chief Information Officer

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

Divisional Mission Statement:

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Expenditures				
Salaries	\$ 1,822,030.92	\$ 1,913,573.00	91000	\$ 2,110,205.00
Overtime	38,227.92	36,593.00	97000	36,593.00
Ordinary Maintenance	1,276,499.48	1,283,726.00	92000	1,355,976.00
Total	\$ 3,136,758.32	\$ 3,233,892.00		\$ 3,502,774.00
Total Positions	26	27		29

Expenditures:

The total budget for Fiscal 2017 is recommended to be \$3,502,774 which is an increase of \$268,882 from the Fiscal 2016 budget of \$3,233,892.

The Personal Services budget for Fiscal 2017 is recommended to be \$2,110,205 which is an increase of \$196,632 from the Fiscal 2016 budget of \$1,913,573. This increase is a result of:

- Contractual and Non-represented wage increase, step increase, EM incentive, add/upgrade positions: \$189,255
 - Add position: Programmer/Analyst (Payroll)
 - Add position: Website Content Specialist
 - Upgrade position: GIS Manager
- Funding Source increase (Golf, Sewer, Water, Cable Credits): (\$7,623)
- Decrease Funding Source (Workforce): \$15,000

The Overtime budget for Fiscal 2017 is recommended to be level funded at \$36,593.

The tax levy Ordinary Maintenance budget for Fiscal 2017 is recommended to be \$1,355,976 which is an increase of \$72,250 from the Fiscal 2016 Budget of \$1,283,726. This increase is a result of:

- OM Increase (Electricity & Technical Support): \$72,250

Technical Services FY17 Budget Recommendation

Operational Overview:

The Technical Services Division provides a wide-range of centralized support services to City departments, including networks and systems management, production and financial operations, application support and program development, geographic information system (GIS), office automation, desktop support, document imaging, citywide video surveillance, website support and Internet services. Operations are organized as follows.

The Technical Support Division provides critical support to the City's technical infrastructure, maintains network access and device support including over 1,500 computer users, 1,250 personal computers and laptops, 200 printers, 200 smart phones, 185 iPads, 105 remote routers in vehicles, 100 virtual servers and over 300 software applications. The staff resolves and troubleshoots problems that require extensive knowledge of networks, operating systems, desktops, hardware, software, document imaging and system security. This Division supports remote system access of laptops in police cruisers as well as inspectors in the field. The responsibility for data back-ups, disaster recovery, off-site storage and media retention lies with this Division. Through the Help Desk, departmental staff members respond to more than 11,000 annual user requests for both on-site and remote assistance. This Division also supports the City's extensive, wide-area network, city-wide video surveillance, network firewalls and provides system management services for various operating systems. In addition, technical support is also provided to the Workforce Development Division and its satellite locations in Milford and Southbridge.

The Production Services Division supports the daily operational processes of the City's integrated financial management systems such as payroll, budget, auditing, purchasing, miscellaneous receivables, utility billing, tax billing and collections and the corresponding procedural documentation. Staff members also manage the printing requirements for payrolls, year-end tax forms, purchase orders, elections reports and labels, charitable giving forms, dog license renewals, fire permit forms/letters and many customized reports. The Division also manages system security and system management of the City's integrated financial management system's Unix-based IBM platform and several Linux-based systems.

The Client Services Applications Division provides in-house programming development, software maintenance and support of key financial and HR software applications including the City's integrated Financial Management System that processes all City revenues and expenditures. The staff also responds to ongoing requests from departments for ad hoc reporting and data extracts. In addition, staff is responsible for developing and modifying programs to calculate collective bargaining and retroactive payments, medical rates and has performed extensive programming development to meet the Federal Government's new ACA - Affordable Care Act - reporting requirements.

The PC Applications Division analyzes, designs, implements and supports applications designed to run in Windows or in a browser, on desktops or mobile devices, to meet the needs of departments. These staff members have extensive expertise in Microsoft development products, including the Visual Studio Suite and SQL Server, as well the reporting tool Crystal Reports, to develop and support applications for departments such as the City Clerk, DPW, Auditing,

Technical Services FY17 Budget Recommendation

Purchasing, Fire, Police, Treasury, Health, Inspectional Services and Human Resources. Their broad range of knowledge has enabled them to make database changes, modify programs, improve existing processes and develop new applications to meet the ever-growing business needs of city departments. This group continues to re-engineer legacy systems into applications that enable user departments to increase their business performance and replace outdated methods of doing business. The Client/Server programming staff and the PC developers respond to ongoing requests from user departments for data extracts and ad hoc reports.

The City of Worcester's Geographic Information System (GIS) is comprised of hardware, software, network, data and trained personnel that support the management, manipulation, analysis, and display of geographically referenced data for solving complex municipal management and planning problems, and for serving the public better and more efficiently. Technical Services assists other city departments in using the 100+ data layers and various maps that GIS provides in new and useful ways. Many departments are dependent on GIS data in their business processes. Applications integrated with GIS include CSRS (Customer Service Center), Property Analysis, ViewPermit, Geographic Pavement Management System (GPMS), CrimeView, and Lucity Computerized Maintenance Management System (CMMS).

The GIS Division provides GIS support and expertise to City departments, as well as GIS services to outside agencies. These responsibilities include integrating GIS with existing or planned computer applications, performing regular database updates, providing data, and completing custom map making requests. This Division ensures that GIS applications and their supporting hardware, software and databases are kept on-line and available to City staff via the City's Intranet. In addition, the Division manages data acquisition projects and regular software upgrades. As time permits, the Division works with various City departments to assess how users can best utilize GIS tools to improve their business processes.

The Internet Services Division continues to focus its efforts on citizen-centric services and expanding its e-government offerings on the City's website. The website is a powerful tool, averaging 1,000,000 "hits" per month. It provides a valuable service to City departments, residents, visitors and businesses alike, and effectively disseminates information to a large audience 24 hours a day. The City's web presence is a marketing vehicle and the first impression offered to visitors outside Worcester. Simply, the website makes it easier for individuals and outside entities to communicate and conduct business with the City of Worcester. Continued improvements with technology, the ever-increasing comfort level with computers, and a desire by the public to conduct business online suggest that the City's website is a keystone for providing municipal services.

Value-added services include a 24/7 online customer service request system, online bill payments, vendor check register, public records search, certificate requests and various license renewals, live and archived video streaming of City Council and Committee meetings, City Council/City Manager calendar attachments, Assessing Property Valuation search with links to GIS maps, Tax Title property listing with accompanying maps, Winter Parking Ban and Street Sweeping

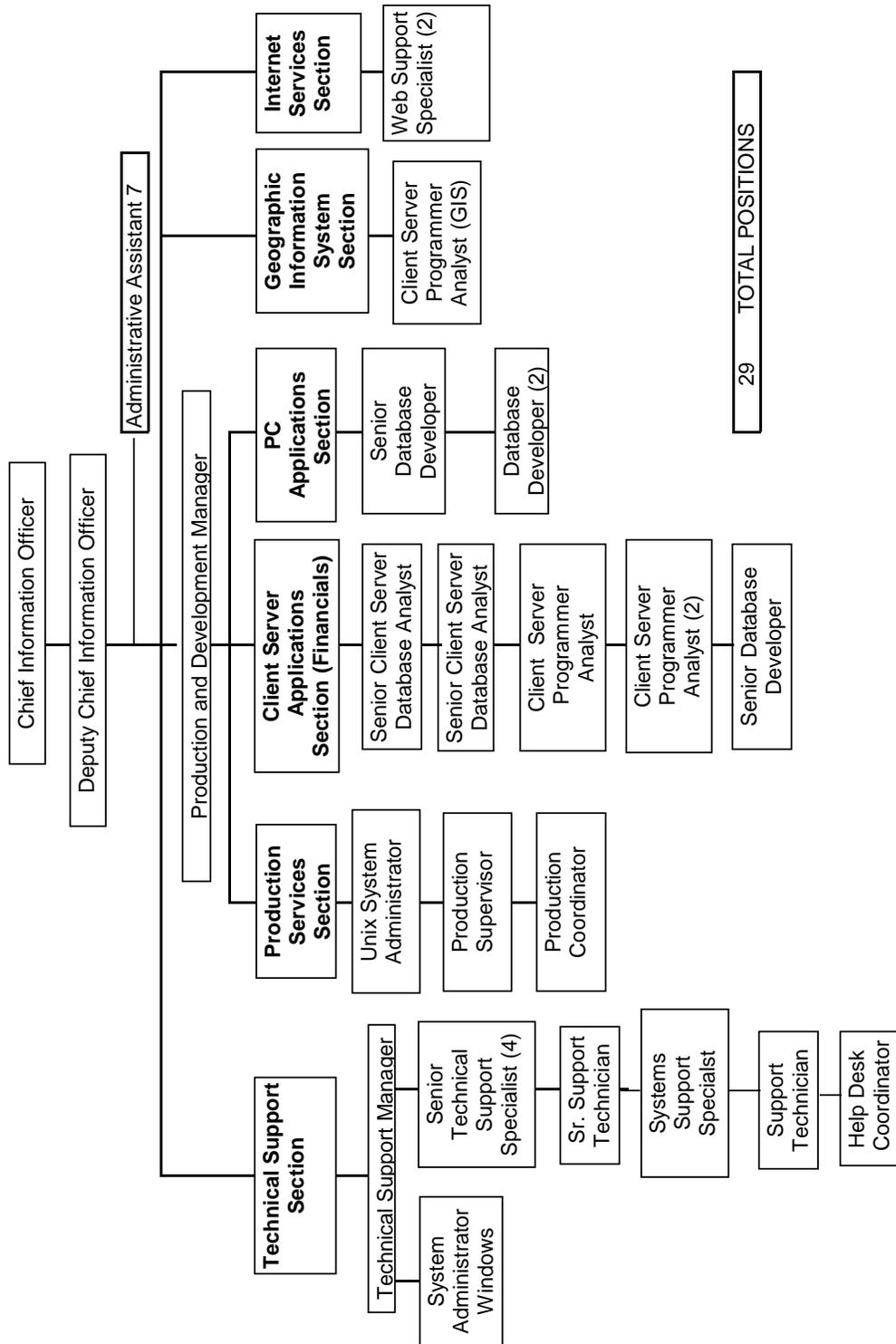
Technical Services FY17 Budget Recommendation

notifications. In addition, the following services are included on the City website: an on-line calendar of events, a “Where Do I Vote?” search for the Election Commission, submission of anonymous crime tips, crime statistics and various forms and reports available for downloading. The City’s website is available with translation services in many languages.

The Internet Division provides content management, database administration and third party integration to ensure connectivity to: Unibank, the City’s online payment partner; LaserFiche – the document imaging system that links to the City Council and Standing Committee Agendas; EarthChannel – the streaming media partner for the Video on Demand web page; social media feeds; property card data via Vision Appraisals and online permitting through ViewPermit. It develops applications and search features, such as the Online Job Postings/Resume Submissions, Parking Ticket Appeal Submissions, Tax Payment History, Vendor Check Register, Purchasing & Architectural Services Bids, Property Values, etc., using the Content Management System in combination with programming languages such as PERL and JavaScript.

The Internet Division also provides administration and support of the hardware, operating system, http server, database engine, and application dependencies for the City’s website. The City’s website support includes administering and maintaining two Linux servers, one production and one development, which hosts ten websites and the Intranet.

TECHNICAL SERVICES DIVISION ORGANIZATIONAL CHART



PAUL R. COVELLO, CHIEF INFORMATION OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF TECHNICAL SERVICES- DIVISION #680

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 119,080.00	53EM	CHIEF INFORMATION OFFICER	1	\$ 122,206.00
1	109,059.00	48EM	DEPUTY CHIEF INFORMATION OFFICER	1	111,919.00
1	107,804.00	47EM	PRODUCTION AND DEVELOPMENT MANAGER	1	110,642.00
1	104,743.00	47EM	TECHNICAL SUPPORT MANAGER	1	107,489.00
2	192,042.00	48P	SENIOR DATABASE DEVELOPER	2	197,088.00
2	192,042.00	48P	SENIOR CLIENT SERVER DATABASE ANALYST	2	197,088.00
2	192,042.00	48P	SYSTEM ADMINISTRATOR	2	197,088.00
4	340,798.00	48P	SENIOR TECHNICAL SUPPORT SPECIALIST	4	352,322.00
1	82,912.00	48P	SENIOR CLIENT SERVER PROGRAMMER/ANALYST	1	86,548.00
2	135,200.00	48P	CLIENT SERVER PROGRAMMER/ANALYST	3	210,973.00
2	153,814.00	42P	DATABASE DEVELOPER	2	157,858.00
1	76,907.00	42P	WEB SUPPORT SPECIALIST	2	146,080.00
1	63,653.00	42P	SYSTEM SUPPORT SPECIALIST	1	66,298.00
1	71,657.00	40P	PRODUCTION SUPERVISOR	1	73,541.00
1	67,885.00	40	SENIOR SUPPORT TECHNICIAN	1	62,274.00
1	63,358.00	38	PRODUCTION COORDINATOR	1	65,022.00
1	55,077.00	37	SUPPORT TECHNICIAN	1	55,863.00
1	51,179.00	35	ADMINISTRATIVE ASSISTANT 7	1	53,456.00
1	50,992.00	35	PRODUCTION SUPPORT SPECIALIST	1	45,999.00
<u>27</u>	<u>\$ 2,230,244.00</u>		REGULAR SALARIES	<u>29</u>	<u>\$ 2,419,754.00</u>
	17,487.00		EM INCENTIVE PAY		18,194.00
	(69,944.00)		VACANCY FACTOR		(70,906.00)
			TRANSFER IN CONTRACTUAL - REGULAR SALARIES		
	20,000.00		TEMPORARY STAFF		20,000.00
<u>27</u>	<u>\$ 2,197,787.00</u>		TOTAL RECOMMENDED SALARIES	<u>29</u>	<u>\$ 2,387,042.00</u>
			FUNDING SOURCES:		
	\$ (2,662.00)		GOLF REVENUES		\$ (2,685.00)
	(53,253.00)		SEWER REVENUES		(53,717.00)
	(80,699.00)		WATER REVENUES		(81,403.00)
	(84,754.00)		WORKFORCE DEVELOPMENT FUNDS		(74,539.00)
	(62,846.00)		CABLE REVENUES		(64,493.00)
	<u>\$ (284,214.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (276,837.00)</u>
<u>27</u>	<u>\$ 1,913,573.00</u>	680-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>29</u>	<u>\$ 2,110,205.00</u>
	\$ 36,593.00		OVERTIME		\$ 36,593.00
	<u>\$ 36,593.00</u>	680-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 36,593.00</u>
	\$ 38,000.00		ELECTRICITY		\$ 40,250.00
	205,898.00		LEASE AND RENTALS		230,000.00
	12,000.00		MAINTENANCE & REPAIR		25,000.00
	15,586.00		TELEPHONES		5,500.00
	127,900.00		OTHER PERSONAL SERVICES		100,000.00
	12,500.00		OFFICE SUPPLIES		6,000.00
	80,000.00		OTHER SUPPLIES		80,000.00
	1,000.00		OTHER CHARGES & EXPENDITURES		500.00
	395,016.00		REGULAR SYSTEM MAINTENANCE		472,900.00
	261,578.00		MICROSOFT LICENSES--ASSURANCE AGREEMENT		261,578.00
	88,653.00		NETWORK HARDWARE		88,653.00
	48,395.00		NETWORK SOFTWARE SUPPORT		48,395.00
	94,229.00		EMC DATA STORAGE SUPPORT		94,229.00
	96,420.00		EMC BACKUP HW/SW SUPPORT		96,420.00
	49,000.00		GIS HARDWARE/SOFTWARE		49,000.00
	36,000.00		SQL ORDINARY MAINTENANCE		36,000.00
	<u>\$ 1,562,175.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 1,634,425.00</u>
			FUNDING SOURCES:		
	\$ (151,983.00)		CREDIT INET		\$ (151,983.00)
	(1,252.00)		CREDIT FROM GOLF		(1,252.00)
	(50,640.00)		CREDIT FROM SEWER		(50,640.00)
	(74,574.00)		CREDIT FROM WATER		(74,574.00)
	<u>\$ (278,449.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (278,449.00)</u>
<u>\$ 1,283,726.00</u>	680-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,355,976.00</u>		
<u>\$ 3,233,892.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 3,502,774.00</u>		

Department of Administration & Finance
City Energy and Asset Management FY17 Budget Recommendation

John W. Odell
Director of City Energy & Asset Management
 City Hall
 455 Main Street
 Worcester, Massachusetts 01608
 (508) 799-1255

Divisional Mission Statement:

The cornerstones of a sustainable facility are proper, timely maintenance and energy efficiency. These are important, not only from a cost of operation standpoint, but also to ensure that the work environment for employees maximizes productivity and minimizes discomfort and down time.

We will improve the sustainability of city facilities by using the following methods:

1. Openly promoting energy conservation throughout all City Departments.
2. Developing a plan of continuous improvement that incorporates the upgrading and replacement of older, less efficient equipment, and challenges the way in which we currently operate to develop new ways of operating more efficiently.
3. Measuring energy data and developing maintenance cycles that provide useful and pertinent information about facility energy consumption in such a way that it is easily understandable and accessible.
4. Administering lifecycle cost analysis wherever possible for maintenance repairs and upgrades.

FY17 Budget Overview

	Actual	Approved		Recommended
<u>Expenditures</u>	<u>Fiscal 2015</u>	<u>Budget for</u>	<u>Account</u>	<u>Appropriation</u>
		<u>Fiscal 2016</u>	<u>Number</u>	<u>Fiscal 2017</u>
Salaries	\$ 256,033.28	\$ 247,753.00	91000	\$ 262,850.00
Overtime	16,978.31	19,671.00	97000	21,851.00
Ordinary Maintenance	698,688.60	760,524.00	92000	955,920.00
Total	\$ 971,700.19	\$ 1,027,948.00		\$ 1,240,621.00
Total Positions	15	13		13

Department of Administration & Finance

City Energy and Asset Management FY17 Budget Recommendation

Expenditures:

The recommended tax levy budget for Fiscal 2017 is \$1,240,621 which is an increase of \$212,673 from Fiscal 2016 tax levy budget of \$1,027,948.

The tax levy Personal Services budget for Fiscal 2017 is recommended to be \$262,850 which is an increase of \$15,097 from the Fiscal 2016 tax levy budget of \$247,753. This net increase is a result of:

- Contractual and non-represented wage increases, step increases, EM incentive pay decrease: \$20,338
- Funding source increases (Library Intergovernmental charge): (\$8,503)
- ESCO funding source decrease: \$3,262

The tax levy Overtime budget for Fiscal 2017 is recommended to be \$21,851 which is an increase of \$2,180 from the Fiscal 2016 tax levy budget of \$19,671. This increase is the result of:

- Anticipated Sunday hours at Perkins Library Branch for custodial staff: \$2,180

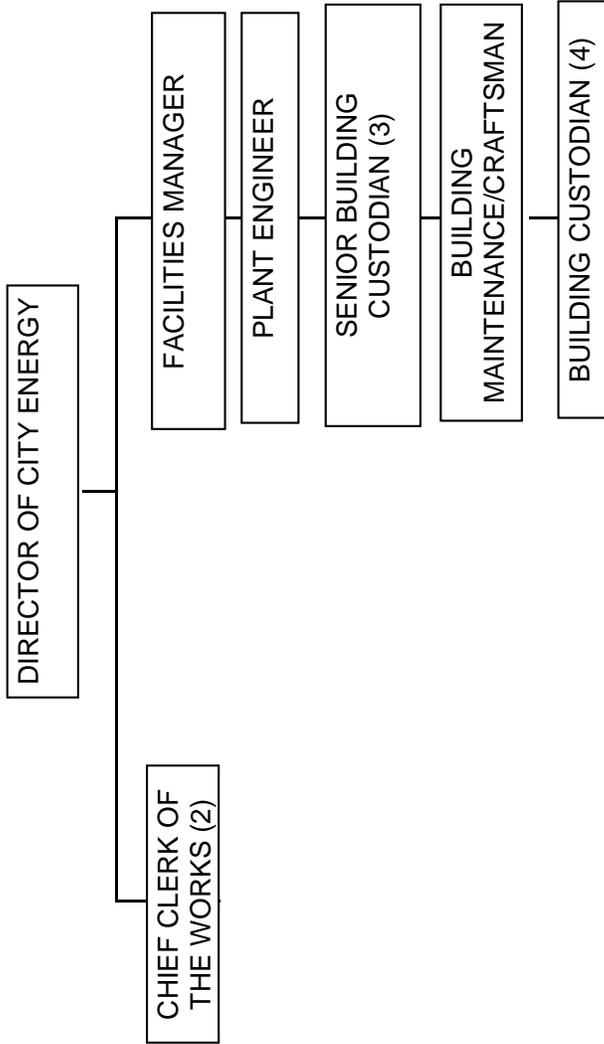
The tax levy Ordinary Maintenance budget for Fiscal 2017 is recommended to be \$955,920, which is an increase of \$195,396 from the Fiscal 2016 amount of \$760,524. This increase is the result of:

- Hired Services increase (Cable Services cleaning): \$4,500
- Maintenance & Repair increase (ceiling roof repairs): \$9,600
- Electricity increase (9% rate increase): \$21,296
- Other Personal Service increase (ESCO Service Maintenance Agreement): \$400,000
- ESCO funding source increase: (\$240,000)

Operational Overview:

The City Energy and Asset Management Division (EAM) is responsible for overseeing energy procurement for municipal operations, municipal energy efficiency and related projects, and the improvement and maintenance of six (6) of the City's most high profile facilities: City Hall, Union Station, DCU Center, Senior Center, Health & Inspectional Services, and the Libraries (excluding school branches). The long-term goal of EAM is to improve the efficiencies of all City facilities and promote sustainable practices in all City functions.

**CITY OF WORCESTER
EXECUTIVE OFFICE OF THE CITY MANAGER
CITY ENERGY AND ASSET MANAGEMENT**



13 POSITIONS

JOHN W. ODELL, DIRECTOR OF CITY ENERGY & ASSET MANAGEMENT
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
DEPARTMENT OF ADMINISTRATION & FINANCE
CITY ENERGY AND ASSET MANAGEMENT-DIVISION#110

FY16 TOTAL POSITIONS	APPROVED FY16 AMOUNT	PAY GRADE	TITLE	FY17 TOTAL POSITIONS	RECOMMENDED FY17 AMOUNT
1	\$ 107,584.00	47EM	DIRECTOR OF CITY ENERGY & ASSET MANAGEMENT	1	\$ 110,407.00
2	192,588.00	50M	CHIEF CLERK OF THE WORKS	2	199,585.00
1	76,907.00	42M	FACILITIES MANAGER	1	78,929.00
1	56,221.00	35	PLANT ENGINEER - CITY HALL	1	58,506.00
3	144,414.00	30	SENIOR BUILDING CUSTODIAN	3	145,995.00
1	33,592.00	30	BUILDING MAINTENANCE/CRAFTSMAN	1	37,315.00
4	168,485.00	25	BUILDING CUSTODIAN	4	170,258.00
<u>13</u>	<u>\$ 779,791.00</u>		REGULAR SALARIES	<u>13</u>	<u>\$ 800,995.00</u>
	(16,725.00)		VACANCY FACTOR		(16,725.00)
	2,135.00		EM INCENTIVE PAY		1,269.00
<u>13</u>	<u>\$ 765,201.00</u>		TOTAL SALARIES	<u>13</u>	<u>\$ 785,539.00</u>
	\$ (325,564.00)		FUNDING SOURCES:		
	(140,884.00)		LIBRARY INTERGOVERNMENTAL CHARGE		\$ (334,067.00)
	(51,000.00)		ESCO PROJECT		(137,622.00)
	<u>\$ (517,448.00)</u>		UNION STATION		(51,000.00)
			TOTAL FUNDING SOURCES		<u>\$ (522,689.00)</u>
<u>13</u>	<u>\$ 247,753.00</u>	110-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>13</u>	<u>\$ 262,850.00</u>
	\$ 48,410.00		OVERTIME		\$ 50,590.00
	<u>\$ 48,410.00</u>		RECOMMENDED OVERTIME		<u>\$ 50,590.00</u>
	(28,739.00)		FUNDING SOURCES:		
	<u>(28,739.00)</u>		LIBRARY INTERGOVERNMENTAL CHARGE		(28,739.00)
			TOTAL FUNDING SOURCES		<u>(28,739.00)</u>
	<u>\$ 19,671.00</u>	110-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 21,851.00</u>
	\$ 365,160.00		ELECTRICITY		\$ 408,456.00
	-		LEASE AND RENTALS		\$ 2,000.00
	145,000.00		HIRED SERVICES		164,500.00
	237,157.00		MAINTENANCE & REPAIR		277,600.00
	1,800.00		TELEPHONE		-
	103,204.00		OTHER PERSONAL SERVICES		64,661.00
	2,500.00		OFFICE SUPPLIES		2,000.00
	181,000.00		NATURAL GAS		175,000.00
	34,000.00		OTHER SUPPLIES		34,000.00
	1,500.00		FUEL OIL		1,500.00
	33,000.00		OTHER CHARGES & EXPENDITURES		10,000.00
	-		ESCO SERVICE MAINTENANCE AGREEMENT		400,000.00
	<u>\$ 1,104,321.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 1,539,717.00</u>
	(343,797.00)		FUNDING SOURCES:		
	-		LIBRARY INTERGOVERNMENTAL CHARGE		(343,797.00)
	<u>(343,797.00)</u>		ESCO FUNDING		(240,000.00)
			TOTAL FUNDING SOURCES		<u>(583,797.00)</u>
	<u>\$ 760,524.00</u>	110-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 955,920.00</u>
	<u>\$ 1,027,948.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,240,621.00</u>

Finance- Debt Service Obligations FY17 Budget Recommendation

Mariann Castelli-Hier

Treasurer

City Hall Room 203

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1075

Debt Service Interest- #662

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
		Fiscal 2016	Number	Fiscal 2017
Expenditures				
Debt Interest	19,760,255.37	20,404,202.00		21,545,031.00
Total Interest	19,760,255.37	20,404,202.00	94000	21,545,031.00
Funding Sources				
Capital Campaign	2,640,415.26	2,340,362.00	94903	2,036,468.00
Major Taylor	155,016.49	140,230.00	94904	114,195.00
North High Fund	600,497.50	575,251.00	94909	550,091.00
City Square	822,593.15	1,354,353.00	94910	2,523,887.00
Parks CSX Projects	44,020.00	39,800.00	94928	35,660.00
Institute Park	40,593.44	50,445.00	94929	45,720.00
University Park	49,967.03	54,091.00	94929	49,726.00
Sewer Revenues	3,103,203.93	3,443,576.00	94938	3,661,616.00
Off Street Parking	159,114.99	162,807.00	94944	149,718.00
Pilot Library Equipment	-	13,500.00		5,930.00
Golf Revenues	62,794.01	58,308.00	94970	52,427.00
Water Revenues	2,602,540.36	2,476,019.00	94972	2,429,544.00
Worcester Airport	23,630.05	11,005.00	94973	-
DCU Center	1,269,897.45	1,486,141.00	94975	1,410,303.00
Union Station Garage	221,790.02	206,205.00	94980	134,357.00
General Fund	7,964,181.69	7,992,109.00		8,345,389.00
Total	19,760,255.37	20,404,202.00		21,545,031.00

Expenditures:

The total budget for both long-term debt interest and short term borrowing interest for Fiscal 2017 is recommended to be \$21,545,031 which is an increase of \$1,140,829 from the Fiscal 2016 budget of \$20,404,202. This amount represents \$18,665,646 for long-term bond interest for debt issued through Fiscal 2015, \$1,471,533 for short-term interest incurred by the City and \$1,407,852 for ½ year of interest on long term debt to be issued in December 2016.

Finance- Debt Service Obligations FY17 Budget Recommendation

Short Term Borrowing \$84,087,580:

The \$84,087,580 of BANS borrowed in FY16 to be bonded in FY17 includes \$24,668,030 in tax levy funded projects, \$10,557,393 for Sewer Enterprise infrastructure, equipment and rehabilitation improvements; \$7,456,163 for Water Enterprise infrastructure, equipment and rehabilitation improvements; \$70,000 for Off Street Parking projects, \$27,440,000 for City Square projects; 12,449,244 for ESCO energy efficiency projects, and \$1,446,750 for the DCU Center, funded by the Special District Financing Zone.

Funding Sources for Debt Interest Payment:

The gross interest expense for Fiscal 2017 is anticipated to be in the amount of \$21,539,101. Funding from non tax levy is estimated in the amount of \$13,193,712 to include Water and Sewer Enterprise accounts, Golf Course, Off Street Parking revenues, as well as other financial sources listed. The remaining balance of \$8,345,389 is recommended to be financed with tax levy funds which represents an increase of \$353,280 from the Fiscal 2016 tax levy debt service interest budget of \$7,992,109.

Short-Term Financing for Capital Projects:

The City periodically borrows money to fund capital improvements of the City. The instrument through which the money is borrowed is called a Bond Anticipation Note (BAN). A BAN is a short-term obligation, ranging from three to sixteen months in term, which the City utilizes to generate a cash flow for various capital projects. The BAN Issuances are typically timed quarterly to fund project cash flow requirements. When the term of the BAN expires, the City is obligated to repay the original BAN amount as well as any accrued interest expense. The interest rate on the BAN is usually lower than that of the long term General Obligation Bond issuances of the City. Upon the maturity date of the BAN, the City has two options for repayment: rollover or conversion to long term debt.

Issuance of Bonds: A Bond Issuance is long term debt. The proceeds of the bond are used to repay the original BAN(s) with a long-term obligation, which will be paid back over time. If the City elects to issue a long-term bond, the City will then issue an official statement of its intent. This statement provides financial and demographic information about the City, which investors utilize to determine how much they are willing to bid on the bond. Upon acceptance of the bids, the City will receive the proceeds on the bond sale. These proceeds will be used to pay back the BAN obligation. The City then recognizes a long-term obligation in which annual interest and principal must be paid to the bondholders until the entire debt is satisfied. To meet this obligation the City must annually budget for these expenses, called debt service.

MARIANN CASTELLI-HIER, TREASURER & COLLECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

FINANCE - DEBT SERVICE INTEREST - #662

APPROVED FY16 AMOUNT	TITLE	RECOMMENDED FY17 AMOUNT
\$ 18,323,410.00	EXISTING LONG TERM DEBT	\$ 18,665,646.00
1,354,921.00	1/2 YEAR BOND	1,471,533.00
725,871.00	BAN INTEREST	1,407,852.00
<u>\$ 20,404,202.00</u>	TOTAL INTEREST	<u>\$ 21,545,031.00</u>
	FUNDING SOURCES:	
\$ (2,476,019.00)	CREDIT WATER ENTERPRISE	\$ (2,429,544.00)
(3,443,576.00)	CREDIT SEWER ENTERPRISE	(3,661,616.00)
(2,340,362.00)	STABILIZATION - CAPITAL CAMPAIGN	(2,036,468.00)
(575,251.00)	STABILIZATION - NORTH HIGH SCHOOL	(550,091.00)
(140,230.00)	MAJOR TAYLOR BOULEVARD GARAGE	(114,195.00)
(11,005.00)	CREDIT AIRPORT FUNDS	0.00
(162,807.00)	CREDIT OFF STREET PARKING	(149,718.00)
(206,205.00)	CREDIT UNION STATION GARAGE	(134,357.00)
(1,486,141.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(1,410,303.00)
(1,354,353.00)	CREDIT CITY SQUARE FUND	(2,523,887.00)
	CREDIT CITY SQUARE CAPITALIZED INTEREST	
(58,308.00)	CREDIT GOLF REVENUES	(52,427.00)
(50,445.00)	CREDIT INSTITUTE PARK	(45,720.00)
(39,800.00)	CREDIT CSX PARK PROJECTS	(35,660.00)
(13,500.00)	CREDIT PILOT LIBRARY EQUIPMENT	(5,930.00)
(54,091.00)	CREDIT UNIVERSITY PARK PROJECT	(49,726.00)
<u>\$ (12,412,093.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (13,199,642.00)</u>
<u>\$ 7,992,109.00</u>	662-94000 TOTAL RECOMMENDED INTEREST PAYMENT	<u>\$ 8,345,389.00</u>
<u>\$ 7,992,109.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 8,345,389.00</u>

Finance- Debt Service Obligations FY17 Budget Recommendation

Debt Service Principal- #661

	Actual	Approved		Recommended
	Fiscal 2015	Budget for	Account	Appropriation
Expenditures		Fiscal 2016	Number	Fiscal 2017
Debt Principal	\$ 55,154,227.74	\$ 52,927,078.00		\$ 50,159,417.00
Total Principal	\$ 55,154,227.74	\$ 52,927,078.00	94000	\$ 50,159,417.00
Funding Sources				
Premium on Loans	\$ -	\$ -	33008	\$ 750,000.00
Capital Campaign	6,791,076.00	6,818,370.00	94903	6,852,545.00
Major Taylor	445,000.00	514,000.00	94904	533,000.00
North High Fund	814,333.00	821,334.00	94909	825,333.00
City Square	127,000.00	129,722.00	94910	413,937.00
Parks CSX Projects	107,000.00	104,000.00	94928	103,000.00
Institute Park	85,000.00	125,000.00	94929	124,000.00
Sewer Revenues	4,707,301.00	5,151,039.00	94938	5,251,105.00
Off Street Parking	359,308.00	459,524.00	94944	489,599.00
Golf Revenues	162,400.00	166,888.00	94970	167,523.00
Water Revenues	8,832,550.00	9,286,171.00	94972	7,001,440.00
Worcester Airport	491,964.00	474,900.00	94973	56,437.00
Pilot Library Equipment	-	135,000.00		156,289.00
DCU Center	769,760.00	1,294,645.00	94975	1,079,482.00
Union Station Garage	417,000.00	417,000.00	94980	271,000.00
University Park	94,000.00	112,000.00	94983	112,000.00
General Fund	30,950,535.74	26,917,485.00		25,972,727.00
Total	\$ 55,154,227.74	\$ 52,927,078.00		\$ 50,159,417.00

Expenditures:

The amount of principal payments the City of Worcester will make on long-term debt for Fiscal 2017 is \$50,159,417 which is a decrease of \$2,767,661 from the Fiscal 2016 amount of \$52,927,078. Of this amount, it is recommended that \$24,186,690 be repaid from sources other than tax levy funds to include Water, Sewer, Airport, Off Street Parking, Capital Campaign Stabilization Funds, Golf Course, Major Taylor Boulevard Garage, as well as other financial sources listed. The remaining balance of \$25,972,727 is recommended to be financed with tax levy funds in Fiscal 2017 which is a decrease of \$944,758 from the Fiscal 2016 budget of \$26,917,485.

Finance- Debt Service Obligations FY17 Budget Recommendation

The amounts illustrated in the following tables are the actual and projected borrowings for the various City entities for Fiscal 2016.

DEPT.	PROJECT	1stQ	2ndQ	3rdQ	4thQ	Grand Total
☐ WATER	FILTRATION PLANT MODIFICATIONS				50,000	50,000
WATER	HYDRANTS				100,000	100,000
WATER	LAND ACQUISITION				550,000	550,000
WATER	LEAK DETECTION				30,000	30,000
WATER	SEWER STORMWATER PERMIT		230,000			230,000
WATER	WATER ACCOUNTABILITY ANALYSIS	20,000				20,000
WATER	WATER BUILDING REHAB.				100,000	100,000
WATER	WATER CAPITAL EQUIPMENT	35,000		49,118		84,118
WATER	WATER CROSS CONNECTION SURVEY			50,000		50,000
WATER	WATER EQUIPMENT				567,045	567,045
WATER	WATER MAIN & GATES	550,000				550,000
WATER	WATER MAINS		935,000	750,000	1,850,000	3,535,000
WATER	WATER MAINS & GATES		330,000	450,000		780,000
WATER	WATER METERS			100,000	350,000	450,000
WATER	WATER PUMP STATION REHABILITATION	50,000	10,000	100,000		160,000
WATER	WATER PUMP STATIONS				50,000	50,000
WATER	WATER SYSTEM SECURITY (MAINS)				150,000	150,000
WATER Total		655,000	1,505,000	1,499,118	3,797,045	7,456,163
☐ TAX LEVY	AQUATICS				65,000	65,000
TAX LEVY	BENNETT FIELD IMPROVEMENTS		20,000			20,000
TAX LEVY	BUILDING REHAB				65,000	65,000
TAX LEVY	BUILDING REHAB.- PARKS			230,000		230,000
TAX LEVY	BUILDING REHAB.- POLICE			29,000		29,000
TAX LEVY	BUILDING REHABILITATION- ENRGY & ASSET				95,900	95,900
TAX LEVY	BUILDING REHABILITATION- LIBRARY				50,000	50,000
TAX LEVY	BUILDING REHABILITATION MSBA NELSON PLACE			500,000		500,000
TAX LEVY	BUILDING REHABILITATION- PARKS		330,000			330,000
TAX LEVY	BUILDING REHABILITATION- POLICE		66,000			66,000
TAX LEVY	BUILDING REHABILITATION-SCHOOLS			1,300,000		1,300,000
TAX LEVY	CANAL, SHREWSBURY & GRAFTON ST.	60,000				60,000
TAX LEVY	CAPITAL EQUIPMENT- PARKS	18,000				18,000
TAX LEVY	CAPITAL EQUIPMENT- PUBLIC LIBRARY	32,000				32,000
TAX LEVY	CAPITAL EQUIPMENT- PUBLIC WORKS	35,000				35,000
TAX LEVY	CASTLE PARK				120,000	120,000
TAX LEVY	CENTRAL BUSINESS DISTRICT				100,000	100,000
TAX LEVY	CITY CLERK CAPITAL EQUIPMENT				8,624	8,624
TAX LEVY	CITYWIDE BUILDING REHAB.			251,500		251,500
TAX LEVY	CITYWIDE BUILDING REHABILITATION	140,000	90,000	166,425		396,425
TAX LEVY	CITYWIDE CAPITAL EQUIPMENT	280,000				280,000
TAX LEVY	CITYWIDE STREET IMPROVEMENT			10,000		10,000
TAX LEVY	COES POND				140,000	140,000
TAX LEVY	COES RES.				60,000	60,000
TAX LEVY	COES RESERVOIR		5,000			5,000
TAX LEVY	CROMPTON				50,000	50,000
TAX LEVY	DAM IMPROVEMENTS		25,000			25,000
TAX LEVY	DOWNTOWN STREETS/SIDEWALKS				1,000,000	1,000,000
TAX LEVY	DPSD CAPITAL EQUIPMENT				31,485	31,485
TAX LEVY	DPW EQUIPMENT				281,000	281,000
TAX LEVY	ELDER AFFAIRS CAPITAL EQUIPMENT				5,066	5,066
TAX LEVY	ELECTIONS CAPITAL EQUIPMENT			277,320		277,320
TAX LEVY	ELM PARK		125,000	400,000	125,000	650,000
TAX LEVY	ESCO CITYWIDE BLDG.				79,000	79,000
TAX LEVY	EXTENDED PAVEMENT				100,000	100,000

Cont.

Finance- Debt Service Obligations FY17 Budget Recommendation

DEPT.	PROJECT	1stQ	2ndQ	3rdQ	4thQ	Grand Total
TAX LEVY	FIRE CAPITAL EQUIPMENT			6,800	448,122	454,922
TAX LEVY	FIRE REHAB				4,100	4,100
TAX LEVY	GATEWAY I (QUINSIG.)				50,000	50,000
TAX LEVY	GREEN HILL PARK				1,000,000	1,000,000
TAX LEVY	GUARDRAILS				25,000	25,000
TAX LEVY	HARRINGTON WAY				15,000	15,000
TAX LEVY	HOPE CEMETERY		250,000	225,000	100,000	575,000
TAX LEVY	HUMAN RESOURCES CAPITAL EQUIPMENT				3,484	3,484
TAX LEVY	INDIAN HILL				560,000	560,000
TAX LEVY	INDIAN HILL SALTER			80,000		80,000
TAX LEVY	INDIAN HILL SALTER SCHOOL PROPERTY		300,000			300,000
TAX LEVY	INSTITUTE PARK		50,000			50,000
TAX LEVY	LIBRARY CAPITAL EQUIPMENT			50,000		50,000
TAX LEVY	LIBRARY EQUIPMENT				17,700	17,700
TAX LEVY	LINCOLN ST. DESIGN				185,000	185,000
TAX LEVY	MULCAHY				30,000	30,000
TAX LEVY	NEWTON HILL SHED				250,000	250,000
TAX LEVY	NEWTON SQUARE				20,000	20,000
TAX LEVY	OPEN SPACE		25,000		50,000	75,000
TAX LEVY	PARK IMPROVEMENTS		110,000	220,000		330,000
TAX LEVY	PARKS CAPITAL EQUIPMENT			183,000	77,200	260,200
TAX LEVY	PARKS TREE PLANTING		40,000			40,000
TAX LEVY	POLICE CAPITAL EQUIPMENT			548,000		548,000
TAX LEVY	POLICE EQUIPMENT				19,166	19,166
TAX LEVY	POLICE REHAB				637	637
TAX LEVY	PRIVATE STREET CONSTRUCTION	450,000				450,000
TAX LEVY	PRIVATE STREET CONVERSION		500,000	150,000	500,000	1,150,000
TAX LEVY	QUINSIGAMOND GATEWAY			75,000		75,000
TAX LEVY	RECC		500		2,929,500	2,930,000
TAX LEVY	SCHOOL EQUIPMENT				32,000	32,000
TAX LEVY	SCHOOL REHAB				500,000	500,000
TAX LEVY	SHORE PARK				625,000	625,000
TAX LEVY	SIDEWALKS				350,000	350,000
TAX LEVY	SIDEWALKS ADA RESURFACE	500,000	620,000			1,120,000
TAX LEVY	SOUTH WORCESTER INDUSTRIAL PARK		75,000			75,000
TAX LEVY	STREET CONSTRUCTION RESURFACING			750,000		750,000
TAX LEVY	STREET CONSTRUCTION SIDEWALKS	800,000		100,000		900,000
TAX LEVY	STREET CONSTRUCTION WINTHROP ST.		15,000			15,000
TAX LEVY	STREET RESURFACING				1,500,000	1,500,000
TAX LEVY	TRAFFIC SIGNAL UPGRADES				100,000	100,000
TAX LEVY	TRAFFIC SIGNAL/STREET LIGHT IMPROVEMENTS		100,000			100,000
TAX LEVY	TREE PLANTING				85,000	85,000
TAX LEVY	URBAN RENEWAL				105,000	105,000
TAX LEVY	URBAN RENEWAL ARCHITECTUAL	70,000				70,000
TAX LEVY	WINTHROP STREET				35,000	35,000
TAX LEVY	WORCESTER COMMON				350,000	350,000
TAX LEVY	WORCESTER COMMON REHAB.			250,000		250,000
TAX LEVY	WORCESTER COMMON REHABILITATION		250,000			250,000
TAX LEVY	WRA/ URBAN RENEWAL PLAN			56,500		56,500
TAX LEVY	NELSON PLACE				1,000,000	1,000,000
TAX LEVY	DPW CAPITAL EQUIPMENT			85,000		85,000
TAX LEVY Total		2,385,000	2,996,500	5,943,545	13,342,985	24,668,030

Finance- Debt Service Obligations FY17 Budget Recommendation

Cont.

DEPT.	PROJECT	1stQ	2ndQ	3rdQ	4thQ	Grand Total
SEWER	SURFACE DRAINAGE				285,000	285,000
SEWER	CMOM				125,000	125,000
SEWER	CSO CONTROL PLAN				150,000	150,000
SEWER	INFLOW/INFILTRATION				50,000	50,000
SEWER	LATERAL SEWERS				50,000	50,000
SEWER	NEW SEWER CONSTRUCTION	250,000		50,000		300,000
SEWER	SEWER BUILDING REHAB.				125,000	125,000
SEWER	SEWER CAPITAL EQUIPMENT			315,802		315,802
SEWER	SEWER CONSTRUCTION			100,000		100,000
SEWER	SEWER EQUIPMENT				586,591	586,591
SEWER	SEWER GREEN ISLAND FLOOD STUDY		150,000			150,000
SEWER	SEWER INTERCEPTOR INSPECTION	500,000	200,000			700,000
SEWER	SEWER INTERCEPTORS	1,850,000		50,000		1,900,000
SEWER	SEWER PUMP STATIONS				260,000	260,000
SEWER	SEWER PUMPING REHABILITATION	50,000	50,000	100,000		200,000
SEWER	SEWER RECONSTRUCTION	500,000	2,000,000	800,000		3,300,000
SEWER	SEWER RECONSTRUCTIONS				1,250,000	1,250,000
SEWER	STORMWATER PERMIT				100,000	100,000
SEWER	SURFACE DRAINAGE		460,000	150,000		610,000
SEWER Total		3,150,000	2,860,000	1,565,802	2,981,591	10,557,393
SDFZ	DCU SPECIAL DISTRICT		420,000	490,000	536,750	1,446,750
SDFZ Total			420,000	490,000	536,750	1,446,750
OFFSTREET	OFF STREET BUILDING REHABILITATION		25,000	45,000		70,000
OFFSTREET Total			25,000	45,000		70,000
ESCO	ESCO CITYWIDE BLDG.	2,000,000	2,449,244	3,000,000	5,000,000	12,449,244
ESCO Total		2,000,000	2,449,244	3,000,000	5,000,000	12,449,244
CITY SQUARE	CITY SQUARE	13,720,000	3,500,000	6,000,000	4,220,000	27,440,000
CITY SQUARE Total		13,720,000	3,500,000	6,000,000	4,220,000	27,440,000
Grand Total		21,910,000	13,755,744	18,543,465	29,878,371	84,087,580

Finance- Debt Service Obligations FY17 Budget Recommendation

Operational Overview:

Massachusetts General Law rigorously defines the scope and intent of municipal finance.

Chapter 44, Section 7 deals primarily with debt considered to be inside the debt ceiling as provided by statute. This section describes the types of capital projects which are controlled under the debt limit, as well as the length of amortization for the particular project being implemented. Capital projects falling under this section include building rehabilitation, land acquisition, additions to or construction of specific buildings, departmental equipment, traffic signal installation, fire alarm and police communications.

Chapter 44, Section 8 delineates certain specific capital projects which are excluded from the statutorily prescribed Debt Limit as specified in Section 7 of Chapter 44. Capital projects which fall under the jurisdiction of this section are considered to be “Outside the Debt Limit”. The majority of projects within this category are major public works projects and deal with such categories as sewerage systems, treatment plants, water filtration plants, and memorials.

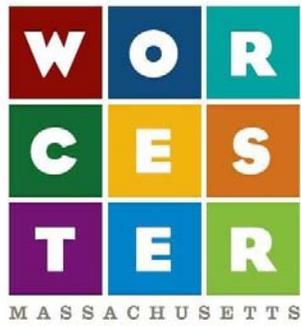
Cities and towns within the Commonwealth are restricted to the maximum amount of debt authorized for certain defined purposes, at any one time. Massachusetts General Law (M.G.L.), Chapter 44, Section 10 defines the “debt limit” for cities at 2 1/2% of the total Equalized Valuation of all property subject to local taxation. Following the provisions set forth within M.G.L. Chapter 8B, the Commissioner of the State Department of Revenue determines the equalized valuation of all municipalities every two years. Worcester’s last equalized valuation was completed and effective in January of 2014. At that time, the actual value and limits were set and exist as of the time of this budget submission. The Equalized Valuation for Worcester is \$11,615,944,200.

MARIANN CASTELLI-HIER, TREASURER & COLLECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017

FINANCE - DEBT SERVICE PRINCIPAL- #661

<u>RECOMMENDED FY16 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY17 AMOUNT</u>
<u>\$ 52,927,078.00</u>	REDEMPTION ON BONDS	<u>\$ 50,159,417.00</u>
<u>\$ 52,927,078.00</u>	TOTAL PRINCIPAL	<u>\$ 50,159,417.00</u>
	FUNDING SOURCES:	
\$ (9,286,171.00)	CREDIT WATER ENTERPRISE	\$ (7,001,440.00)
(5,151,039.00)	CREDIT SEWER ENTERPRISE	(5,251,105.00)
(6,818,370.00)	STABILIZATION-BUILDING CAMPAIGN	(6,852,545.00)
(821,334.00)	STABILIZATION-NORTH HIGH SCHOOL	(825,333.00)
(514,000.00)	MAJOR TAYLOR BOULEVARD GARAGE	(533,000.00)
(474,900.00)	CREDIT AIRPORT FUNDS	(56,437.00)
(459,524.00)	CREDIT OFF STREET PARKING	(489,599.00)
(417,000.00)	CREDIT UNION STATION GARAGE	(271,000.00)
(1,294,645.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(1,079,482.00)
(129,722.00)	CREDIT CITY SQUARE FUND	(413,937.00)
(166,888.00)	CREDIT GOLF REVENUES	(167,523.00)
(125,000.00)	CREDIT INSITUTE PARK PROJECTS	(124,000.00)
(104,000.00)	CREDIT CSX PARKS PROJECTS	(103,000.00)
(135,000.00)	CREDIT PILOT LIBRARY EQUIPMENT	(156,289.00)
(112,000.00)	CREDIT UNIVERSITY PARK PROJECTS	(112,000.00)
-	CREDIT PREMIUM ON LOANS	(750,000.00)
<u>\$ (26,009,593.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (24,186,690.00)</u>
<u>\$ 26,917,485.00</u>	661-94000 TOTAL RECOMMENDED PRINCIPAL PAYMENT	<u>\$ 25,972,727.00</u>
<u>\$ 26,917,485.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 25,972,727.00</u>



This Page is Intentionally Left Blank

Pension Obligation Bond FY17 Budget Recommendation

Thomas F. Zidelis Chief Financial Officer

City Hall Room 203
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1075

Introduction:

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

FY17 Budget Overview

	Actual	Approved		Recommended
	Fiscal 2015	Budget	Account	Appropriation
Expenditures		Fiscal 2016	Number	Fiscal 2017
Fringe Benefits	\$10,531,115.00	\$ 10,470,831.00	96000	\$ 10,300,316.00
Total	\$10,531,115.00	\$ 10,470,831.00		\$ 10,300,316.00

Expenditures:

The total tax levy Pension Obligation budget for Fiscal 2017 is recommended to be \$10,300,316 which is a decrease of \$170,515 from the Fiscal 2016 budget of \$10,470,831. The balance of the POB Debt service is funded based on valuation calculations charged to the Worcester Public Schools and the City's Water, Sewer, and Golf enterprise funds based on their respective share of the City's pension liability.

Operational Overview

The City of Worcester was the first municipality in Massachusetts to issue Pension Obligation Bonds. Authorized legislation (Chapter 191 of the State Laws) for the bonds was passed on July 30, 1998. Chapter 191 requires that debt service for bonds be level and that the City of Worcester also obtains approval for its funding and debt payment plans from the State's Secretary of Finance and Administration. The bonds allow the system to maximize investment returns over time, reducing the long term costs of funding the City's Pension System. The bonds expose the City to risk, should the investment returns not exceed the interest cost of the funds. This method of funding is generally beneficial for pension funds in that they fully fund the system immediately and not at some point in the future. Further, they do not introduce any additional liabilities to the system.

Pension Obligation Bond FY17 Budget Recommendation

AMORTIZATION SCHEDULE –

Remaining Pension Obligation Bond Debt Service			
	POB	POB	POB
Fiscal Year	Principal	Interest	Debt
2017	\$ 8,040,000	\$ 8,600,313	\$ 16,640,313
2018	8,540,000	8,097,813	16,637,813
2019	9,075,000	7,564,063	16,639,063
2020	9,640,000	6,996,875	16,636,875
2021	10,245,000	6,394,375	16,639,375
2022	10,885,000	5,754,063	16,639,063
2023	11,565,000	5,073,750	16,638,750
2024	12,290,000	4,350,938	16,640,938
2025	13,055,000	3,582,813	16,637,813
2026	13,870,000	2,766,875	16,636,875
2027	14,740,000	1,900,000	16,640,000
2028	15,660,000	978,750	16,638,750
	\$ 137,605,000	\$ 62,060,628	\$ 199,665,628

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF PENSION OBLIGATION BONDS- DIVISION #665

APPROVED FY16 AMOUNT	TITLE	RECOMMENDED FY17 AMOUNT
\$ 11,803,401.00	665-94100 PENSION OBLIGATION DEBT SERVICE	\$ 11,661,338.00
<u>\$ 11,803,401.00</u>		<u>\$ 11,661,338.00</u>
	FUNDING SOURCES:	
\$ (19,627.00)	CREDIT FROM GOLF	\$ (19,961.00)
(556,309.00)	CREDIT FROM SEWER	(553,778.00)
(756,634.00)	CREDIT FROM WATER	(787,283.00)
<u>\$ (1,332,570.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,361,022.00)</u>
<u>\$ 10,470,831.00</u>	665-94000 TOTAL RECOMMENDED PAYMENT	<u>\$ 10,300,316.00</u>
<u>\$ 10,470,831.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 10,300,316.00</u>

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - ALLOCATION OF PENSION COSTS BY DEPARTMENT
PENSION OBLIGATION BONDS DEPARTMENT #665

<u>DEPARTMENT</u>	<u>FY17 PRINCIPAL</u>	<u>FY17 INTEREST</u>	<u>TOTAL PENSION OBLIGATION</u>
<u>EXECUTIVE OFFICE OF THE CITY MANAGER:</u>			
MANAGER	42,154.68	45,092.46	87,247.14
TOTAL	42,154.68	45,092.46	87,247.14
<u>HUMAN RESOURCES:</u>			
HUMAN RESOURCES	48,927.63	52,337.43	101,265.06
TOTAL	48,927.63	52,337.43	101,265.06
<u>OFFICE OF EXECUTIVE & NEIGHBORHOOD DEVELOPMENT:</u>			
CABLE SERVICES	11,141.06	11,917.48	23,058.54
ECONOMIC DEVELOPMENT	105,575.59	112,933.22	218,508.81
WORKFORCE DEVELOPMENT	87,026.24	93,091.15	180,117.39
TOTAL	203,742.89	217,941.85	421,684.74
<u>ADMINISTRATION & FINANCE:</u>			
BUDGET	32,785.52	35,070.37	67,855.89
ASSESSOR	29,825.99	31,904.59	61,730.58
PURCHASING	10,372.24	11,095.09	21,467.33
TECHNICAL SERVICES	105,281.75	112,618.90	217,900.65
TREASURY	69,990.79	74,868.49	144,859.28
TOTAL	248,256.29	265,557.44	513,813.73
<u>PUBLIC WORKS & FACILITIES:</u>			
ADMINISTRATION	99,243.51	106,159.85	205,403.36
ENGINEERING	142,801.43	152,753.35	295,554.78
STREETS	148,142.69	158,466.85	306,609.54
CENTRAL GARAGE	35,784.11	38,277.92	74,062.03
SANITATION	50,345.99	53,854.63	104,200.62
PARKS	141,206.37	144,104.83	285,311.20
CITY MESSENGER	37,209.44	39,802.59	77,012.03
SEWER	126,108.69	134,897.28	261,005.97
WATER	280,722.64	300,286.37	581,009.01
GOLF	1,822.00	8,891.26	10,713.26
TOTAL	1,063,386.87	1,137,494.93	2,200,881.80
<u>PUBLIC SAFETY:</u>			
POLICE	1,785,556.42	1,909,992.93	3,695,549.35
FIRE	1,497,576.86	1,601,943.91	3,099,520.77
COMMUNICATIONS	137,933.12	147,545.76	285,478.88
TOTAL	3,421,066.40	3,659,482.60	7,080,549.00
<u>INSPECTIONAL SERVICES:</u>			
INSPECTIONAL SERVICES	160,518.41	171,705.03	332,223.44
TOTAL	160,518.41	171,705.03	332,223.44
<u>HEALTH & HUMAN SERVICES:</u>			
ELDER AFFAIRS	24,332.52	26,028.27	50,360.79
HEALTH & HUMAN SERVICES	20,236.26	21,646.54	41,882.80
HEALTH	53,785.61	57,533.96	111,319.57
LIBRARY	198,376.85	212,201.86	410,578.71
TOTAL	296,731.24	317,410.63	614,141.87
<u>LEGISLATIVE OFFICES:</u>			
COUNCIL	13,623.97	14,573.43	28,197.40
MAYOR	5,821.88	6,227.61	12,049.49
AUDITING	26,591.74	28,444.94	55,036.68
LAW	45,676.39	48,859.61	94,536.00
CITY CLERK	40,701.08	43,537.56	84,238.64
TOTAL	132,415.06	141,643.15	274,058.21
RETIREMENT	17,139.06	18,333.49	35,472.55
TOTAL CITY DEPARTMENTS	5,634,338.53	6,026,999.01	11,661,337.54
PUBLIC SCHOOL	2,405,661.48	2,573,313.50	4,978,974.98
TOTAL WITH SCHOOL	8,040,000.01	8,600,312.51	16,640,312.52

DCU Center FY17 Budget Recommendation

John Budd

Commission Chairman

50 Foster Street
Worcester, Massachusetts 01608
(508) 791-0947

Divisional Mission Statement:

The mission of the Civic Center Commission is to:

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

FY17 Budget Overview

	Actual	Approved	Account	Recommended
	Fiscal 2015	Budget for	Number	Appropriation
		Fiscal 2016		Fiscal 2017
Expenditures				
<u>Arena</u>				
Ordinary Maintenance	\$ 804,250.42	\$ 761,384.00	92000	\$ 768,016.00
Debt Service Arena	308,484.76	266,401.00	94000	325,783.00
Debt Service Special District	1,514,914.59	2,036,859.00	94000	2,264,286.00
Debt Service Scoreboard	216,258.10	208,541.00	94000	191,461.00
Total Arena	\$ 2,843,907.87	\$ 3,273,185.00		\$ 3,549,546.00
<u>Convention Center</u>				
Ordinary Maintenance	\$ 87,043.05	\$ 89,200.00	92000	\$ 87,137.00
Total Convention Center	\$ 87,043.05	\$ 89,200.00		\$ 87,137.00
Total Expenditures	\$ 2,930,950.92	\$ 3,362,385.00		\$ 3,636,683.00
<u>Funding Sources:</u>				
DCU Arena Naming Rights	\$ 460,000.00	\$ 460,000.00		\$ 460,000.00
DCU Arena Operating Revenue	51,847.84	166,821.00		250,442.00
Facility Fee Surcharge	-	208,541.00		191,461.00
Special District Financing	1,514,914.59	2,036,859.00		2,264,286.00
General Fund Revenue	904,188.49	490,164.00		470,494.00
Total Funding Sources	\$ 2,930,950.92	\$ 3,362,385.00		\$ 3,636,683.00

Expenditures:

The DCU Center's Arena and Convention Center projected revenues for Fiscal 2017 include the following:

- Arena/Convention Center Lease income: \$250,442

DCU Center FY17 Budget Recommendation

- DCU Arena Naming Rights: \$460,000
- Facility Surcharge revenues: \$191,461
- Special District Financing funds for costs associated with improvement design and system upgrades: \$2,264,286

The debt service for the Special District Financing is attributed to \$30,000,000 in Bonds issued and \$910,000 in Short Term Notes outstanding to be bonded in December 2017.

To finance the balance for Fiscal 2017 it is recommended that approximately \$393,494 from General Fund Tax Levy be budgeted to pay for the cost of operations which is a decrease of \$96,670 from the Fiscal 2016 amount of \$490,164.

Arena Operating Costs:

In Fiscal 2017, \$768,016 will be used to finance the operating costs of the DCU Center Arena.

These operating costs are as follows:

- Worcester Management Contract for both the Arena and Convention Center: \$324,509
- Management Incentive Fee: \$322,573
- Building Insurance: \$21,547
- Business Interruption Insurance: \$1,607
- Boiler Insurance: \$1,314
- Liability Insurance: \$70,066
- Accounting Consultants: \$11,400
- Ordinary Maintenance: \$15,000

Convention Center (City required) Operating Expenses:

In Fiscal 2017, \$87,137 is budgeted for operating costs of the Convention Center. These operating costs are as follows:

- Building Insurance: \$31,258
- Accountant Consultant: \$7,600
- Liability Insurance: \$46,367
- Boiler Insurance: \$1,912

Arena Debt Service and Score Board Debt Service:

DCU Center revenues will be used to pay for the existing debt service for the Arena facility and for recent capital improvements made to the complex respectively, for the building in the amount of \$2,781,530 in principal and interest payments. These principal and interest payments consist of:

- Scoreboard and exterior signage: \$191,461
- Debt associated with Special District Financing Improvements: \$2,264,286
- Other associated debt for the Center: \$325,783

Operational Overview:

The general function of the Civic Center Commission is to serve as the liaison between SMG and the City of Worcester. The Commission oversees the operation of the DCU Center Arena and Convention Center. They monitor and evaluate the performance of the City's contract to include

DCU Center FY17 Budget Recommendation

the review of financial statements and to ensure that a financial audit is implemented and the auditor's findings are presented to the City of Worcester under separate report, and to enforce the receipt of all funds due to the city. The Commission will continue to promote the complex as a host for regional and national conventions, meetings, and events.

DCU Center Fund - FY 2013 - 2016				
Arena/Convention Center - Schedule of Adjusted Gross Revenues				
	Estimated	Actual*	Actual*	Actual*
	2016	2015	2014	2013
Net Event Direct Income	1,742,868	1,594,660	1,719,244	1,669,860
Event Ancillary Income				
Net Food and Beverage	2,464,150	2,409,349	2,551,722	2,262,821
Net Novelty Revenue	67,318	50,751	71,109	51,533
Event Income	4,274,336	4,054,760	4,342,075	3,984,214
Other Income				
Advertising	393,360	369,753	342,521	345,237
New Service Fees	350,243	260,933	259,662	200,477
Ticket Service Fees	899,488	568,534	729,262	568,341
Other	73,577	87,948	82,165	85,633
Other Income	1,716,668	1,287,168	1,413,610	1,199,688
Adjusted Gross Revenue	5,991,004	5,341,928	5,755,685	5,183,902
Indirect Expenses	5,640,854	5,100,220	5,267,586	4,848,422
Net Income per Lease	\$ 350,150	\$ 241,708	\$ 488,099	\$ 335,480

* Source document for this information is the DCU Center Arena Fund Audited Financial Statements

SCOTT NAJARIAN, COMMISSION CHAIRMAN**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2017****DCU CENTER- DIVISION #750**

APPROVED FY16 AMOUNT	TITLE	RECOMMENDED FY17 AMOUNT
DCU ARENA-ORGANIZATION #7502		
\$ 324,745.00	MANAGEMENT FEES	\$ 324,509.00
315,939.00	MANAGEMENT INCENTIVE FEES	322,573.00
24,000.00	PROPERTY INSURANCE	21,547.00
1,500.00	BUSINESS INTERRUPTION INSURANCE	1,607.00
1,400.00	BOILER INSURANCE	1,314.00
68,000.00	LIABILITY INSURANCE	70,066.00
10,800.00	ACCOUNTING CONSULTANT	11,400.00
15,000.00	ORDINARY MAINTENANCE & SUPPLIES	15,000.00
<u>\$ 761,384.00</u>	7502-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 768,016.00</u>
CONVENTION CENTER - ORGANIZATION #7501		
\$ 7,200.00	ACCOUNTING CONSULTANT	\$ 7,600.00
35,000.00	PROPERTY INSURANCE	31,258.00
2,000.00	BOILER INSURANCE	1,912.00
<u>45,000.00</u>	LIABILITY INSURANCE	<u>46,367.00</u>
<u>\$ 89,200.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 87,137.00</u>
<u>\$ 89,200.00</u>	7501-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 87,137.00</u>
<u>\$ 850,584.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 855,153.00</u>
FUNDING SOURCES:		
(460,000.00)	DCU ARENA NAMING RIGHTS	(460,000.00)
<u>(166,821.00)</u>	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	<u>(250,442.00)</u>
<u>(626,821.00)</u>	TOTAL AVAILABLE REVENUES	<u>(710,442.00)</u>
<u>\$ 223,763.00</u>	7502-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 144,711.00</u>
DCU ORGANIZATION DEBT SERVICE		
\$ 209,562.00	DEBT BUILDING PRINCIPAL	\$ 266,127.00
56,839.00	DEBT BUILDING INTEREST	59,656.00
934,500.00	DEBT- SPECIAL DISTRICT PRINCIPAL	938,500.00
1,102,359.00	DEBT- SPECIAL DISTRICT INTEREST	1,325,786.00
150,583.00	DEBT - SCOREBOARD/SIGNAGE PRINCIPAL	140,982.00
<u>57,958.00</u>	DEBT - SCOREBOARD/SIGNAGE INTEREST	<u>50,479.00</u>
<u>\$ 2,511,801.00</u>	TOTAL DEBT SERVICE	<u>\$ 2,781,530.00</u>
FUNDING SOURCES:		
(208,541.00)	SCOREBOARD TICKET SURCHARGE REVENUES	(191,461.00)
<u>(2,036,859.00)</u>	DCU SPECIAL DISTRICT FINANCING	<u>(2,264,286.00)</u>
<u>(2,245,400.00)</u>	TOTAL AVAILABLE REVENUES	<u>(2,455,747.00)</u>
<u>\$ 266,401.00</u>	7502-94000 TOTAL RECOMMENDED DEBT SERVICE	<u>\$ 325,783.00</u>
<u>\$ 490,164.00</u>	RECOMMENDED GENERAL FUND TAX LEVY BUDGET	<u>\$ 470,494.00</u>

Five Point Plan Funds FY17 Budget Recommendation

Edward M. Augustus, Jr.

City Manager

City Hall Room 309

Worcester, Massachusetts 01608

(508) 799-1175

FY17 Budget Overview

		Approved		Recommended
	Actuals	Budget for	Account	Appropriation
	Fiscal 2015	Fiscal 2016	Number	Fiscal 2017
Five Point Plan Funds				
Bond Rating Stabilization fund	\$ 2,328,324.00	\$ 503,252.00	35-921	\$ 950,000.00
Capital Campaign Stabilization	9,604,599.00	8,988,732.00	04D802	8,889,013.00
CitySquare DIF Reserve Fund	1,000,000.00	1,600,000.00	04D803	2,325,000.00
North High Construction Fund	3,047,000.00	3,047,000.00	04D806	3,047,000.00
OPEB Reserve Fund	1,396,994.00	301,951.00	04T803	500,000.00
Total Transfers to Funds	\$17,376,917.00	\$14,440,935.00		\$15,711,013.00

Five Point Plan Funds

The City of Worcester's Five Point Financial Plan, adopted in 2007, established a long term plan for the financing of known debt obligations and the building of reserves to maintain and improve the City's bond rating over time.

Bond Rating Stabilization:

The Bond Rating Stabilization fund is intended to boost unrestricted reserves in the City to provide for financial flexibility and the resilience. The current target is to achieve 5% of general fund revenues in reserve. In addition to the \$950,000 recommend here, the City's Five Point Plan calls for the deposit of 50% of certified free cash in the fall.

Capital Campaign for Worcester Technical High School/other projects:

The Capital Campaign fund exists to meet the current debt service obligations for major construction projects that have been completed: Worcester Technical High School, Worcester Public Library Renovation, Worcester Senior Center, and Forrest Grove Middle School.

CitySquare DIF Reserve:

The CitySquare DIF reserve was established to capture the tax revenues associated with the increased value of the parcels of the CitySquare project. These funds will then be used to support the debt service of the publicly funded portions of the CitySquare project. The deposit for Fiscal Year 2017 is \$2,325,000, an increase in recognition of the increasing value of the City Square properties.

The North High Construction Fund:

This fund was established for the purpose of funding future debt service associated with the construction of a new North High School. Each year debt service costs associated with the construction of North High School are charged to this fund. The deposit for Fiscal Year 2017 is level funded at \$3,047,000.

Five Point Plan Funds FY17 Budget Recommendation

OPEB Reserve Fund:

The OPEB Reserve Fund provides a fund where the City can prepare to address the future costs of retiree health insurance costs. OPEB, which stands for Other Post Employment Benefit includes all benefits provided to current employees when they retire. The largest liability among these is health insurance. Every two years, the City has an actuarial valuation performed to calculate the cost of this liability. As of the last actuarial valuation, the City's unfunded actuarial liability for OPEB stands at \$727,823,149. Per the Five Point Plan, 30% of certified free cash will be recommended for deposit into this fund. This budget recommendation is the first time that the tax levy operating budget has included an allocation to fund OPEB.

EDWARD M. AUGUSTUS, JR. , CITY MANAGER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2017
FIVE POINT PLAN FUNDS

RECOMMENDED FY16 AMOUNT	TITLE		RECOMMENDED FY17 AMOUNT
\$ 503,252.00	BOND RATING STABILIZATION	35-921	\$ 950,000.00
8,988,732.00	CAPITAL CAMPAIGN STABILIZATION	04D802	8,889,013.00
1,600,000.00	CITY SQUARE DIF RESERVE FUND	04D803	2,325,000.00
3,047,000.00	NORTH HIGH SCHOOL CONSTRUCTION FUND	04D806	3,047,000.00
301,951.00	OPEB RESERVE FUND	04T803	500,000.00
<u>\$ 14,440,935.00</u>	TOTAL FIVE POINT PLAN FUNDS		<u>\$ 15,711,013.00</u>
<hr/>			
<u>\$ 14,440,935.00</u>	TOTAL FIVE POINT PLAN FUNDS		<u>\$ 15,711,013.00</u>



This Page is Intentionally Left Blank

**CITY OF WORCESTER
FISCAL 2017
LINE ITEM BUDGET**

DEPT NAME	DEPT NO.	91000 Salaries	92000 OM	93000 Capital Outlay	94000 Debt	95000 Transfer	96000 Benefits	97000 Overtime	TOTAL
CITY COUNCIL	010	339,091.00	26,867.00						365,958.00
MAYOR	030	119,827.00	7,777.00						127,604.00
CITY MANAGER	040	921,306.00	165,483.00						1,086,789.00
PROMOTION OF TOURISM	041								0.00
ECONOMIC DEVELOPMENT	043	1,568,123.00	150,090.00						1,718,213.00
CABLE SERVICES	04S								-
CITY CLERK	100	568,723.00	36,024.00					1,000.00	605,747.00
CITY MESSENGER	110	262,850.00	955,920.00					21,851.00	1,240,621.00
LAW	120	871,815.00	151,222.00						1,023,037.00
COURT JUDGMENTS	121		3,500,000.00						3,500,000.00
PROPERTY & CASUALTY	122		119,948.00						119,948.00
ELECTIONS	150	554,071.00	116,285.00					16,500.00	686,856.00
CONTRIBUTORY PENSIONS	161						24,707,126.00		24,707,126.00
NON CONTRIBUTORY PENSIONS	162						103,524.00		103,524.00
HUMAN RESOURCES	170	954,976.00	351,556.00					3,000.00	1,309,532.00
WORKERS COMPENSATION	171		104,700.00						1,369,289.00
UNEMPLOYMENT COMPENSATION	172								100,000.00
PUBLIC SAFETY IOD	174								510,133.00
LICENSE COMMISSION	190		1,200.00						1,200.00
POLICE	250	41,187,360.00	2,526,150.00	30,000.00				3,280,296.00	47,023,806.00
FIRE	260	37,192,747.00	1,257,982.00	25,000.00				978,889.00	39,454,618.00
COMMUNICATIONS	270	1,954,556.00	1,079,394.00					158,485.00	3,192,435.00
INSPECTIONAL SERVICES	280	3,338,200.00	311,887.00					69,579.00	3,719,666.00
PUBLIC HEALTH	330	256,871.00	64,500.00					500.00	321,871.00
HEALTH & HUMAN SERVICES	331	457,694.00	1,935,100.00						2,392,794.00
ELDER AFFAIRS	340	359,147.00	138,841.00						497,988.00
DPW ADMINISTRATION	4101	455,675.00	386,046.00					31,110.00	872,831.00
DPW ENGINEERING	4102	1,266,302.00	402,342.00					81,793.00	1,750,437.00
DPW STREETS	4103	1,854,558.00	700,556.00					350,108.00	2,905,222.00
DPW SANITATION	4104	1,110,156.00	4,575,220.00					141,414.00	5,826,790.00
DPW CENTRAL GARAGE	4105	583,074.00	1,214,912.00					30,613.00	1,828,599.00
SNOW REMOVAL	411		3,718,935.00					481,065.00	4,200,000.00
STREET LIGHTS	412		2,352,828.00						2,352,828.00
UNION STATION	480		649,702.00					649,702.00	649,702.00
PUBLIC SCHOOLS NET SCHOOL	500	205,029,793.00	34,473,586.00	250,000.00			59,904,219.00	1,266,499.00	300,924,097.00
PUBLIC SCHOOLS NON NET SCHOOL	540	3,434,963.00	13,975,022.00					459,031.00	17,869,016.00
PUBLIC LIBRARY	550	3,718,565.00	1,723,174.00					120,534.00	5,562,273.00
REGIONAL LIBRARY	560								-
ADMINISTRATION/FINANCE	600/610/660	1,741,365.00	775,016.00					30,000.00	2,546,381.00
AUDITING	650	527,509.00	92,472.00					2,000.00	621,981.00
DEBT PRINCIPAL	661				25,972,727.00				25,972,727.00
DEBT INTEREST	662				8,345,389.00				8,345,389.00

Cont...

**CITY OF WORCESTER
FISCAL 2017
LINE ITEM BUDGET**

DEPT NAME	DEPT NO.	91000 Salaries	92000 OM	93000 Capital Outlay	94000 Debt	95000 Transfer	96000 Benefits	97000 Overtime	TOTAL
HEALTH INSURANCE	663						25,239,735.00		25,239,735.00
PENSION OBLIGATION BONDS	665				10,300,316.00				10,300,316.00
ASSESSING	670	590,481.00	167,500.00					1,000.00	758,981.00
TECHNICAL SERVICES	680	2,110,205.00	1,355,976.00					36,593.00	3,502,774.00
PARKS	720	3,071,488.00	1,364,691.00					329,062.00	4,765,241.00
AUDITORIUM	740		121,506.00						121,506.00
DCU	750		144,711.00		325,783.00				470,494.00
WORKFORCE DEVELOPMENT	31S	50,000.00	50,000.00						100,000.00
CONTINGENCY	900		500,000.00						500,000.00
TOTAL TAX LEVY APPROPRIATION		316,451,491.00	81,745,121.00	305,000.00	44,944,215.00	0.00	111,829,326.00	7,890,922.00	563,166,075.00
CHARTER SCHOOLS									27,370,235.00
OTHER INTERGOVERNMENTAL									3,594,233.00
FIVE POINT PLAN TRANSFERS OUT									15,211,013.00
OPEB RESERVE									500,000.00
GOLF COURSE									150,000.00
TOTAL TRANSFERS AND INTERGOVERNMENTAL									46,825,481.00
SEWER	440	3,211,468.00	23,440,189.00	24,500.00	8,912,721.00	3,607,345.00	3,284,852.00	250,000.00	42,731,075.00
WATER	450	6,602,296.00	3,706,023.00	25,000.00	9,430,984.00	2,287,654.00	4,954,515.00	643,000.00	27,649,472.00
GOLF COURSE	710	242,014.00	847,513.00		219,950.00	30,743.00	119,654.00		1,459,874.00
TOTAL ENTERPRISE APPROPRIATION		10,055,778.00	27,993,725.00	49,500.00	18,563,655.00	5,925,742.00	8,359,021.00	893,000.00	71,840,421.00