

# FISCAL YEAR 2022 ANNUAL OPERATING BUDGET

*Edward M. Augustus, Jr. City Manager*



The City of  
**WORCESTER**

# TABLE OF CONTENTS

<b>I.</b>	<b>TABLE OF CONTENTS</b>		<b>I – 1</b>
<b>II.</b>	<b>GENERAL INFORMATION</b>		
	1) City Manager’s Transmittal and Budget Overview		<b>II – 1</b>
	2) Urban Innovation: Strategic Plan and Performance Measurement		<b>II – 2</b>
	3) Budget Financial Plan—Revenue and Expenditure Summary		<b>II – 3</b>
	4) Revenue and Expenditure Summary Table		<b>II – 4</b>
	5) Fiscal 2022 Budget Procedure		<b>II – 5</b>
	6) Fiscal Policies		<b>II – 6</b>
	7) Citywide Organizational Chart	pg. 1	<b>II – 7</b>
<b>III.</b>	<b>PUBLIC SAFETY</b>		
	1) Police Department	pg. 3	<b>III – 1</b>
	2) Fire Department	pg. 15	<b>III – 2</b>
	3) Emergency Communications	pg. 27	<b>III – 3</b>
	4) Inspectional Services	pg. 35	<b>III – 4</b>
<b>IV.</b>	<b>PUBLIC WORKS &amp; PARKS</b>		
	1) Auditorium	pg. 41	<b>IV – 1</b>
	2) DPW Administration/Finance Division	pg. 43	<b>IV – 2</b>
	3) DPW Engineering Division	pg. 49	<b>IV – 3</b>
	4) DPW Streets Division	pg. 53	<b>IV – 4</b>
	5) DPW Sanitation Division	pg. 57	<b>IV – 5</b>
	6) DPW Fleet Management Division	pg. 59	<b>IV – 6</b>
	7) Parks, Recreation & Hope Cemetery Division	pg. 61	<b>IV – 7</b>
	8) Enterprise: Green Hill Golf Course	pg. 65	<b>IV – 8</b>
	9) Snow Removal	pg. 69	<b>IV – 9</b>
	10) Streetlights Division	pg. 71	<b>IV – 10</b>
	11) Enterprise: Sewer Division	pg. 73	<b>IV – 11</b>
	12) Enterprise: Water Division	pg. 77	<b>IV – 12</b>
	13) Enterprise: Off Street Parking	pg. 83	<b>IV – 13</b>

# TABLE OF CONTENTS

<b>V. DEPARTMENT OF ECONOMIC DEVELOPMENT</b>		
1) Economic Development	pg. 85	<b>V – 1</b>
2) Worcester Redevelopment Authority / Union Station	pg. 93	<b>V – 2</b>
3) MassHire Central Region Workforce Board	pg. 95	<b>V – 3</b>
4) MassHire Central Career Center	pg. 99	<b>V – 4</b>
<b>VI. WORCESTER PUBLIC SCHOOLS</b>		
1) Public Schools	pg. 103	<b>VI – 1</b>
<b>VII. PUBLIC LIBRARY</b>		
1) Public Library	pg. 107	<b>VII – 1</b>
<b>VIII. DEPARTMENT OF HEALTH AND HUMAN SERVICES</b>		
1) Health and Human Services	pg. 115	<b>VIII – 1</b>
· Administration		
· Veterans Services		
· Human Rights and Disabilities		
· Youth Services		
2) Public Health	pg. 121	<b>VIII – 2</b>
3) Elder Affairs	pg. 129	<b>VIII – 3</b>
<b>IX. TECHNICAL SERVICES</b>		
1) Technical Services	pg. 135	<b>IX – 1</b>
<b>X. HUMAN RESOURCES</b>		
1) Human Resources	pg. 141	<b>X – 1</b>
2) Workers' Compensation & Public Safety IOD	pg. 147	<b>X – 2</b>
3) Unemployment Compensation	pg. 151	<b>X – 3</b>
4) Health Insurance	pg. 153	<b>X – 4</b>
<b>XI. LAW DEPARTMENT</b>		
1) Law	pg. 159	<b>XI – 1</b>
2) Property & Casualty Insurance	pg. 163	<b>XI – 2</b>
3) Court Judgments	pg. 167	<b>XI – 3</b>
<b>XII. CITY AUDITOR</b>		
1) Auditing	pg. 169	<b>XII – 1</b>

# TABLE OF CONTENTS

<b>XIII. RETIREMENT</b>		
1) Contributory Pensions & Non-Contributory Pensions	pg. 175	<b>XIII – 1</b>
<b>XIV. LEGISLATIVE OFFICES</b>		
1) City Council	pg. 181	<b>XIV – 1</b>
2) Mayor's Office	pg. 183	<b>XIV – 2</b>
3) City Clerk	pg. 187	<b>XIV – 3</b>
4) Election Commission	pg. 191	<b>XIV – 4</b>
<b>XV. CITY MANAGER'S OFFICE</b>		
1) City Manager's Office	pg. 197	<b>XV – 1</b>
2) City Manager's Contingency	pg. 203	<b>XV – 2</b>
3) Cable Services	pg. 205	<b>XV – 3</b>
<b>XVI. DIVERSITY &amp; INCLUSION</b>	pg. 209	<b>XVI – 1</b>
<b>XVII. DEPARTMENT OF SUSTAINABILITY &amp; RESILIENCE</b>	pg. 215	<b>XVII – 1</b>
<b>XVIII. DEPARTMENT OF PUBLIC FACILITIES</b>		
1) Public Facilities	pg. 221	<b>XVIII – 1</b>
2) DCU Center	pg. 227	<b>XVIII – 2</b>
<b>XIX. ADMINISTRATION &amp; FINANCE</b>		
1) Finance		<b>XIX – 1</b>
· Administration & Finance	pg. 229	
· Assessing	pg. 235	
· Treasurer and Collector	pg. 239	
· Purchasing	pg. 243	
2) Debt Service Principal & Interest	pg. 247	<b>XIX – 2</b>
3) Pension Obligation Bonds	pg. 251	<b>XIX – 3</b>
<b>XX. FINANCIAL INTERGRITY PLAN</b>	pg. 253	<b>XX – 1</b>
<b>XXI. LINE ITEM BUDGET</b>	pg. 257	<b>XXI – 1</b>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank



City Manager

CITY OF WORCESTER

May 12, 2021

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully present the FY22 Annual Operating budget, in tandem with the FY22 Capital Improvement Plan, for your review and consideration.

The FY22 Operating and Capital budgets have been constructed as we seek to understand both the ongoing impact of COVID-19 as well as the opportunities of new State and Federal funding. The current fiscal year has illustrated the strengths and needs of the City and its citizens. Few could have predicted the intensity and duration of the pandemic and its myriad and sometimes surprising influences on municipal finances. As we have updated you throughout the year, certain revenues streams – most notably Local Receipts – have experienced significant shortfalls due to closures within the economy, reduced interest rates, and consumer hesitancy. Yet simultaneously, the real estate market has soared, enterprise activities have remained strong, and Federal funding for both the City and Worcester Public Schools has alleviated much of the direct burden on local resources. We view FY22 as an opportunity to regain ground in many key areas, but we also recognize that a return to normalcy driven by comprehensive vaccinations, State-directed re-openings, and expanded consumer confidence may take six months or more.

For the last year, we have cautiously limited our expenses to protect taxpayer resources and ensure a stable year-end. We were able to do this due to reduced public utilization of City facilities and services. Yet like our counterparts in Federal and State government, we recognize that the City has an important part to play in the recovery and Worcester's future success. We have prepared a budget that is aggressive, but is



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



mindful of continuing constraints on the economy. We have worked hard to embrace and move forward the City Council's policy directives, while minimizing the financial impact on residents and businesses. We seek to recognize the dedication and perseverance of City employees over the past year to keep municipal government accessible and operating – in the office, on the streets, and working from home – while identifying new structures and tools to allow for flexible and responsive government far into the future and during any potential scenario.

The FY22 Annual Operating Budget incorporates the typical baseline numbers such as a 2.5% tax levy increase, anticipated New Growth, conservative local revenue projections, and the Governor's most recent State Aid proposal. Together with the annual capital budget, this furthers our efforts to rebuild our schools, maintain our public safety and emergency response, modernize our technology, improve our public realm, enhance our parks, and protect our assets like the Worcester Public Library, DCU Center, Senior Center, etc. We build off lessons from FY21, but anticipate opportunities for FY22.

The FY22 Budget embraces three key themes for the coming year: building a more equitable city – inside and outside of local government; improving the condition and cleanliness of Worcester's public spaces; and making sustainability and resilience a centerpiece of the City's strategic investment.

This City, like communities across the nation and beyond, must act intentionally and aggressively to create a society that is open to and representative of us all. Over the past year, through executive orders and expanded initiatives, we have recognized and pushed back on manifestations of structural racism. With this Budget, we are working to allocate additional resources necessary to forward our goals and change the paradigm within which inequities are perpetuated.

This past year has also brought home that Worcester – its streets and sidewalks and its parks and open spaces – is our collective backyard and escape, especially in times of turmoil, and we must invest in and maintain these crucial assets for the benefit of all. We have talked about the cleanliness of Worcester's public realm for many years – we must do more to improve it.

Finally, we welcome City Council's adoption of *The Green Worcester Sustainability & Resilience Strategic Plan* and embrace its call for shared stewardship and mutual care for our city and our planet. This document provides a framework to prioritize, strategize, and collaborate with residents, businesses, community organizations, and institutions to build a sustainable, resilient, green, livable, prosperous, and equitable Worcester. Through this Budget, we propose elevating sustainability and resilience to a new Department so that we might elevate our capacity to think globally and act locally.

We have crafted our proposed FY22 Budget – an ongoing investment in our city – as one step toward moving all of these goals to greater realization.

#### FY22 Annual Operating Budget

The FY22 Annual Operating Budget recommendation totals approximately \$733.8M, building on State and local revenues, as detailed in the chart below. Overall, the annual budget increases by \$28.6M (4.1%), the majority of which is committed to Education (\$17.1M), Equity initiatives (\$2M), and Fixed Costs (\$4M). In FY22, under the Governor's Proposed Budget, State Aid for Education will be \$294M and State Aid for General Government is \$47.6M. The budget projects local property tax revenues of \$340.8M, an increase of \$14.5M (approximately \$8.3M Proposition 2½ and \$6.2M New Growth) or 4.4%. We assume level overall Local Receipts as a result of a combination of decreases, increases, and stability in various revenue streams. MSBA reimbursements continue to phase out, with FY22 the final year of reimbursement related to the Worcester Technical High School replacement project.



<b>Revenues</b>	<b>FY21 Budget</b>	<b>Proposed FY22 Budget</b>	<b>FY 20/21 Change</b>	<b>Percentage Change</b>
Property Tax	326,282,410	340,799,617	14,517,207	4.4%
Local Receipts	45,633,147	45,976,800	343,653	0.8%
State Aid Education	280,403,420	293,951,118	13,547,698	4.8%
State Aid General	46,291,999	47,604,084	1,312,085	2.8%
MSBA/Other Available Funds	5,436,147	5,436,147	-	0.0%
Free Cash	1,050,828	-	(1,050,828)	-100.0%
<b>Total Revenues</b>	<b>705,097,951</b>	<b>733,767,766</b>	<b>28,669,815</b>	<b>4.1%</b>
<b>Expenditures</b>				
Education (WPS/Assessments)	403,731,396	420,816,942	17,085,546	4.2%
Equity	-	2,050,000	2,050,000	100.0%
Fixed Costs	137,266,326	141,292,907	4,026,581	2.9%
Contingency <sup>1</sup>	4,228,200	6,390,656	2,162,456	51.1%
Public Safety	101,875,426	102,484,798	609,372	0.6%
Public Works & Parks	22,217,055	22,953,313	736,258	3.3%
Other Operational	35,779,548	37,779,150	1,999,602	5.6%
<b>Total Expenditures</b>	<b>705,097,951</b>	<b>733,767,766</b>	<b>28,669,815</b>	<b>4.1%</b>
<sup>1</sup> Contingency is reduced by \$750,000 Equity Fund, which is included in the Equity category above				

The proposed budget assures that we can maintain our core services and expand efforts in key target areas such as public works and equity. It reflects our shared priorities for public health, public safety, and youth programming and incorporates the basic components to continue to move our city forward. It is important to note that this budget continues to meet all of our required obligations under Chapter 70 and the Financial Integrity Plan.

### *Equity*

A new element we highlight in this year's budget are expanded efforts to promote equity inside local government and within the Worcester community. This \$2M initiative is built upon the expansion of the newly created Executive Office of Diversity & Inclusion and includes a new Diversity, Equity & Inclusion Manager to support the work of the Department, \$250K to undertake Equity Audits in HHS, WPD, and Human Resources, and \$50K for equity trainings for City staff. It includes an allocation of \$750K to work to raise the lowest, full-time wage earners above \$15/hour. This category also includes a commitment of \$1M through HHS to provide mental health support services. This investment will ensure that the City's response to crisis and trauma is informed and assisted by a diverse array of expertise. Additional contributions, funded through individual departments, include the creation of a contract compliance position in the

Executive Office of Economic Development to assist in the fulfillment of the City's Minority & Women Business Enterprise policies as well as a new investigations unit within the Department of Human Resources to review and address complaints against employees – whether in City Hall, Police, Fire, or beyond.

### *Fixed Costs*

Fixed costs increase by 2.9% in the FY22 Budget driven primarily by increases in retirement (\$1.4M), debt service (\$586K), and health insurance (\$554K). Funding increases to various stabilization funds totaling approximately \$1.4M are important elements in our ongoing fulfillment of the City's Financial Integrity Plan. This includes increases to support South High Community School and Doherty Memorial High School construction efforts, investments in the Other Post-Employment Benefit (OPEB) Trust, and contributions to the Capital Campaign fund to advance the replacement of the South Division Fire Station.

### *Contingency*

Similar to FY21, we are recommending a larger-than-usual contribution to Contingency – \$7.1M – in order to prepare for both opportunities and uncertainties within the FY22 budget period. \$5M is proposed to allow for a 2% cost of living adjustment for all staff for FY21 and FY22, subject to the completion of collective bargaining. This has been an uncertain and challenging period and city employees rose to and beyond the occasion without the traditional cost of living adjustments. They were hard at work, risking their health, so that City residents could safely shelter at home. Many were on the front lines assisting residents and businesses, and City Hall and other municipal buildings remained operational, and for the most part open to the public, despite the fear, and too often experience, of infection. Approximately \$660K has been put aside toward resolution of arbitration with the Worcester Police Department's L504. An additional \$500K is proposed to assist in the implementation of recommendations arising from the ongoing Worcester Fire Department study. Finally, a \$750K Equity Fund is included to raise all permanent employees to \$15/hour. The remaining funds will be available for unforeseen needs that might arise during the year. (Please note that Contingency in the above Revenue and Expenditures table is reduced by the amount of the \$750K Equity Fund which is shown under the "Equity" category.)

### *Public Safety*

The Worcester Police Department (WPD) and the Worcester Fire Department (WFD) are budgeted to maintain full staffing complements. The WFD anticipates a recruit class of 30, recognizing that no class was held in FY21, while WPD anticipates a recruit class of 10, to be increased in case of unanticipated retirements. In recognition of expected professional improvement recommendations for WFD, we are also proposing funding to expand training capacity within the organization, including the addition of one administrative position to help manage training operations. WPD and WFD are also being funded to allow for youth cadet/explorer programs to introduce more and diverse youth to public safety careers. Emergency Communications/Management and Inspectional Services are essentially level funded.

### *Department of Public Works & Parks*

As one of our focus areas, we propose a number of foundational increases within DPWP totaling \$832K or 3.7%. For Public Works, we are recommending an increase of six positions to serve as part of the Quality of Life and Clean Teams. These additions will allow us to ensure Clean Team coverage within each City Council district. We are recommending a \$0.25 trash bag fee increase to be implemented as of January 1, 2022, to help offset these additional costs. These fees, which have only been increased twice since the program began in 1993, have not been raised in nearly 14 years and would provide up to \$350K in new resources for FY22. We will also be recommending \$75K in Community Development Block Grant (CDBG) funding to support youth involvement in neighborhood improvement efforts through the creation of a Green Corp in coordination with Worcester Community Action Council, United Way, and the Worcester Regional Chamber of Commerce. We have also put funding aside – \$25K – to support community-based cleanup efforts with trash removal and supplies. In addition, we have proposed an increase of four parking control officers, which will help manage the new, expanded parking control initiative submitted to City Council recently and will pay for themselves through expanded enforcement and higher penalties. For Parks, we are recommending two working foreman positions – one focused on green infrastructure and one focused on forestry – as well as a senior security guard to ensure that our parks remain engaging, safe environments for all residents to enjoy. We are also expanding aquatics to include new canoe/kayaking opportunities at Coes Pond and swimming lessons at Crompton Park and Bell and Coes Ponds.

### *Other Operational*

As highlighted above, a major operational change is the establishment of two new departments, replacing the Energy and Asset Management Division. The result of years of consideration, and with the City Council's recent adoption of *The Green Worcester Sustainability & Resilience Strategic Plan*, I am elevating Sustainability & Resilience to an independent department, which will include members of EAM as well as DPWP's blue space team. This will allow for the development and implementation of specific programs to ensure that the City is able to accomplish the goals laid out in the Green Worcester Plan. Additionally, I am elevating Public Facilities to an independent department, so that we can develop the expertise and efficiencies of scale to maintain and professionally manage publicly owned properties across the City. While Public Facilities will initially take responsibility for EAM's current obligations – City Hall, Meade Street, Worcester Public Library, DCU Center, Senior Center, and Union Station – ultimately we envision a department that will expand to include the Worcester Police Department, Worcester Fire Department, and more. Public Facilities will include members of EAM as well as DPWP's architectural services team.

In this time of pandemic, the Department of Public Health has been the recipient of significant support from Federal and State sources. With this Budget, we continue to grow our tax levy support to ensure that the City's public health capacity is rooted in a consistent funding source and not reliant solely on external funding opportunities. Building on lessons learned during the past year, and the vital importance of communication and quality information, we have incorporated a new communications role in public health to help us expand our public contact, especially with hard-to-reach populations.

Among other departmental needs in FY22, we include an Assistant City Clerk position to provide support for hybrid City Council operations, positions in Economic Development to support housing and planning efforts, a position at the Senior Center to assist seniors with adapting to technology and new hybrid systems of communication, and a position at the Worcester Public Library to support teens.

While it is early to say the end of the pandemic and its impacts has arrived, it is not too early to begin the work to reopen and restore the city that we call home. This budget is

aggressive but not unreasonable and fulfills the goals and objectives that we have developed over the last few years. The expected revenues from Federal and State opportunities provides assurances that we can pay our bills and accomplish our goals even if there remains some turbulence ahead. We look forward to working with you to ensure that the proposed budget lays the groundwork for Worcester to move confidently into the future.

Respectfully submitted,

City Manager

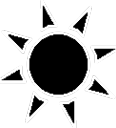



# City of Worcester Municipal Strategic Plan

**Mission:**

To foster an open and interactive relationship between the community and its government to ensure a better quality of life for all.

**Vision:**

To be the country's most vibrant and livable mid-size city

ICON	PRIORITY GOALS
	<p><b>Vibrant, Thriving City</b></p> <ul style="list-style-type: none"> <li>- Is dynamic and diverse.</li> <li>- Provides opportunities for business development, to learn, and to work.</li> <li>- Attracts residents and visitors to enjoy various amenities and activities.</li> <li>- Is conducive to multiple modes of transportation.</li> <li>- Is safe and a sense of place.</li> </ul>
	<p><b>Opportunities For All</b></p> <ul style="list-style-type: none"> <li>- All persons have equitable access to economic opportunities and enjoyment of the amenities the City has to offer.</li> <li>- All persons have equitable and active civic participation.</li> <li>- Includes all people, celebrates differences, and values partnerships.</li> </ul>
	<p><b>Strong Neighborhoods</b></p> <ul style="list-style-type: none"> <li>- Strong neighborhoods offer safe, affordable, and comfortable places to live.</li> <li>- Strong neighborhoods offer a sense of community and belonging.</li> <li>- Strong neighborhoods provide awareness and equitable access to the resources residents need and want.</li> <li>- Strong neighborhoods provide communication and a platform for engagement.</li> </ul>
	<p><b>Sound Fiscal &amp; Operational Government</b></p> <ul style="list-style-type: none"> <li>- Sound fiscal and operational government maintains a focus on the delivery of services residents need and want in the most effective and efficient way possible.</li> <li>- Sound fiscal and operational government is responsive to the needs of residents.</li> </ul>

The City of Worcester through the introduction of the Municipal Strategic Plan, established key performance measures (KPI) correspondent to the four priority areas; Vibrant, Thriving City, Opportunities for All, Strong Neighborhoods, Sound Fiscal and Operational Government. The strategic plan provides a significant framework and roadmap to help direct the City's activities and resources toward its articulated vision over the next three-to-five years. As part of the FY22 operational budget we have continued to measure KPI's in a number of departments ensuring alignment to our priority goals. These metrics will allow for the City to track progress and measure success in the areas identified by the Departmental Development Plans.

The following strategic plan and departmental plans include details for how the City will focus its:

- **Services and operations:** to prioritize actions and measures of government, resource allocation, and budget integration.
- **Goals and Initiatives:** to achieve its defined vision of success for each priority goal (measures of effectiveness and progress of City government) to drive vision and achieve longer-term objectives.

Doing so will help the City drive:

- **Performance and outcomes:** to integrate measures within the City budget, increasing use of data in management to deliver results.
- **Transparency and communication:** to publish performance measures, integrate feedback through surveys and focus groups, and provide a vehicle detailing the City's priorities and progress measures.

Vibrant, Thriving City	Actual FY19	Actual FY20	12/31/2020 Actual FY21*
City-sponsored and hosted events dedicated to celebrating culture and the arts	41	52	30
Worcester Arts Council grant recipients	46	63	*
Amount of CDBG funds invested annually on community development, public facility & public safety projects	\$1,565,909	\$1,500,000	\$2,252.836.26
CDBG funding invested on low-moderate income clientele	98.4%	92%	97%
Quality of Life Task Force calls for service	1,796	2,026	944
Private investment leveraged from City TIFs or TIEs	\$53,100,000	\$34,630,000	\$54,450,000
Private investment leveraged from Economic Development (Small Business) CDBG recipients	\$1,520,000	\$432,000	\$305,000
Small Business CDBG financial assistance awarded to minority and woman owned businesses	80%	33%	80%
Pre-development consultations (IRT) etc. annually	81	42	36
New small business certificates	870	681	466
Businesses provided workforce development services through the region's career centers and Workforce Board	807	317	914

Opportunities For All	Actual FY19	Actual FY20	12/31/2020 Actual FY21*
City government volunteer appointments	26	30	30
Jobs created or retained by business entities in Worcester that received City TIFs or TIEs	64	35	*
Youth employed by the City ( <i>Youth Office, Parks Division</i> )	307	274	185
Library cards registered	104,819	107,964	107,964
Library programs offered	2,076	824	824
At-risk youth served through the MassHire Central Region's Workforce Innovation and Opportunity Act programs and YouthWorks subsidized youth employment programs	469	402	656
Clients served by the Worcester Jobs Fund with job training, job search, or related services	77	43	77
Job seeker provided career development services through the region's career centers and workforce board	8,855	4,151	8,423
Registered voters	98,000	105,350	111,380
Petitions received by City Council	464	431	*
Customer Service Center service quality calls made	9,605	9,146	3,395
Customer Service Center calls received	83,809	52,509	32,476

<b>Strong Neighborhoods</b>	<b>Actual FY19</b>	<b>Actual FY20</b>	<b>12/31/2020 Actual FY21*</b>
City investment to create and preserve affordable housing (CDBG/HOME/WLAP funds)	\$3,695,196	\$2,771,134	\$3,271,444
Response time/closure rates to inspection-related violations	94.5%	90.1%	87.3%
Lead inspection requests completed	123	43	9
Parks complaints addressed within defined timeline	78.9%	75.2%	75.7%
Parks playground complaints addressed within defined timelines	62.5%	58.33%	100%
Parks trash complaints addressed within defined timelines	97%	80%	88.5%
Public Works requests closed within designated time <i>(only includes CSRS categories with defined timelines)</i>	83%	84.5%	86%
Residents registered to receive notifications from ALERTWorcester	15,551	21,870	21,870
Residents registered to receive notifications from Smart911	858	872	872
Structures inspected annually	8,741	4,967	2,711
Emergency call responses within targeted response time (WFD)	91%	88%	88%
Community outreach events attended by staff (WPD/WFD)	691		
Violent crime rate per 1,000 residents	6.8	6.29	6.29
Police initiated actions	37,829	38,838	*
Calls for service to dispatch center	163,000	165,954	74,802
Registered cameras through Camera Collaborative	150	150	150
Neighborhood-based meetings attended by WPD	400	92	*

<b>Sound Fiscal &amp; Operational Government</b>	<b>Actual FY19</b>	<b>Actual FY20</b>	<b>12/31/2020 Actual FY21*</b>
Bond Rating (Upgraded to AA in FY17)	AA	AA	AA
Bonded debt as a % of assessed valuation	5.24%	5.05%	5.05%
Debt per capita, median value, total assessed value per capita	\$3,911	\$4,100	\$4,100
City department vendors paid within 30 days of invoice	86%	78.86%	78.86%
Capital projects vendors paid within 30 days of invoice	51%	44%	44%
Business days to fill a vacant position	54	60	55*
Workforce attending annual professional development trainings	663	252	680*
Number of employees participating in wellness programs/events	2,300	896	925*
Number of employees utilizing the tuition program		35	40*
Public records requests filled	490	591	146
Staff hours spent on public records requests <i>(Avg. 4 hrs./request)</i>	1,960	2,364	584

\*Due to the COVID-19 pandemic, FY21 numbers may not reflect normal trends.





The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# CITIZEN’S GUIDE TO OUR CITY’S FINANCES

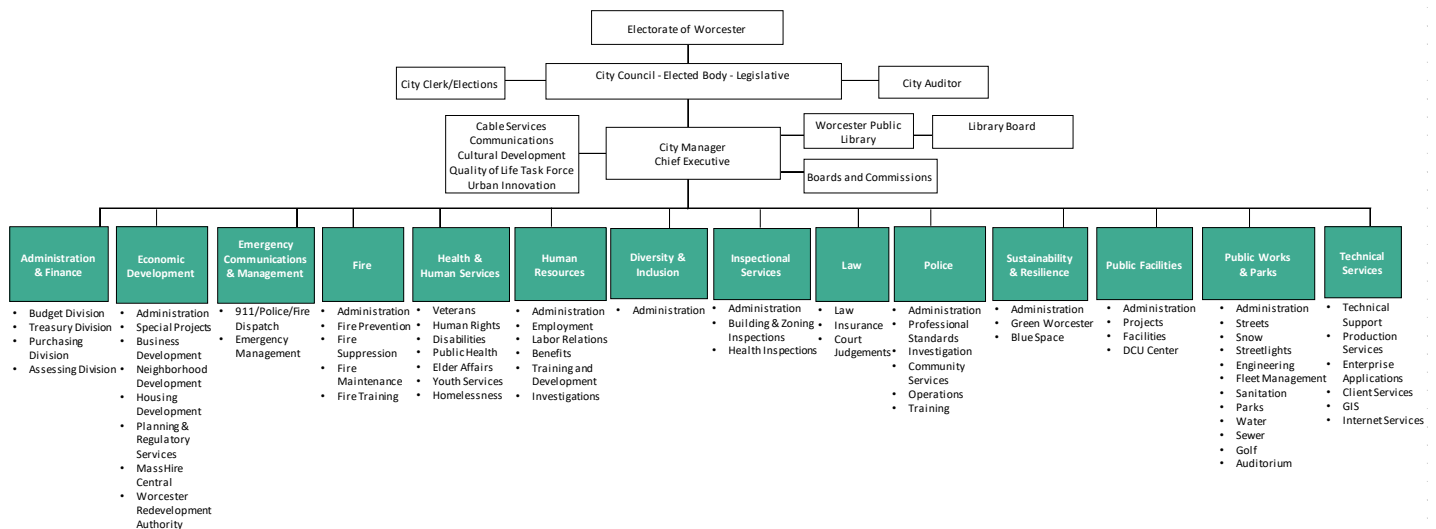
## Introduction

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

- Population 185,428
- Land Area 38.57 square miles
- Median Household Income \$48,139
- Median Home Value \$252,300
- Total FY21 Equalized Valuation \$15.4 billion
- Fiscal 2022 Operating Budget \$733.8 million

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

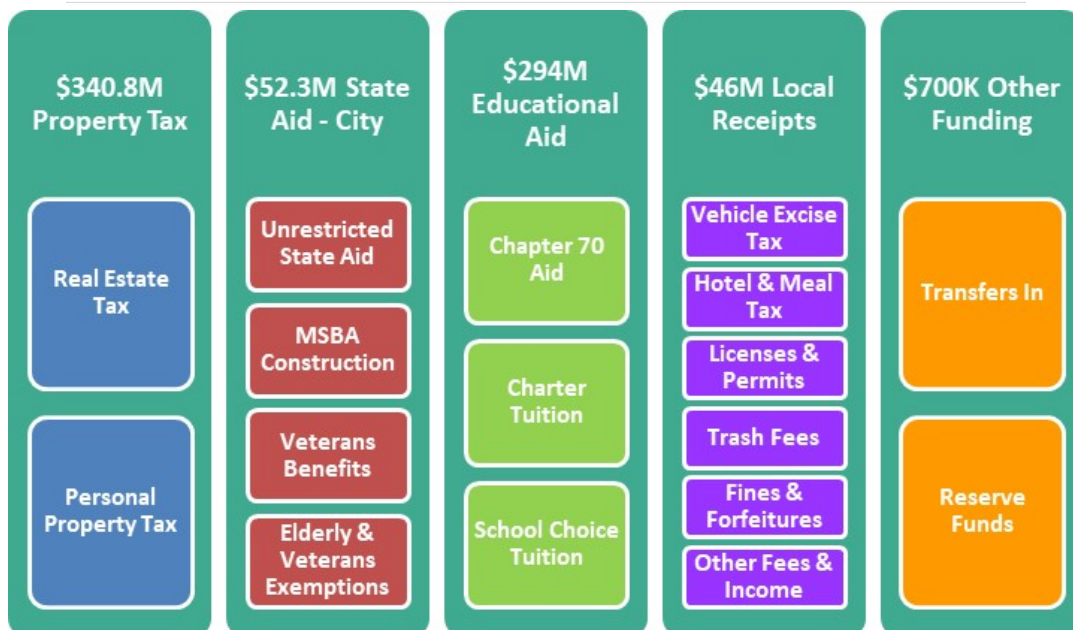
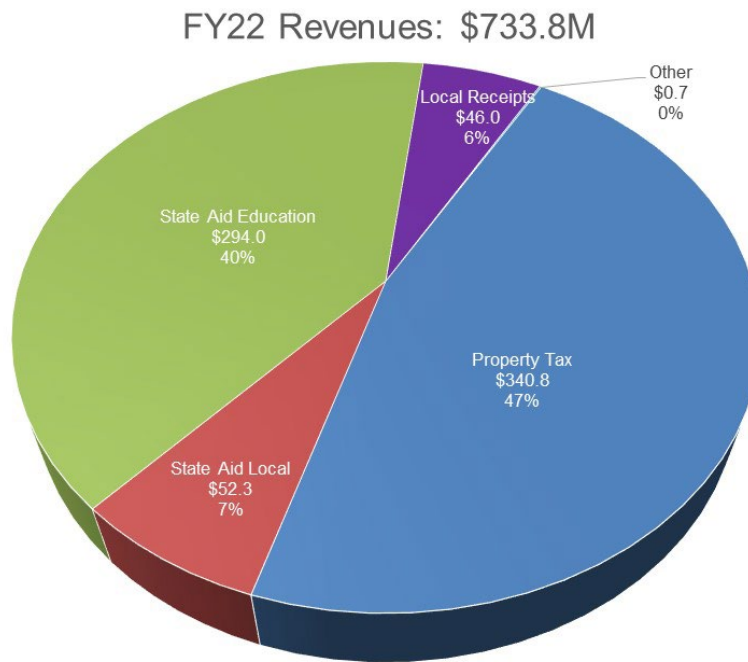
**City of Worcester  
Organizational Chart: FY22**



# CITIZEN’S GUIDE TO OUR CITY’S FINANCES

## Revenue Overview – Sources of Funding for City Services

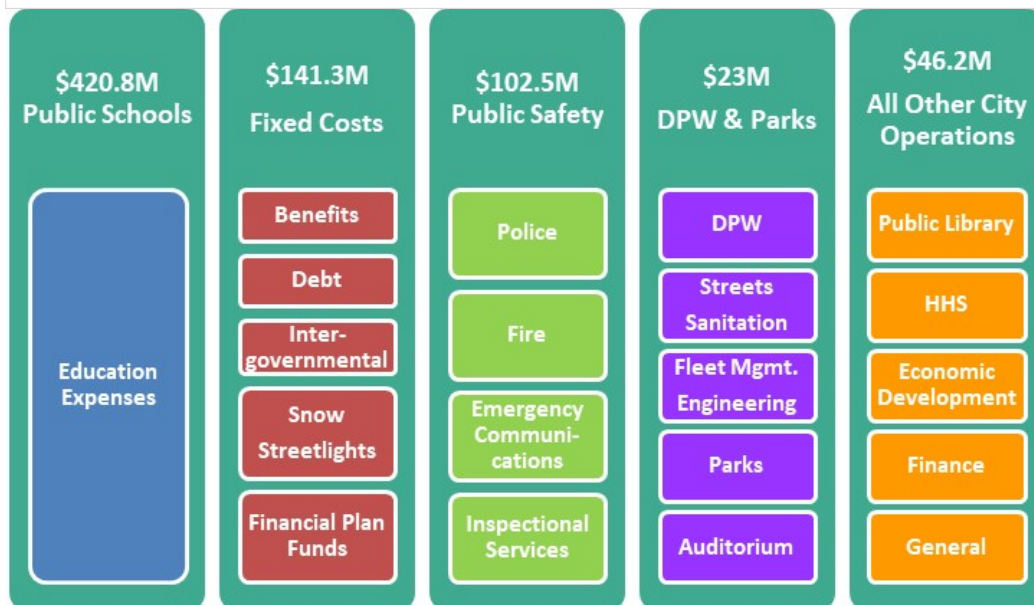
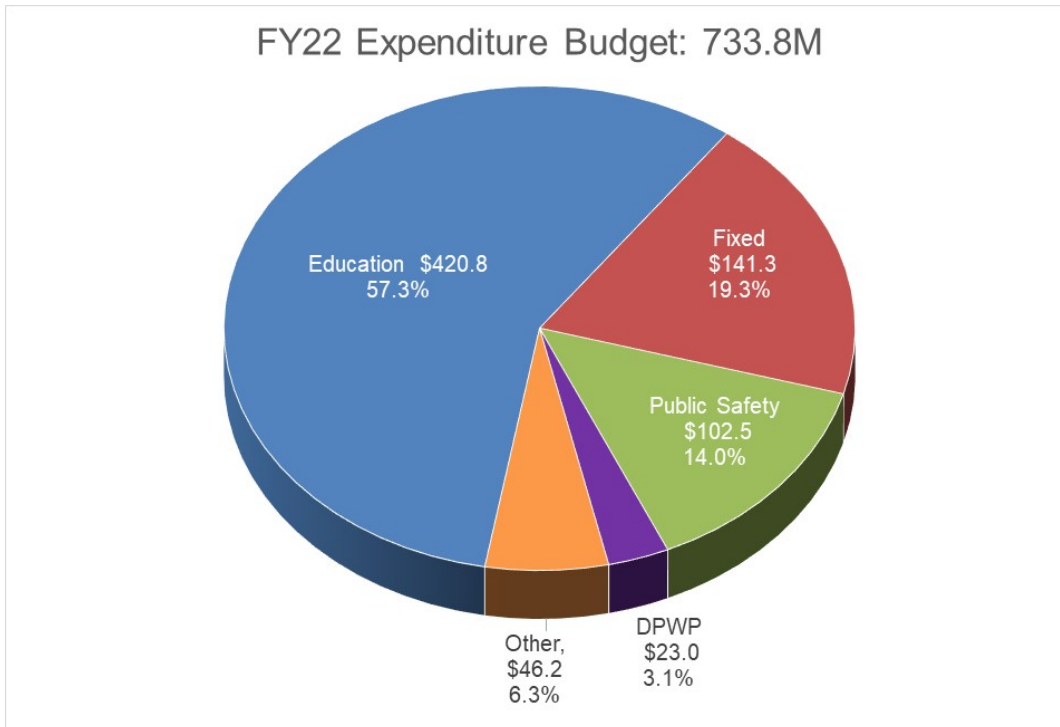
General fund revenues come in three main forms: property taxes, state aid, and local receipts. As depicted in the graphics below, 47% of City revenue comes from property taxes, 47% in State Aid – inclusive of City and Education reimbursements, and 6% comes from local receipts such as motor vehicle excise, licenses, permits, and other charges. Detail on each area of the City’s revenues are provided in the line item summary that follows.



# REVENUE & EXPENDITURE SUMMARY

## Expenditure Overview – Categories of Expenditures for City Services

Education remains the City’s largest expenditure at \$420.8M or 57.3% of the general fund expenditures. Fixed costs include pensions, debt, and health insurance and total \$141.3, or 19.3%. This leaves \$102.5M (14%) for public safety, \$23M (3.1%) for Public Works and Parks, and \$46.2M (6.3%) for all other City operations. A detailed discussion of each spending area is provided in the following introduction as well as in each of the departmental budget sections in the document that follows.



# REVENUE & EXPENDITURE SUMMARY

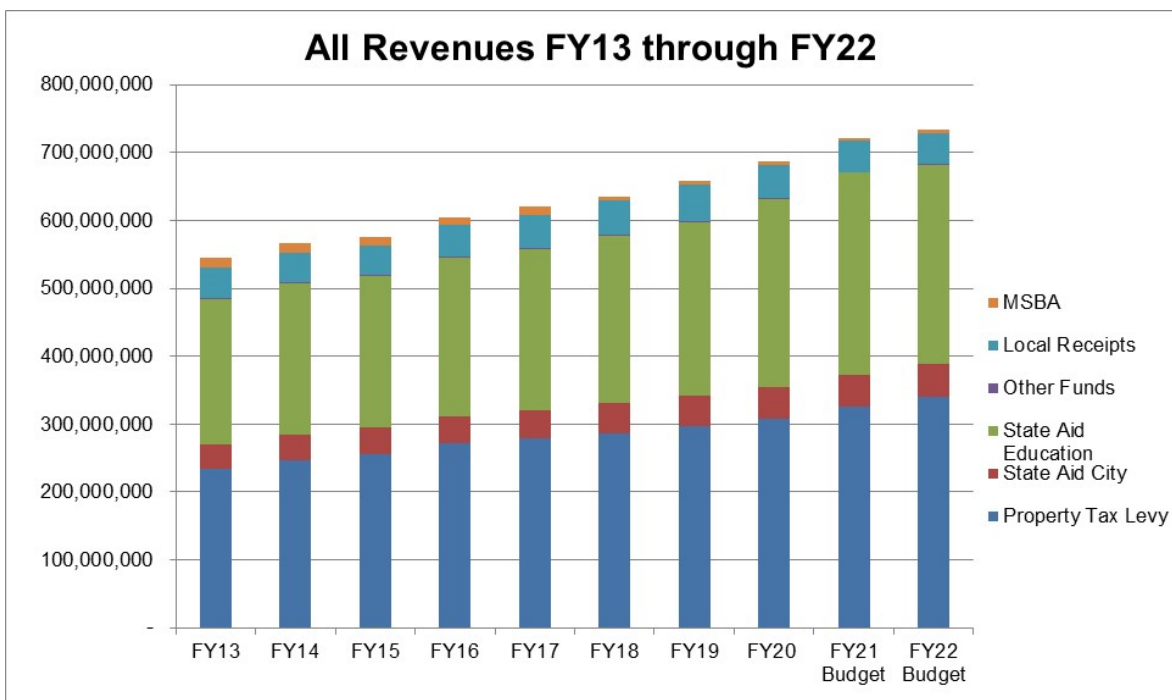
## Fiscal 2022 Budget Financial Plan

### Revenue and Expenditure Overview

The Fiscal 2022 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 recommended 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 2022 budget is funded through \$733.8M in revenues. This is comprised of \$340.8M in property taxes, \$52.3M in State Aid for City operations, and \$294M in State Aid for Education. Other revenues include \$46M in local receipts and \$700K in other available funds. The following describes each revenue category in detail and provides data from the last ten years to put current revenue estimates in perspective.

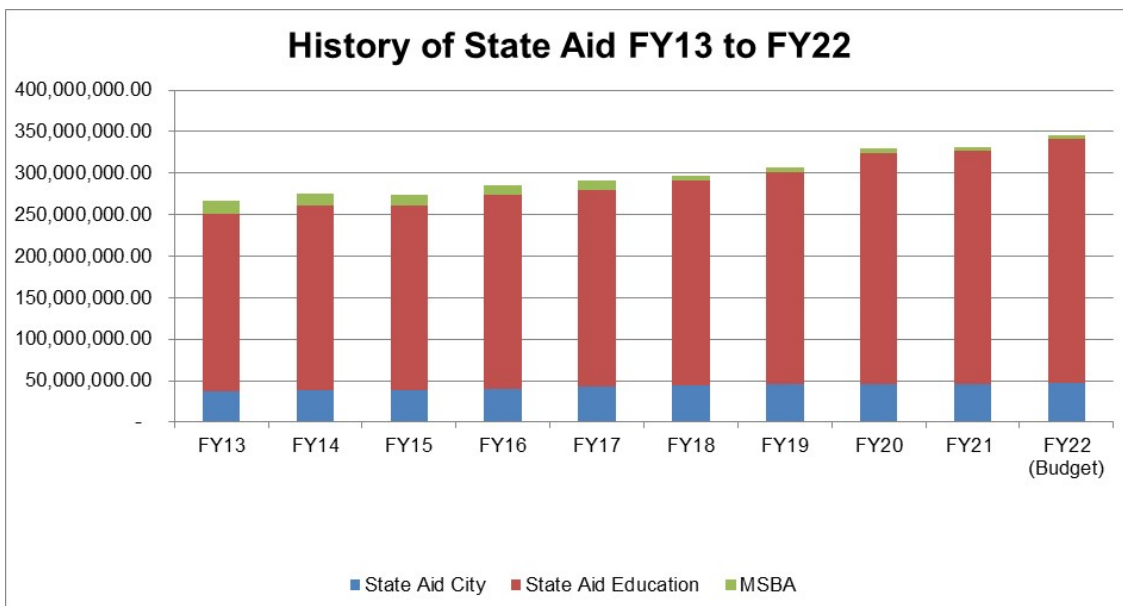


## REVENUE & EXPENDITURE SUMMARY

### State Aid (Cherry Sheet)

The Cherry Sheet is the name of the official document used by the Commonwealth of Massachusetts to inform cities and towns of the estimated receipts from the Commonwealth for Unrestricted General Government Aid, Education Aid and other state-determined revenue categories. It also informs cities and towns of 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 estimates included here are based on the Governor's proposed budget for Fiscal 2022. The following illustrates the breakdown in categories of State Aid funding as well as a ten year history.

State Aid Summary	FY21 Budget	FY22 Budget	FY21/22 Change	% Change
State Aid City	44,128,813	45,673,321	1,544,508	3%
State Owned Land	192,588	207,145	14,557	8%
State Exemptions	555,577	498,616	(56,961)	-10%
Veteran's Benefits	1,415,021	1,225,002	(190,019)	-13%
MSBA Reimbursements	4,736,217	4,736,217	-	0%
<b>State Aid City Total</b>	<b>51,028,216</b>	<b>52,340,301</b>	<b>1,312,085</b>	<b>3%</b>
State Aid Education	277,395,997	289,004,989	11,608,992	4%
State Aid Charter Schools	3,007,423	4,946,129	1,938,706	64%
<b>State Aid Education Total</b>	<b>280,403,420</b>	<b>293,951,118</b>	<b>13,547,698</b>	<b>5%</b>



## REVENUE & EXPENDITURE SUMMARY

---

### State Aid Categories

The following describes each of the line items on the Cherry Sheet and the state aid amounts anticipated by the City for Fiscal 2022.

#### 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 an adequate education per state law. The state then uses a separate formula to determine a locality’s required contribution for education from local revenues using the Department of Revenue’s Municipal Revenue Growth Factor (MRGF). The result of this formula is the City’s required contribution for education. The difference between the calculated “foundation budget” and the City’s “required contribution” is then funded with Chapter 70 Aid. Chapter 70 Aid for the Worcester Public Schools is projected to be \$289,004,989. This is \$11.6M more than Fiscal 2021. This increase reflects the implementation of the Student Opportunity Act, originally intended to begin in Fiscal 2021 but postponed due to the pandemic, which increases the Foundation Budget each year until Fiscal 2027.

#### Unrestricted General Government Aid

This State Aid category represents the bulk of the non-educational aid received by cities and towns. The City of Worcester, by formula, receives approximately 4% of the total State appropriation of this category and anticipates receiving \$45,673,321 in Unrestricted General Government Aid, which represents a 3% increase over Fiscal 2021.

#### Charter School Reimbursement

The Commonwealth provides a declining reimbursement amount to cities and towns for each student that chooses to attend a Charter School. The Charter Tuition Reimbursement is estimated to be \$4,946,129. This amount is subject to change as final enrollments in the City’s charter schools are tabulated.

#### Veterans Benefits

The Commonwealth of Massachusetts reimburses the City 75% of the cost of veterans’ benefits. As a result of the timing for reimbursements from the State, this revenue source represents 75% of the City’s spending on veterans’ benefits for the past 12 months, not an estimate of the coming 12 months. Benefits are paid consistent with Massachusetts General Laws Chapter 115. The Fiscal 2022 reimbursement estimate is \$1,225,002.

## REVENUE & EXPENDITURE SUMMARY

### State Owned Land

The Commonwealth provides a reimbursement to cities and towns for tax revenues lost due to state owned land. The reimbursement is based on state calculated values and is based solely on the value of the land itself, not the structures on the property. This receipt is estimated to be \$207,145.

### 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 2022 budget includes a Cherry Sheet allocation of \$498,616 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. For Fiscal 2022, reimbursements are level funded at \$4,736,217. Fiscal 2022 will be the last year for these reimbursements, so the Fiscal 2023 budget will have to absorb a revenue reduction of \$4.7M.

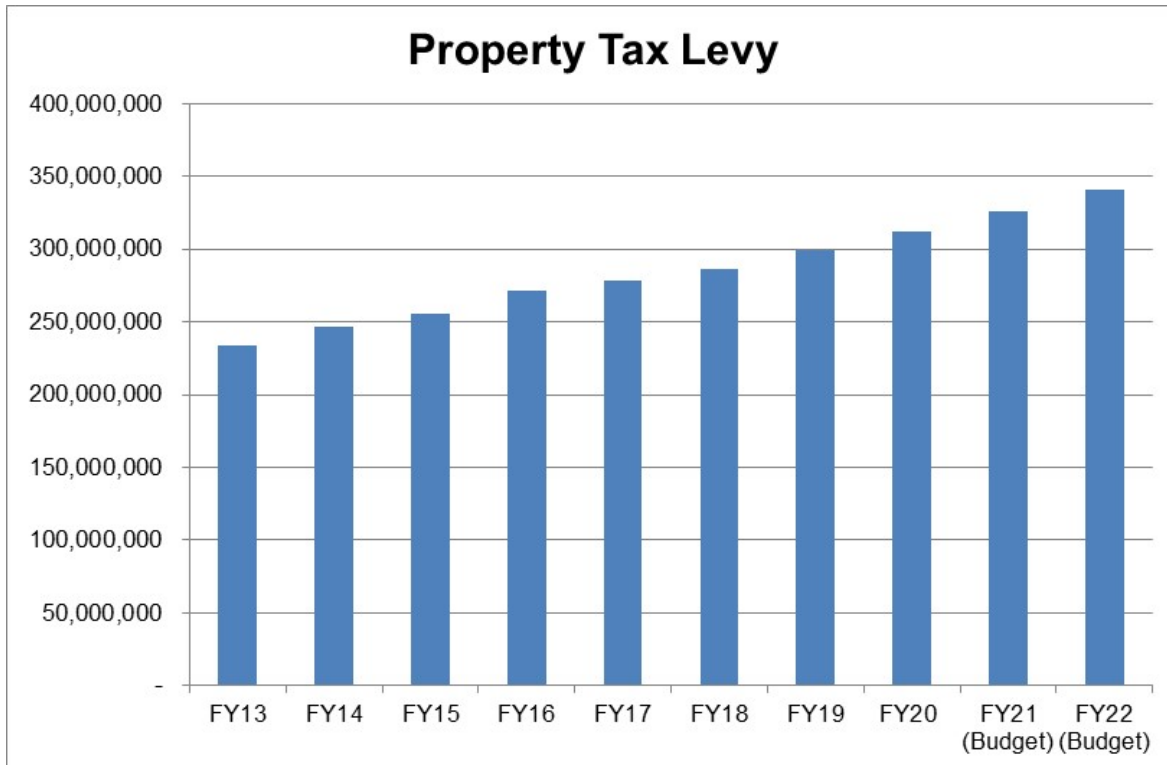
### Property Taxes

The Fiscal 2022 budget includes property tax revenue increases consistent with the provisions of Proposition 2½, recognizing a 2.5% increase in the property tax levy as well as the value of new construction growth projected to be certified by the Commonwealth. The budget assumes a Proposition 2 ½ increase in the amount of \$8.8M and new growth of \$6.2M. The gross tax levy of \$345.8M is reduced by an amount reserved for exemptions and abatements (Overlay Reserve - \$5M) to derive a net tax levy, which is subject to appropriation. For Fiscal 2022 the net tax levy is projected to be \$340,799,617.

Property Tax Revenue	FY20	FY21	FY22
<b>Prior Year Levy</b>	<b>303,062,642</b>	<b>316,125,865</b>	<b>330,817,261</b>
Prior Year Levy Limit	321,080,317	335,601,503	351,294,265
2.5% Increase	8,027,007	8,390,038	8,782,357
New Growth	6,494,179	7,302,723	6,200,000
New Levy Limit	335,601,503	351,294,264	366,276,622
Remaining Unused Levy Capacity	19,475,638	20,511,854	20,477,005
<b>New Total Levy</b>	<b>316,125,865</b>	<b>330,782,410</b>	<b>345,799,617</b>
Less Overlay	(4,417,812)	(4,500,000)	(5,000,000)
<b>Available Tax Levy</b>	<b>311,708,053</b>	<b>326,282,410</b>	<b>340,799,617</b>



## REVENUE & EXPENDITURE SUMMARY



### Overlay Reserve for Abatements and Exemptions

The overlay reserve is raised by the City Assessor in excess of appropriations and other charges for the purpose of creating a fund to cover abatements and exemptions. Abatements are granted in circumstances where real or personal property has been overvalued or disproportionately valued and appropriate adjustments are made to the original assessed value. The overlay for Fiscal 2022 is set at \$5M.

### Unused Levy Capacity

Unused levy capacity is the amount of property tax allowed under the Proposition 2 1/2 Levy Limit that is not appropriated as part of the fiscal year budget. This amount could be raised through taxation without an override or debt exclusion vote. With the Fiscal Year 2022 budget, the City has maintained Unused Levy Capacity in the amount of \$20.5M. Through the implementation of the City's Financial Integrity Plan, Unused Levy Capacity has increased from \$6M in FY16 to over \$20M in Fiscal 2022. This represents tax relief for both resident and commercial taxpayers in the City.

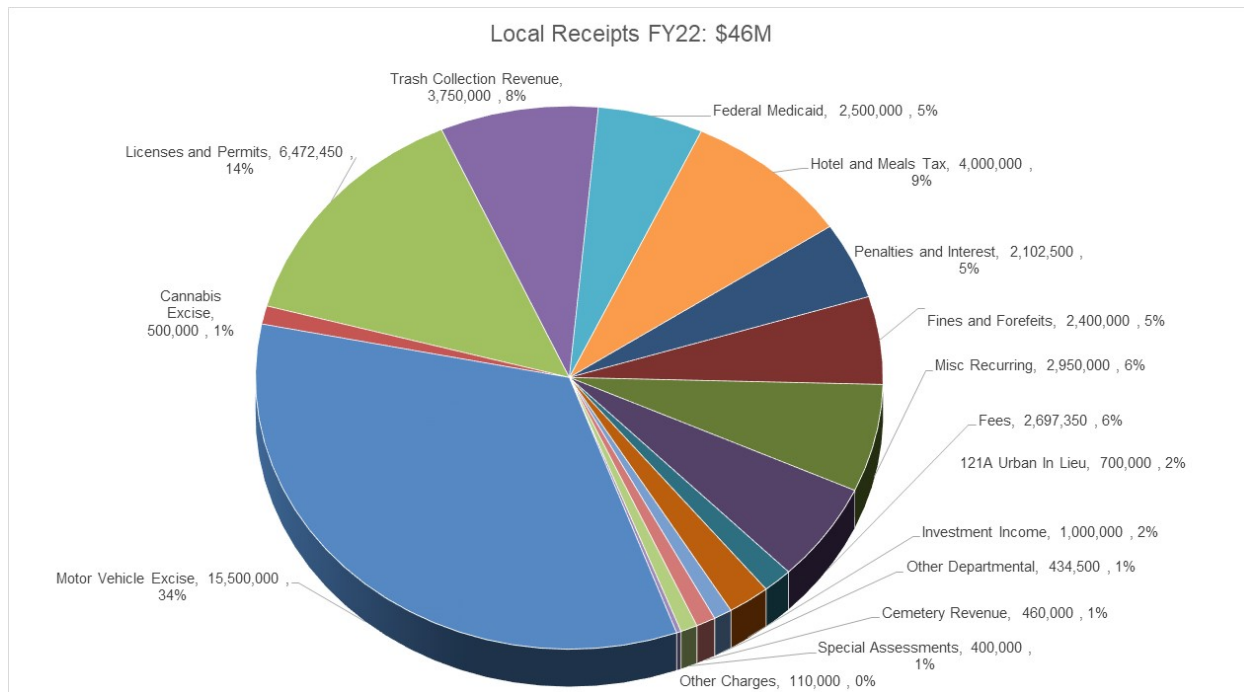
## REVENUE & EXPENDITURE SUMMARY

### Local Receipts

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

Revenue Summary	FY20 Actual	FY21 Budget	FY22 Budget	FY22 Change	% Change
Motor Vehicle Excise	15,754,471	15,500,000	15,500,000	-	0.00%
Cannabis Excise	499,677	400,000	500,000	100,000	25.00%
Licenses and Permits	7,442,651	6,249,800	6,472,450	222,650	3.56%
Trash Collection Revenue	3,435,339	3,250,000	3,750,000	500,000	15.38%
Federal Medicaid	2,442,922	3,000,000	2,500,000	(500,000)	-16.67%
Hotel and Meals Tax	4,553,679	3,550,000	4,000,000	450,000	12.68%
Penalties and Interest	2,260,173	2,050,000	2,102,500	52,500	2.56%
Fines and Forfeits	1,899,536	2,400,000	2,400,000	-	0.00%
Misc Recurring/Non	6,539,521	3,149,900	2,950,000	(199,900)	-6.35%
Fees	2,496,827	2,350,300	2,697,350	347,050	14.77%
121A Urban In Lieu	478,943	700,000	700,000	-	0.00%
Investment Income	2,027,507	1,500,000	1,000,000	(500,000)	-33.33%
Other Departmental	826,362	563,147	434,500	(128,647)	-22.84%
Cemetery Revenue	407,511	460,000	460,000	-	0.00%
Special Assessments	655,783	400,000	400,000	-	0.00%
Other Charges	100,000	110,000	110,000	-	0.00%
<b>Local Receipts Total</b>	<b>51,820,900</b>	<b>45,633,147</b>	<b>45,976,800</b>	<b>343,653</b>	<b>0.66%</b>

## REVENUE & EXPENDITURE SUMMARY



### Motor Vehicle Excise Tax

The Motor Vehicle Excise Tax is assessed annually through the Assessor's Office, with bills and payments processed through the Treasurer's Office. The city or town in which a vehicle is garaged at the time of registration assesses the associated excise tax. Chapter 6A, Section 1, of the Massachusetts General Laws sets the rate of this tax at \$25 per \$1,000 valuation. The City issues bills based on data provided by the Massachusetts Registry of Motor Vehicles. The Registry determines valuation using a statutory formula based on the manufacturer's list price and year of manufacture. The Fiscal Year 2022 revenue estimate for Motor Vehicle Excise is \$15.5M.

### Cannabis Excise

Sale of recreational marijuana is taxed at an additional 3% per the local option tax which is distributed to the City after being collected by the Commonwealth. In Fiscal 2022, this revenue source is estimated at \$500,000.

### Licenses and Permits

Revenues are collected associated with licenses and permits issued by the City. These include building, electrical, and plumbing permits. This category also includes charges for weights and measures, liquor licenses, and other City licenses and is budgeted at \$6.5M based on estimated license and permit activity in Fiscal 2022.

## REVENUE & EXPENDITURE SUMMARY

---

### Trash Fees

In 1993 the City instituted a "Pay As You Throw" trash collection program, which partially funds the cost of curbside garbage pickup through the collection of a fee attached to the sale of official, City trash bags. These bags are \$7.50 per pack of five large or 10 small bags. A \$0.25/bag increase is proposed to start on January 1, 2022, the first such increase in 14 years. This increase is anticipated to generate a \$350,000 increase in Fiscal 2022 and will be used to purchase new recycling bins for residents. The revenues offset some of the cost of trash collection and the City's recycling operation. The revenue estimate is \$3.75M.

### Federal Reimbursements

Medicaid reimbursements for school-based health services is the source for this revenue estimate. The City, through the public school system, is eligible to file for federal reimbursement for health-related services provided to special education students with Medicaid benefits. With the approval of the Massachusetts Division of Medical Assistance, the Worcester Public Schools is now a "Medicaid Eligible Provider" and is enrolled in the Medicaid program. The Medicaid reimbursement program allows for the submission of claims, on a per diem rate per day, for various categories of special education students. Administrative costs incurred by the school system, and its vendor UMass, to provide these health-based services are also captured and incorporated into claims and submitted for reimbursement. For Fiscal 2022, the revenue estimate is \$2.5M.

### Other Excise: Hotel and Meals Taxes

Hotel taxes of 6% and Meals taxes of 0.75% are collected by the Commonwealth and distributed to the City quarterly. The hotel and meals tax is estimated to be \$4M in Fiscal 2022, an increase of \$450,000 from Fiscal 2021 in recognition of the likelihood of increased hotel activity in Fiscal 2022.

### Penalties and Interest

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

### 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 \$2.4M for Fiscal 2022.

## REVENUE & EXPENDITURE SUMMARY

---

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

Miscellaneous recurring and non-recurring revenues are derived primarily from prior year receipts, reversions of prior year's purchase orders, administrative indirect charges on grants, and solar renewable energy credits. The estimate for this revenue stream is \$3M.

### **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. Medical and Recreational Marijuana Host Fees are included in this revenue category and provide funding for impacts related to law enforcement, inspectional services, zoning, licensing, legal services, public health, and youth services. The estimate for this revenue source is \$2.7M.

### **121A – In Lieu of**

The City of Worcester collects payments in lieu of taxes from certain tax exempt properties within the city. In addition, the City generates revenues from the Urban Development Excise Tax (121A). Chapter 121A, section 10 of the Massachusetts General Laws, states that each city or town is entitled to receive proceeds of the urban redevelopment excise tax paid on its local projects. This excise tax is only valid for the first 40 years of the corporation's existence in the municipality, and is composed of the following: an amount equal to five percent of its gross income in the preceding year and an amount equal to \$10 per \$1,000 of valuation. This revenue source is estimated to be \$700,000 in Fiscal 2022.

### **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. The estimated revenue is \$1M in Fiscal 2022.

### **Other Departmental Revenues**

The City collects revenue from the sale of surplus property (usually equipment) sold to the highest bidder. Contained within this category are revenues received from the City's towing contract as well as certain other revenues all estimated to total \$434,500 in Fiscal 2022.

## REVENUE & EXPENDITURE SUMMARY

---

### **Cemetery Fees**

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

### **Special Assessments**

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

### **Other Charges for Services**

This category represents the annual rental amount collected for tenants leasing space on properties owned by the City of Worcester and certain recreation fees. This revenue category is estimated to generate \$110,000 in Fiscal 2022.

### **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, and less any other reductions and amounts identified by the Commonwealth. The amount is certified by the Commonwealth of Massachusetts Department of Revenue and then available for appropriation. The City of Worcester follows the City's Financial Integrity 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 Trust, and 20% is available for appropriation in the City's budget. No free cash is assumed in the Fiscal 2022 Budget, however, should free cash be certified at year end, it will be recommended for appropriation according to the above breakdown.

#### **Other Available Funds**

Other available funds consist of revenues transferred in from various reserve accounts that are classified as another available fund for the purposes of the Fiscal 2022 budget. The estimate for this revenue source is \$699,930.

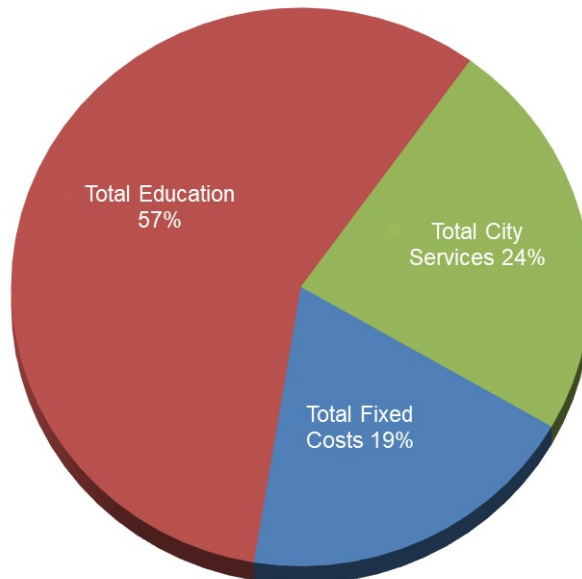
## REVENUE & EXPENDITURE SUMMARY

Other Available Funds (Non Local Receipt)		FROM	TO	FY21	FY22
DPW Engineering	Reserve Funds		4102-91000	74,411	74,411
DPW Engineering	Sewer Connection	330-10	4102-91000	118,930	118,930
DPW Streets	Reserve Funds		4103-91000	447,000	447,000
<b>Subtotal DPW Engineering Funding</b>				<b>640,341</b>	<b>640,341</b>
Hope Cemetery Debt Princ. Service			661-94000	48,714	48,714.00
Hope Cemetery Debt Interest Service			662-94000	10,875	10,875.00
<b>Subtotal Other Funds</b>				<b>59,589</b>	<b>59,589</b>

### Fiscal Year 2022 Expenditure Overview

The Fiscal 2022 budget appropriates \$733.8M in revenue to fund the following expenditure areas. The City’s expenditure budget is broken into three large categories—Education (including Worcester Public Schools, Charter, and Choice School Tuition), City Operations (categorized by Public Safety, Public Works and Parks, and Other Departments), and City Fixed Costs (debt, pensions, health insurance, required reserve deposits, street lighting and snow removal). The following chart shows the breakdown by percentage of these expenditures. Education costs account for 57.3% of all City expenditures, fixed costs account for 19.3%, Public Safety (including Police, Fire, Emergency Communications and Inspectional Services) account for 14%, Public Works and Parks account for 3.1% and the remaining 6.3% funds other city operations. Each of the expenditure categories summarized below are presented in more detail in the following budget document.

### FY2022 Budget: \$733.8M



## REVENUE & EXPENDITURE SUMMARY

---

### Education Funding

Education Costs are driven by the state’s calculation of the foundation budget for Public Schools. The Commonwealth determines a local contribution level and funds the balance with State Aid. The Fiscal 2022 appropriation for education is \$420.8M, which represents an increase of \$17.1M from Fiscal 2021. Of that increase, \$34.6M provides funding of Charter and Choice schools, leaving a Worcester Public Schools budget of \$386.2M.

### Foundation Budget

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

### Local Required Contribution

The local required contribution is the amount of school funding that must be provided by the local government for the support of education, per the terms of Chapter 70 of the Massachusetts General Laws. This amount is calculated by the Department of Elementary and Secondary Education (DESE) and increased each year based on the Municipal Revenue Growth Factor. The Municipal Revenue Growth Factor is designed to capture the net increase in municipal revenues from year to year. The formula includes property tax growth due to Proposition 2.5, new growth, local receipts and State Aid. In this way, the percentage increase of the required contribution is consistent with revenue increases in the City, and is a way for schools to share in revenue growth in any given fiscal year.

### City Fixed Costs

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



## REVENUE & EXPENDITURE SUMMARY

<b>Expenditure Summary</b>	<b>FY21 Budget</b>	<b>FY22 Budget</b>	<b>FY21/22 Change</b>	<b>% Change</b>
Pensions	31,906,400	33,526,380	1,619,980	5.1%
Pension Bond Debt Service	10,536,728	10,331,052	(205,676)	-2.0%
Health Insurance	28,157,580	28,711,109	553,529	2.0%
OPEB Trust Deposit	732,050	805,255	73,205	10.0%
Worker's Compensation	1,189,660	1,247,000	57,340	4.8%
Injured on Duty	801,936	801,936	-	0.0%
Unemployment	101,000	101,000	-	0.0%
Debt Service	36,270,698	36,856,302	585,604	1.6%
Intergovernmental Charges	4,089,888	4,119,907	30,019	0.7%
Streetlights	1,489,647	1,495,490	5,843	0.4%
Snow Removal	6,000,000	6,000,000	-	0.0%
Financial Integrity Plan Funds	15,990,739	17,297,476	1,306,737	8.2%
<b>Total Fixed Costs</b>	<b>137,266,326</b>	<b>141,292,907</b>	<b>4,026,581</b>	<b>2.9%</b>

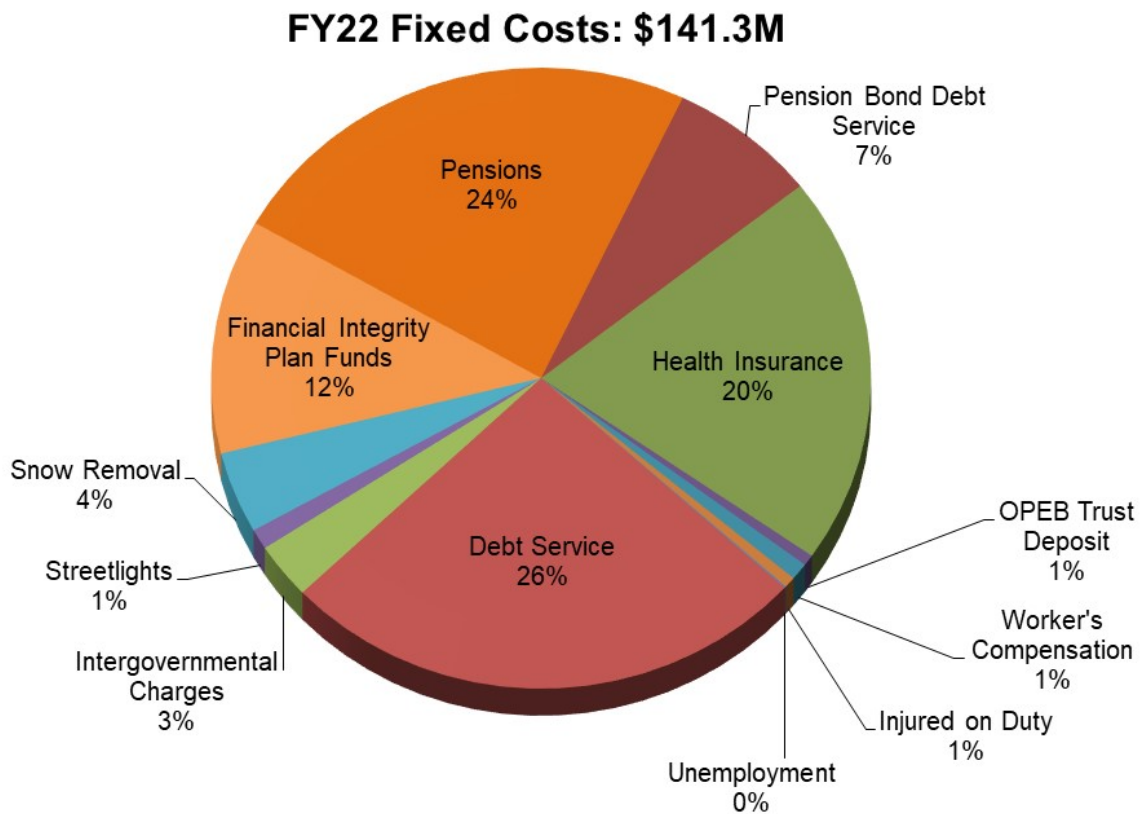
### Health Insurance, Worker's Compensation, and Injured on Duty

One of the biggest components of the City's fixed costs is health insurance. This cost is split between the City and Public Schools budgets. City health insurance costs are budgeted at \$28.7M. Workers Compensation is budgeted at \$1.2M, and Injured on Duty is budgeted at \$0.8M in Fiscal 2022.

### Pensions

The combined pension contribution required for the City of Worcester is \$33.5M. In addition, the City must make a debt service payment of \$10.3M on the Pension Obligation Bonds issued to fund the City's unfunded pension liability. The debt service on the Pension Obligation Bond will cease after Fiscal 2028.

## REVENUE & EXPENDITURE SUMMARY



### Debt Service

The City's borrowing for equipment, infrastructure improvements, including streets and sidewalks, public buildings, as well as the construction and rehabilitation of public schools, are funded through municipal bond issues. Annual debt service payments meeting all City and enterprise fund obligations totals \$76.1M. Principal and interest payments of \$36.9M are to be paid by the City's tax levy budget, and the remainder through enterprise funds and grant programs.

### Removal/Snow Carryover

Per the City Manager's Financial Integrity Plan, the Snow Removal budget is set at \$6.0M. This amount is level funded with Fiscal 2021 and is adequate to fund the City's average annual snowfall.

### Unemployment

The City must fund unemployment benefits for workers who have lost their jobs. The Fiscal 2022 budget for unemployment is estimated to be \$101,000, which is level funded with the previous fiscal year.

## REVENUE & EXPENDITURE SUMMARY

---

### **Street Lighting**

The City has acquired ownership and maintenance control of the City's street lighting network. The costs of the electricity and maintenance contracts for the street lighting network are a fixed cost and known at the beginning of the fiscal year. The Fiscal 2022 budget is funded at \$1.5M.

### **Intergovernmental Charges**

The Commonwealth of Massachusetts mandates certain intergovernmental charges, including charges for the Regional Transit Authority, Registry of Motor Vehicle fees, and funding for the Central Mass Regional Planning Commission, which are projected to be \$4.1M.

### **Financial Integrity Plan Funds**

The City continues to make deposits to designated reserve funds, per the terms of the City's Financial Integrity Plan. This includes a deposit of \$8.1M to the Capital Campaign fund, which is used to fund ongoing debt service payments associated with the Worcester Technical High School, Library renovations, Forest Grove Middle school as well as other upcoming capital projects. The Fiscal 2022 contribution to the North High Construction Fund is \$0.5M. This category also includes \$4.1M in the District Improvement Financing fund reserve for payments for the public investments in City Square. Additionally, contributions continue to build the New High School Construction Fund in the amount of \$4.6M. The total contributions to these reserves totals \$17.3M.

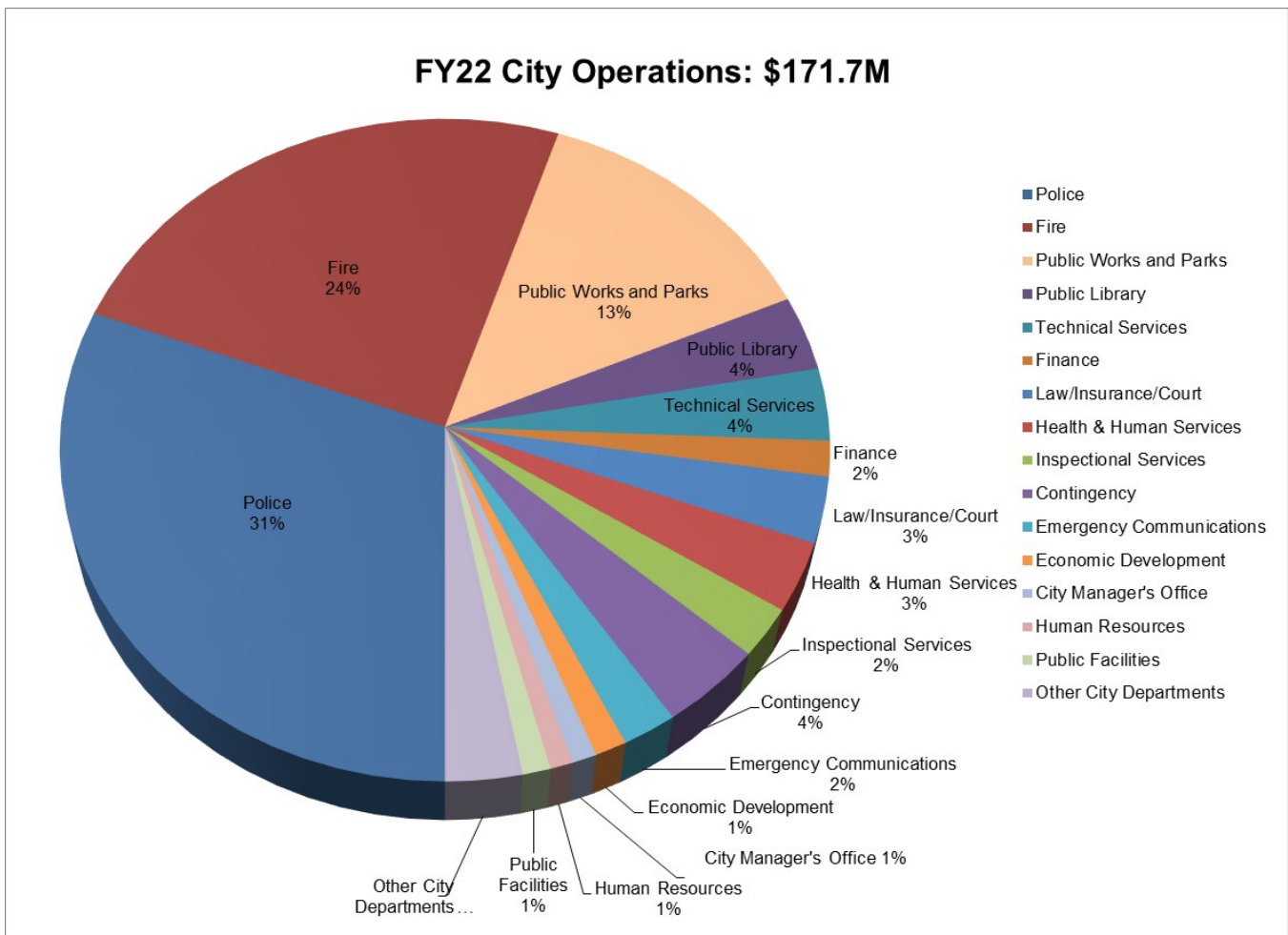
### **OPEB Trust**

The Fiscal 2022 operating budget continues with the City's efforts to address the Other Post-Employment Benefits (OPEB) liability. Included in the operational budget is an allocation of \$805,255 to the OPEB Trust fund to prefund the City's OPEB liability. In addition to this deposit, and per the City's Financial Integrity Plan, 30% of Free Cash will be appropriated into this account when Free Cash is certified in the fall.

# REVENUE & EXPENDITURE SUMMARY

## Operational Budgets

The City’s budget for operational departments is based on the funds remaining after all education costs and other fixed costs have been funded. In Fiscal 2022, the amount available for operational budgets is \$171.7M. Details of each of the operational budgets are included in the subsequent budget sections of the budget document.



## REVENUE & EXPENDITURE SUMMARY

<b>Expenditure Summary</b>	<b>FY21 Budget</b>	<b>FY22 Budget</b>	<b>FY22 Change</b>	<b>% change</b>
City Council	448,211	453,837	5,626	1.3%
Mayor	148,849	153,776	4,927	3.3%
City Clerk	645,317	749,996	104,679	16.2%
Elections	739,011	799,671	60,660	8.2%
Auditing	623,870	632,696	8,826	1.4%
City Manager's Office	1,659,820	1,656,752	(3,068)	-0.2%
Health and Human Services	4,219,437	5,787,317	1,567,880	37.2%
Public Library	6,216,170	6,277,528	61,358	1.0%
Contingency	4,228,200	7,140,656	2,912,456	68.9%
Diversity	79,449	483,639	404,190	100.0%
Human Resources	1,446,620	1,553,893	107,273	7.4%
Economic Development	2,098,828	2,161,242	62,414	3.0%
Workforce	200,000	200,000	-	0.0%
Union Station	403,305	403,305	-	0.0%
Law/Insurance/Court	4,738,971	5,519,220	780,249	16.5%
Fire	41,312,956	41,820,212	507,256	1.2%
Police	52,766,614	52,767,291	677	0.0%
Emergency Communications	3,668,368	3,741,268	72,900	2.0%
Inspectional Services	4,127,488	4,156,027	28,539	0.7%
Public Works and Parks	22,217,055	22,953,313	736,258	3.3%
DCU Center	500,000	-	(500,000)	0.0%
Public Facilities	-	1,888,006	1,888,006	100.0%
Sustainability	-	298,648	298,648	100.0%
Finance	2,832,995	2,972,816	139,821	4.9%
Assessing	952,091	924,172	(27,919)	-2.9%
Technical Services	5,760,594	6,062,636	302,042	5.2%
Energy/Asset Management	1,866,010	-	(1,866,010)	-100.0%
Enterprise (Golf)	200,000	100,000	(100,000)	-50.0%
<b>Total City Services</b>	<b>164,100,229</b>	<b>171,657,917</b>	<b>7,557,688</b>	<b>4.6%</b>

### Highlights of the Fiscal 2022 Budget include:

#### Revenue:

- City revenues are estimated to increase by \$28.7M, a 4.1% increase from Fiscal 2021. Property Tax revenues are estimated to increase \$14.5M.
- State Aid – Education is estimated to increase by \$13.5M.
- State Aid – City is estimated to increase by \$1.3M.
- Local Receipts are estimated to increase by \$0.3M.

## REVENUE & EXPENDITURE SUMMARY

### Expenditures:

- Citywide budget increases by \$28.7M, a 4.1% increase from Fiscal 2021.
- Education spending is anticipated to be \$420.8M, a \$17.1M increase from Fiscal 2021.
- Operational budgets increased 4.6%.
- The City contingency fund increased 68.9% to \$7.1M.

### Enterprise Funds Revenue and Expenditure Summary

Enterprise Revenue	FY21 Budget	FY22 Budget	FY21/22 Change	%
Sewer	46,917,385	46,921,002	3,617	0.0%
Water	27,264,251	27,407,064	142,813	0.5%
Golf	1,617,104	1,720,660	103,556	6.4%
Enterprise Expenditure	FY21 Budget	FY22 Budget	FY21/22 Change	%
Sewer	46,917,385	46,921,002	3,617	0.0%
Water	27,264,251	27,407,064	142,813	0.5%
Golf	1,817,104	1,820,660	3,556	0.2%



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

## REVENUE & EXPENDITURE SUMMARY

Revenue Summary	FY21 Budget	FY22 Budget
<b>Property Tax Levy Total</b>	<b>326,282,410</b>	<b>340,799,617</b>
State Aid City	44,128,813	45,673,321
State Owned Land	192,588	207,145
State Exemptions	555,577	498,616
Veteran's Benefits	1,415,021	1,225,002
<b>State Aid City Total</b>	<b>46,291,999</b>	<b>47,604,084</b>
State Aid Education	277,395,997	289,004,989
State Aid Charter Schools	3,007,423	4,946,129
<b>State Aid Education Total</b>	<b>280,403,420</b>	<b>293,951,118</b>
<b>MSBA Reimbursement Total</b>	<b>4,736,217</b>	<b>4,736,217</b>
Motor Vehicle Excise	15,500,000	15,500,000
Cannabis Excise	400,000	500,000
Licenses and Permits	6,249,800	6,472,450
Trash Collection Revenue	3,250,000	3,750,000
Federal Medicaid	3,000,000	2,500,000
Hotel and Meals Tax	3,550,000	4,000,000
Penalties and Interest	2,050,000	2,102,500
Fines and Forfeits	2,400,000	2,400,000
Misc. Recurring	3,149,900	2,950,000
Other Departmental Revenue	2,262,153	2,697,350
121A Urban In Lieu	700,000	700,000
Investment Income	1,500,000	1,000,000
Other Departmental	563,147	346,353
Cemetery Revenue	460,000	460,000
Special Assessments	400,000	400,000
Other Charges	110,000	110,000
Recreation Revenues	88,147	88,147
<b>Local Receipts Total</b>	<b>45,633,147</b>	<b>45,976,800</b>
<b>Other Funds Total</b>	<b>699,930</b>	<b>699,930</b>
<b>Free Cash for Operations</b>	<b>1,050,828</b>	<b>-</b>
<b>Total Revenues</b>	<b>705,097,951</b>	<b>733,767,766</b>



Expenditure Summary	FY21 Budget	FY22 Budget
Pensions	31,906,400	33,526,380
Pension Bond Debt Service	10,536,728	10,331,052
Health/Insurance	28,157,580	28,711,109
OPEB Trust Deposit	732,050	805,255
Worker's Compensation	1,189,660	1,247,000
Injured on Duty	801,936	801,936
Unemployment	101,000	101,000
Debt Service	36,270,698	36,856,302
Intergovernmental Charges	4,089,888	4,119,907
Streetlights	1,489,647	1,495,490
Snow Removal	6,000,000	6,000,000
Financial Integrity Plan/ FPPF	15,990,739	17,297,476
<b>Total Fixed Costs</b>	<b>137,266,326</b>	<b>141,292,907</b>
Worcester Public Schools	372,398,669	386,215,142
Charter Schools	31,332,727	34,601,800
<b>Total Education</b>	<b>403,731,396</b>	<b>420,816,942</b>
City Council	448,211	453,837
Mayor	148,849	153,776
City Clerk	645,317	749,996
Elections	739,011	799,671
Auditing	623,870	632,696
City Manager's Office	1,659,820	1,656,752
Health and Human Services	4,219,437	5,787,317
Public Library	6,216,170	6,277,528
Contingency	4,228,200	7,140,656
Diversity	79,449	483,639
Human Resources	1,446,620	1,553,893
Economic Development	2,098,828	2,161,242
Workforce Central/MassHire	200,000	200,000
Union Station	403,305	403,305
Law/Insurance/Court	4,738,971	5,519,220
Fire	41,312,956	41,820,212
Police	52,766,614	52,767,291
Emergency Communications	3,668,368	3,741,268
Inspectional Services	4,127,488	4,156,027
Public Works and Parks	22,217,055	22,953,313
Public Facilities	-	1,888,006
Sustainability & Resilience	-	298,648
DCU Center	500,000	-
Finance	2,832,995	2,972,816
Assessing	952,091	924,172
Technical Services	5,760,594	6,062,636
Energy/Asset Management	1,866,010	-
Enterprise (Golf)	200,000	100,000
<b>Total City Services</b>	<b>164,100,229</b>	<b>171,657,917</b>
<b>Total Expenditures</b>	<b>705,097,951</b>	<b>733,767,766</b>

## FISCAL 2022 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 2022 was initiated in August 2020, and at that time 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 worked with City departments and divisions to update the City's Five Year Fiscal Forecast. In cooperation with the City's budget staff, each department then prepared a draft Fiscal 2022 operating budget. The draft operating budgets, including expenditure and revenue estimates, were submitted to the City Manager in March 2021.

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. Budget Division staff, in cooperation with departments and divisions, then finalized the budget documents for submission to 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 Financial Integrity 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:

- **Policy Document:** The City's annual budget includes key financial policies.
- **Financial Plan:** The City's budget indicates all revenue sources to be employed to sustain the identified appropriations.
- **Operations Guide:** The budget document shows the organization and operational divisions of each City department including tables of organization and divisional breakdowns.
- **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 for public review as soon as it is submitted to City Council.

## FISCAL 2022 BUDGET PROCEDURE

---

By statute, the budget must be submitted to City Council within 170 days after the council organizes in early January. The submission of the Fiscal 2022 Annual Budget to the City Council was on May 12, 2021.

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 2022 Annual Budget becomes effective on July 1, 2021.

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's 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 amount 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 2022 budget:

**July - August 2020:** Current year budget status meetings are held with departments to address current fiscal year issues and identify implications for future fiscal years.

**Fall 2020:** Department meetings begin formal budget process, assessing needs and budgetary issues citywide.

**January 2021 – March 2021:** 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 2021 - April 2021:** City Manager completes budget recommendations. Budget Office finalizes budget document for submission to City Council.

**May 2021 – June 2021:** City Council reviews final budget.

**July 1, 2021:** FY22 Budget goes into effect.

## FISCAL 2022 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

## FISCAL 2022 FINANCE POLICIES

---

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

### **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, [to] 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.

## FISCAL 2022 FINANCE POLICIES

---

### Section 5-4. TRANSFER OF APPROPRIATIONS

On recommendation of the City Manager, the City Council may, by majority vote, transfer any amount appropriated for the use of any department to another appropriation to the same department, but no transfer shall be made of any amount appropriated for the use of any department to the appropriation for any other department except by a two-thirds vote of the City Council on recommendation of the City Manager and with the written approval of the amount of such transfer by the department having control of the appropriation from which the transfer is proposed to be made. No approval other than that expressly provided herein shall be required for any transfer under the provisions of this section.

#### **Financial Integrity Plan:**

In November of 2006, the City Council adopted policies intended 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 Financial Integrity 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 construction costs incurred by the city in years past.
- Established an annual borrowing cap.
- As amended below and until reserve targets are met, the plan established a reserve policy that places a limit on the appropriation of net free cash for operations at no more than 20%. The remaining free cash must be appropriated to the Bond Rating Stabilization Fund to build reserves to 5% of city revenues.

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

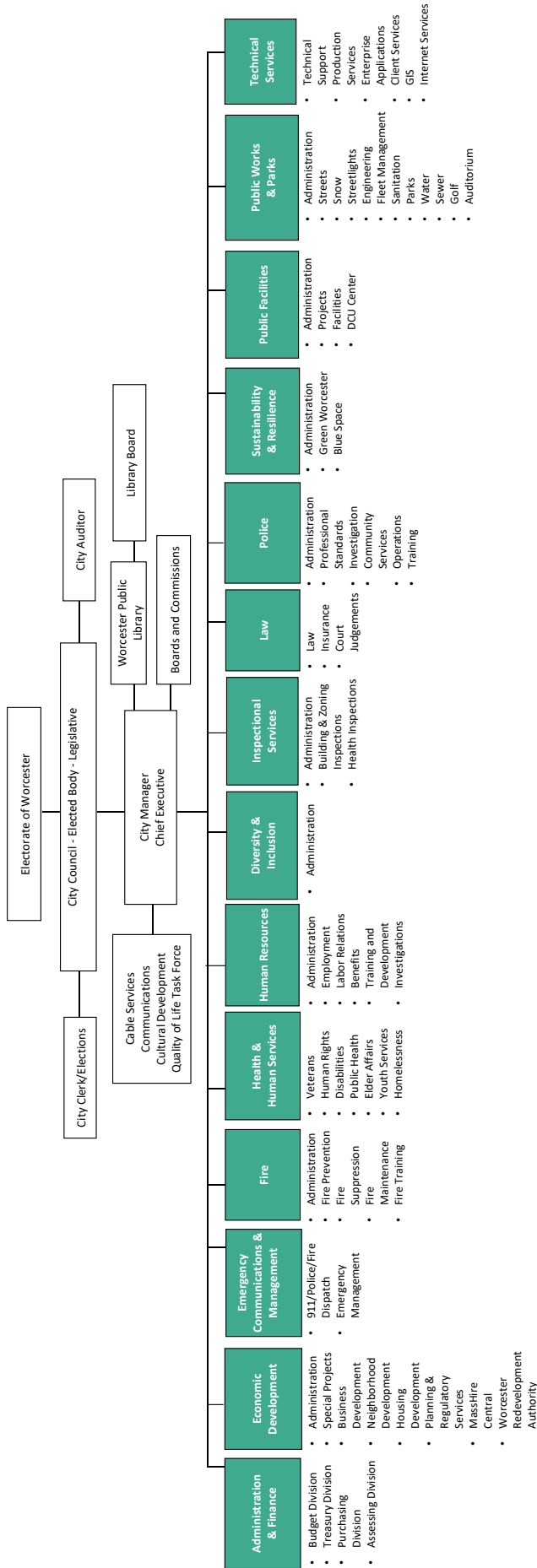
On March 28, 2017, the City Manager recommended to the Worcester City Council an update to the city's Long Term Financial Plan and renamed it the Financial Integrity Plan. The recommended Long Term Financial Plan adheres to prudent financial doctrine and practices as follows:

## FISCAL 2022 FINANCE POLICIES

---

- Created a new High School Construction stabilization account for the construction of two (2) high school replacement projects, South High Community School and Doherty Memorial High School.
- Increased the General Fund reserve level target from 5% to 10% of General Fund revenues.
- Updated the city's annual tax levy supported debt from a fixed amount (adjusted for inflation) to subsequent debt issues being tied to debt service coverage (8-10% of the operating budget).
- Established an OPEB Trust Fund and Commission consistent with the Governmental Accounting Standards Board (GASB) promulgation GASB 45.
- Memorialized the budgetary assumptions and methodology.
- Recommended a practice where any Proposition 2 ½ new growth above the budget estimate shall be added to the unused levy capacity at the time of the tax rate recap.
- Enhanced financial reporting and transparency.

# City of Worcester Organizational Chart: FY22







The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# POLICE

## Steven M. Sargent, Chief of Police

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

### Mission:

To make Worcester a safe city by preventing crime, enforcing the law, and delivering effective, fair, and professional police services in partnership with our community.

### Vision:

Be the police department that defines best practices for Gateway and Mid-size cities

### Departmental Goals:

1. Meet with our community where they live and work
2. Recruit and promote a diverse WPD staff that reflects our community
3. Identify and utilize innovative technology that helps us serve our community

### Goal 1: Meet with our community where they live and work

Objectives	Initiatives	Performance Indicators
Build the neighborhood meetings program back better after COVID	<ul style="list-style-type: none"> <li>▪ Audit neighborhood meetings to identify opportunities to build the program back better, both internally and in partnership with our community</li> <li>▪ Safely reinstate our neighborhood meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attendance at neighborhood meetings</li> <li>▪ # and type of issues raised at community meetings</li> </ul>
Where appropriate, conduct neighborhood meetings focused on potential new technologies with an emphasis on educating and eliciting feedback from our community	<ul style="list-style-type: none"> <li>▪ Conduct community meetings on a proposed body camera program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attendance at body-camera focused community meetings</li> </ul>

### Goal 2: Recruit and promote a diverse WPD staff that reflects our community

Objectives	Initiatives	Performance Indicators
Recruit high-quality police candidates	<ul style="list-style-type: none"> <li>▪ Spread the word about Civil Service exam and a police career through word of mouth, social media, job fairs</li> <li>▪ Direct recruitment resources to events focused on under-represented populations (should really come with a proportion)</li> <li>▪ Implement a cadet program</li> </ul>	<ul style="list-style-type: none"> <li>▪ # of civil service applicants</li> <li>▪ # of civil service applicants from under-represented populations</li> </ul>
Provide support and education to officers for career pipelines within department leadership	<ul style="list-style-type: none"> <li>▪ Where applicable, identify procedure and policy changes to remove career stumbling blocks</li> </ul>	<ul style="list-style-type: none"> <li>▪ % of open official positions filled within a given timeline</li> <li>▪ % of open official positions filled by under-</li> </ul>

Objectives	Initiatives	Performance Indicators
		represented populations within a given timeline

**Goal 3: Identify and utilize innovative technology that helps us serve our community**

Objectives	Initiatives	Performance Indicators
Improve technology adoption across all WPD staff	<ul style="list-style-type: none"> <li>▪ Audit technology usage among WPD staff and identify potential adoption stumbling blocks. Where needed;                             <ul style="list-style-type: none"> <li>○ Provide training</li> <li>○ Adjust procedures to emphasize appropriate utilization for all staff</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ % of staff who self-report utilizing appropriate technology during their workday</li> <li>▪ # of help desk calls related to police department specific technology</li> </ul>
Identify innovative technology that can help us serve our community	<ul style="list-style-type: none"> <li>▪ Identify body camera best practices through community meetings, internal review, and external research</li> <li>▪ Conduct periodic review of available technologies and identify technologies that can help us serve our community</li> </ul>	<ul style="list-style-type: none"> <li>▪ % of staff who self-report utilizing new technologies during their workday</li> </ul>

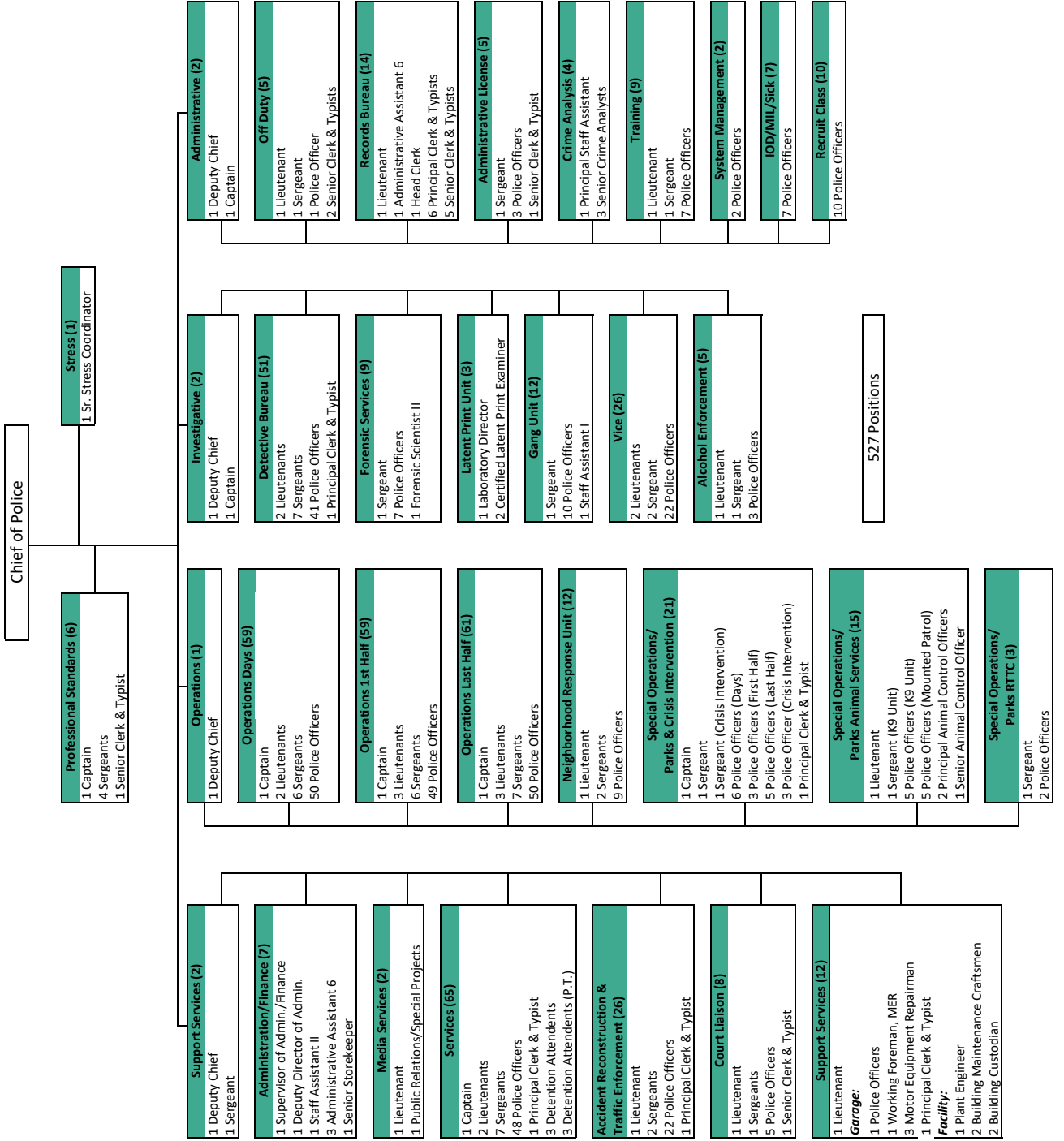
**Department Allocation Summary**

	<b>Actual</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 44,167,657.00	\$ 44,819,582.00	\$ 31,721,412.63	\$ 45,316,334.00
Overtime	5,765,622.51	4,600,000.00	3,997,479.09	4,600,000.00
Ordinary Maintenance	2,666,452.65	2,709,727.00	1,922,116.12	2,738,657.00
Capital Outlay	71,207.34	637,305.00	409,995.89	112,300.00
<b>Total</b>	<b>\$ 52,670,939.50</b>	<b>\$ 52,766,614.00</b>	<b>\$ 38,051,003.73</b>	<b>\$ 52,767,291.00</b>
<b>Total Positions</b>	525	526	526	527

**Operating Budget Highlights**

The tax levy budget for Fiscal 2022 is recommended to be \$52,767,291, which is an increase of \$677 from the Fiscal 2021 amount of \$52,766,614. Police will have a recruit class of 10 participants based on estimated retirements in Fiscal 2022. The Police Department will also have a new cadet program that will cost \$78,300 in salaries in Fiscal 2022. The new program will have five youth introduced into a career in law enforcement. This will give youth hands on experience before going through the civil service process. Ordinary Maintenance will increase by \$11,700 due to the Cadet Program candidates receiving medical screenings and uniforms/equipment. Police will also add \$17,230 because of the annual increase in the existing ShotSpotter Flex Service Agreement. Overtime will be level funded for Fiscal 2022.

# POLICE DEPARTMENT ORGANIZATIONAL CHART



**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 200,031.00	55CM	CHIEF OF POLICE	1	\$ 200,031.00
4	651,319.00	50EM	DEPUTY POLICE CHIEF	4	651,319.00
8	947,871.00	98	POLICE CAPTAIN	8	956,329.00
24	2,583,843.00	97	POLICE LIEUTENANT	24	2,604,726.00
55	5,185,516.00	96	POLICE SERGEANT	55	5,210,999.00
359	29,491,734.00	95	POLICE OFFICERS	366	29,665,599.00
1	96,138.00	46M	SUPERVISOR OF ADMINISTRATION	1	97,113.00
1	93,668.00	45M	SENIOR STRESS COORDINATOR	1	93,668.00
1	89,808.00	44M	PUBLIC RELATIONS/SPECIAL PROJECTS	1	90,286.00
1	90,306.00	44P	LABORATORY DIRECTOR	1	90,306.00
2	145,036.00	43P	CERTIFIED LATENT PRINT EXAMINER	2	150,420.00
1	79,756.00	42M	DEPUTY DIRECTOR OF ADMINISTRATION	1	64,102.00
1	79,611.00	40M	PRINCIPAL STAFF ASSISTANT	1	79,611.00
1	68,800.00	40P	FORENSIC SCIENTIST II	1	71,264.00
3	202,935.00	38P	SENIOR CRIME ANALYST	3	204,939.00
2	128,956.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	131,064.00
1	59,112.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	59,112.00
1	47,628.00	35	PLANT ENGINEER	1	47,628.00
1	63,309.00	35	STAFF ASSISTANT 2	1	63,309.00
1	54,882.00	34	WORKING FOREMAN, MER	1	56,771.00
4	232,304.00	33	ADMINISTRATIVE ASSISTANT 6	4	219,679.00
2	113,880.00	32	STAFF ASSISTANT I	1	56,940.00
2	89,083.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	102,660.00
1	53,265.00	30	HEAD CLERK	1	53,265.00
2	104,946.00	30	MOTOR EQUIPMENT REPAIRMAN	3	132,048.00
1	49,966.00	28	SENIOR STOREKEEPER	1	49,966.00
10	445,634.00	27	PRINCIPAL CLERK & TYPIST	11	492,538.00
2	87,383.00	25	BUILDING CUSTODIAN	2	76,359.00
3	108,346.00	24	DETENTION ATTENDANT	3	109,009.00
3	66,945.00	24	DETENTION ATTENDANT (PART-TIME)	3	100,051.00
10	388,051.00	22	SENIOR CLERK & TYPIST	10	387,220.00
509	\$ 42,100,062.00		TOTAL REGULAR SALARIES	517	\$ 42,368,331.00
17	\$ 923,950.00	95	POLICE CLASS	10	\$ 517,080.00
17	\$ 923,950.00		REGULAR SALARIES	10	\$ 517,080.00
526	\$ 43,024,012.00		REGULAR SALARIES	527	\$ 42,885,411.00
	2,087,794.00		HOLIDAY PAY - CONTRACTUAL		2,021,767.00
	189,524.00		SICK & VACATION BUYBACK		190,506.00
	-		MODEL CONTRACT COLA - OFFICIALS		536,920.00
	3,120.00		OTHER STIPENDS		3,120.00
	14,300.00		STIPEND- CHIEF		14,300.00
	33,794.00		EM INCENTIVE PAY		33,794.00
	2,328,532.00		CONTRACTUAL STIPENDS AND EXTRAS		2,800,407.00
526	\$ 45,352,544.00		TOTAL SALARIES	527	\$ 45,685,818.00
	7,300.00		LONGEVITY		7,300.00
	-		CADET PROGRAM - TEMPORARY STAFF		78,300.00
	(205,240.00)		VACANCY FACTOR		(240,062.00)
526	\$ 45,154,604.00		TOTAL RECOMMENDED PERSONAL SERVICES	527	\$ 45,531,356.00
	(215,022.00)		FUNDING SOURCES:		
	(120,000.00)		GBV TASK FORCE		(215,022.00)
	(335,022.00)		PUBLIC SCHOOL INTERGOVT'L CHARGE		-
			TOTAL FUNDING SOURCES		(215,022.00)
526	\$ 44,819,582.00	250-91000	TOTAL RECOMMENDED PERSONAL SERVICES	527	\$ 45,316,334.00

**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	\$ 1,319,778.00		REGULAR OVERTIME		\$ 1,319,778.00
	303,934.00		PROBLEM BARS OVERTIME		303,934.00
	383,360.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		383,360.00
	20,474.00		GANG INVESTIGATION OVERTIME		20,474.00
	28,787.00		VICE PROSTITUTION OVERTIME		28,787.00
	1,141,151.00		INVESTIGATIVE OVERTIME		1,141,151.00
	113,620.00		SWAT TRAINING OVERTIME		113,620.00
	454,784.00		SUMMER PATROLS OVERTIME		454,784.00
	808,508.00		COURT ATTENDANCE OVERTIME		808,508.00
	25,604.00		ANIMAL CONTROL OVERTIME		25,604.00
	<u>\$ 4,600,000.00</u>	<b>250-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 4,600,000.00</u>
	\$ 288,625.00		ELECTRICITY		\$ 288,625.00
	63,425.00		LEASES & RENTALS		63,425.00
	19,500.00		HIRED SERVICES		19,500.00
	205,259.00		TELEPHONE		205,259.00
	500.00		POSTAGE		500.00
	28,000.00		PHYSICIANS/SURGEONS		28,000.00
	108,000.00		VETERINARIANS		108,000.00
	344,597.00		SECURITY SERVICES		361,827.00
	500.00		NEWSPAPER ADVERTISING		500.00
	2,500.00		EXTERMINATOR SERVICES		2,500.00
	9,500.00		PRINTING		9,500.00
	13,406.00		RUBBISH REMOVAL		13,406.00
	53,283.00		MAINTENANCE SYSTEM SOFTWARE		53,283.00
	114,700.00		MAINTENANCE/REPAIR BUILDING		114,700.00
	15,000.00		MAINTENANCE/REPAIR EQUIPMENT		15,000.00
	2,000.00		TRAINING CERTIFICATIONS		2,000.00
	94,500.00		MAINTENANCE/REPAIR VEHICLE		94,500.00
	76,620.00		CONSULTANTS		76,620.00
	60,000.00		PREPARED MEALS		60,000.00
	6,355.00		MEMBERSHIP DUES		6,355.00
	228,000.00		AUTOMOTIVE SUPPLIES		228,000.00
	15,000.00		BUILDING SUPPLIES		15,000.00
	38,000.00		OFFICE SUPPLIES		38,000.00
	8,000.00		NATURAL GAS		8,000.00
	46,000.00		OTHER SUPPLIES		46,000.00
	1,000.00		SAND & GRAVEL SUPPLIES		1,000.00
	22,750.00		PRINTING SUPPLIES		22,750.00
	534,884.00		AUTO FUEL NO LEAD GAS		534,884.00
	5,254.00		MEDICAL SUPPLIES		11,454.00
	24,000.00		LABORATORY SUPPLIES		24,000.00
	9,414.00		PARTS/EQUIPMENT SUPPLIES		9,414.00
	202,325.00		SAFETY SUPPLIES		202,325.00
	3,439.00		SUBSCRIPTIONS		3,439.00
	15,000.00		CUSTODIAL SUPPLIES		15,000.00
	6,000.00		COPY PAPER		6,000.00
	2,000.00		UNIFORMS		7,500.00
	38,091.00		HARDWARE/DEVICES		38,091.00
	800.00		LANDSCAPING SUPPLIES		800.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	3,000.00		TRAVELING		3,000.00
	<u>\$ 2,709,727.00</u>	<b>250-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 2,738,657.00</u>
	\$ 637,305.00		CAPITAL OUTLAY		\$ 112,300.00
	<u>\$ 637,305.00</u>	<b>250-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 112,300.00</u>
	<u>\$ 52,766,614.00</u>	<b>250</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 52,767,291.00</u>

**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 164,410.00	50EM	DEPUTY POLICE CHIEF	1	\$ 164,410.00
1	120,144.00	98	POLICE CAPTAIN	1	120,144.00
3	324,715.00	97	POLICE LIEUTENANT	3	331,340.00
2	199,698.00	96	POLICE SERGEANT	2	199,698.00
20	1,779,157.00	95	POLICE OFFICERS	17	1,510,740.00
1	79,611.00	40M	PRINCIPAL STAFF ASSISTANT	1	79,611.00
3	202,935.00	38P	SENIOR CRIME ANALYST	3	204,939.00
1	59,112.00	33	ADMINISTRATIVE ASSISTANT 6	1	59,112.00
1	53,265.00	30	HEAD CLERK	1	53,265.00
5	221,674.00	27	PRINCIPAL CLERK & TYPIST	5	224,232.00
8	309,101.00	22	SENIOR CLERK & TYPIST	8	306,986.00
46	\$ 3,513,822.00		TOTAL REGULAR SALARIES	43	\$ 3,254,477.00
	136,353.00		HOLIDAY PAY - CONTRACTUAL		121,802.00
	20,679.00		SICK & VACATION BUYBACK		20,949.00
			MODEL CONTRACT COLA - OFFICIALS		37,029.00
	6,614.00		EM INCENTIVE PAY		6,614.00
	14,300.00		STIPEND- CHIEF		14,300.00
	177,946.00		CONTRACTUAL STIPENDS AND EXTRAS		200,694.00
46	\$ 3,691,768.00		TOTAL SALARIES	43	\$ 3,455,171.00
	(19,887.00)		VACANCY FACTOR		-
46	\$ 3,671,881.00		TOTAL RECOMMENDED PERSONAL SERVICES	43	\$ 3,455,171.00
	\$ 327,882.00		REGULAR OVERTIME		\$ 327,882.00
	\$ 327,882.00		TOTAL RECOMMENDED OVERTIME		\$ 327,882.00
	\$ 18,454.00		LEASES & RENTALS		\$ 18,454.00
	7,000.00		TELEPHONE		7,000.00
	1,000.00		PRINTING		1,000.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	6,705.00		MAINTENANCE/REPAIR EQUIPMENT		6,705.00
	6,000.00		CONSULTANTS		6,000.00
	450.00		MEMBERSHIP DUES		450.00
	5,000.00		OTHER SUPPLIES		5,000.00
	3,000.00		MEDICAL SUPPLIES		9,200.00
	1,790.00		PARTS/EQUIPMENT SUPPLIES		1,790.00
	135,000.00		SAFETY SUPPLIES		135,000.00
	3,439.00		SUBSCRIPTIONS		3,439.00
	2,764.00		HARDWARE/DEVICES		2,764.00
	\$ 191,602.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 197,802.00
	\$ 30,000.00		TOTAL RECOMMENDED CAPITAL OUTLAY		\$ 30,000.00
	\$ 4,221,365.00		TOTAL RECOMMENDED TAX LEVY		\$ 4,010,855.00

**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 110,685.00	96	POLICE LIEUTENANT	1	\$ 110,685.00
1	89,492.00	95	POLICE OFFICERS	1	89,492.00
1	54,882.00	34	WORKING FOREMAN, MER	1	56,771.00
2	104,946.00	29	MOTOR EQUIPMENT REPAIRMAN	3	132,048.00
1	40,820.00	27	PRINCIPAL CLERK & TYPIST	2	82,092.00
6	\$ 400,825.00		TOTAL REGULAR SALARIES	8	\$ 471,088.00
	10,546.00		HOLIDAY PAY - CONTRACTUAL		10,546.00
	4,453.00		SICK & VACATION BUYBACK		4,453.00
			MODEL CONTRACT COLA - OFFICIALS		6,171.00
	3,120.00		OTHER STIPENDS		3,120.00
	18,119.00		CONTRACTUAL STIPENDS AND EXTRAS		24,290.00
6	\$ 418,944.00		TOTAL SALARIES	8	\$ 495,378.00
	-		VACANCY FACTOR		-
6	\$ 418,944.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	8	\$ 495,378.00
	\$ 80,667.00		REGULAR OVERTIME		\$ 80,667.00
	\$ 80,667.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 80,667.00
	\$ 4,110.00		LEASES & RENTALS		\$ 4,110.00
	1,300.00		RUBBISH REMOVAL		1,300.00
	8,200.00		MAINTENANCE SYSTEM SOFTWARE		8,200.00
	2,000.00		MAINTENANCE/REPAIR EQUIPMENT		2,000.00
	94,500.00		MAINTENANCE/REPAIR VEHICLE		94,500.00
	200.00		MEMBERSHIP DUES		200.00
	228,000.00		AUTOMOTIVE SUPPLIES		228,000.00
	534,884.00		AUTO FUEL NO LEAD GAS		534,884.00
	5,044.00		PARTS/EQUIPMENT SUPPLIES		5,044.00
	580.00		HARDWARE/DEVICES		580.00
	\$ 878,818.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 878,818.00
	\$ 607,305.00		CAPITAL OUTLAY		\$ 82,300.00
	\$ 607,305.00	250-93000	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ 82,300.00
	\$ 1,985,734.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 1,537,163.00



**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 47,628.00	35	PLANT ENGINEER	1	\$ 47,628.00
2	89,083.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	102,660.00
2	87,383.00	25	BUILDING CUSTODIAN	2	76,359.00
5	\$ 224,094.00		TOTAL SALARIES	5	\$ 226,647.00
	-		VACANCY FACTOR		-
5	\$ 224,094.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	5	\$ 226,647.00
	\$ 123,279.00		REGULAR OVERTIME		\$ 123,279.00
	\$ 123,279.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 123,279.00
	\$ 288,625.00		ELECTRICITY		\$ 288,625.00
	2,136.00		LEASES & RENTALS		2,136.00
	1,722.00		TELEPHONE		1,722.00
	2,500.00		EXTERMINATOR SERVICES		2,500.00
	11,278.00		RUBBISH REMOVAL		11,278.00
	100.00		MAINTENANCE/REPAIR SOFTWARE		100.00
	114,700.00		MAINTENANCE/REPAIR BUILDING		114,700.00
	1,720.00		MAINTENANCE/REPAIR EQUIPMENT		1,720.00
	15,000.00		BUILDING SUPPLIES		15,000.00
	8,000.00		NATURAL GAS		8,000.00
	15,000.00		CUSTODIAL SUPPLIES		15,000.00
	800.00		LANDSCAPING SUPPLIES		800.00
	\$ 461,581.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 461,581.00
	\$ 808,954.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 811,507.00

**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 170,701.00	50EM	DEPUTY POLICE CHIEF	1	\$ 170,701.00
1	120,144.00	98	POLICE CAPTAIN	1	120,144.00
5	551,407.00	97	POLICE LIEUTENANT	5	553,425.00
12	1,154,983.00	96	POLICE SERGEANT	12	1,148,485.00
83	7,176,921.00	95	POLICE OFFICERS	82	7,015,860.00
1	90,306.00	44P	LABORATORY DIRECTOR	1	90,306.00
2	145,036.00	43P	LATENT PRINT EXAMINER	2	150,420.00
1	68,800.00	40P	FORENSIC SCIENTIST II	1	71,264.00
2	113,880.00	32	STAFF ASSISTANT I	1	56,940.00
1	43,420.00	27	PRINCIPAL CLERK & TYPIST	1	44,957.00
109	\$ 9,635,598.00		TOTAL REGULAR SALARIES	107	\$ 9,422,502.00
	483,254.00		HOLIDAY PAY - CONTRACTUAL		461,926.00
	53,197.00		SICK & VACATION BUYBACK		52,884.00
	6,867.00		MODEL CONTRACT COLA - OFFICIALS		111,087.00
	543,318.00		EM INCENTIVE PAY		6,867.00
			CONTRACTUAL STIPENDS AND EXTRAS		632,764.00
109	\$ 10,178,916.00		TOTAL SALARIES	107	\$ 10,055,266.00
	1,600.00		LONGEVITY		1,600.00
			CADET PROGRAM - TEMPORARY STAFF		78,300.00
	(38,949.00)		VACANCY FACTOR		(19,887.00)
109	\$ 10,141,567.00		TOTAL RECOMMENDED PERSONAL SERVICES	107	\$ 10,115,279.00
	\$ 20,474.00		GANG INVESTIGATION OVERTIME		\$ 20,474.00
	28,787.00		VICE PROSTITUTION OVERTIME		28,787.00
	950,351.00		INVESTIGATIVE OVERTIME		950,351.00
	371,914.00		COURT OVERTIME		371,914.00
	\$ 1,371,526.00		TOTAL RECOMMENDED OVERTIME		\$ 1,371,526.00
	\$ 13,114.00		LEASES & RENTALS		\$ 13,114.00
	80,952.00		TELEPHONE		80,952.00
	33,744.00		MAINTENANCE SYSTEM SOFTWARE		33,744.00
	1,000.00		TRAINING CERTIFICATIONS		1,000.00
	4,000.00		CONSULTANTS		4,000.00
	24,000.00		LABORATORY SUPPLIES		24,000.00
	16,235.00		HARDWARE/DEVICES		16,235.00
	\$ 173,045.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 173,045.00
	\$ 11,686,138.00		TOTAL RECOMMENDED TAX LEVY		\$ 11,659,850.00

**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 200,031.00	55CM	CHIEF OF POLICE	1	\$ 200,031.00
1	158,104.00	50EM	DEPUTY POLICE CHIEF	1	158,104.00
2	240,288.00	98	POLICE CAPTAIN	2	240,288.00
4	434,984.00	97	POLICE LIEUTENANT	4	437,620.00
16	1,473,837.00	96	POLICE SERGEANT	16	1,489,023.00
75	6,154,776.00	95	POLICE OFFICERS	71	5,817,603.00
1	96,138.00	46M	SUPERVISOR OF ADMINISTRATION	1	97,113.00
1	93,668.00	45M	SENIOR STRESS COORDINATOR	1	93,668.00
1	89,808.00	44M	PUBLIC RELATIONS/SPECIAL PROJECTS	1	90,286.00
1	79,756.00	42M	DEPUTY DIRECTOR OF ADMINISTRATION	1	64,102.00
1	63,309.00	35	STAFF ASSISTANT 2	1	63,309.00
3	173,192.00	33	ADMINISTRATIVE ASSISTANT 6	3	160,567.00
1	49,966.00	28	SENIOR STOREKEEPER	1	49,966.00
2	96,300.00	27	PRINCIPAL CLERK & TYPIST	2	96,300.00
3	108,346.00	23	DETENTION ATTENDANT	3	109,009.00
3	66,945.00	23	DETENTION ATTENDANT (PART-TIME)	3	100,051.00
2	78,950.00	22	SENIOR CLERK & TYPIST	2	80,234.00
118	\$ 9,658,398.00		TOTAL REGULAR SALARIES	114	\$ 9,347,274.00
	456,335.00		HOLIDAY PAY - CONTRACTUAL		424,536.00
	29,082.00		SICK & VACATION BUYBACK		29,045.00
			MODEL CONTRACT COLA - OFFICIALS		135,773.00
	13,953.00		EM INCENTIVE PAY		13,953.00
	499,370.00		CONTRACTUAL STIPENDS AND EXTRAS		603,307.00
118	\$ 10,157,768.00		TOTAL SALARIES	114	\$ 9,950,581.00
	2,200.00		LONGEVITY		2,200.00
	(42,076.00)		VACANCY FACTOR		(57,536.00)
118	\$ 10,117,892.00		TOTAL RECOMMENDED PERSONAL SERVICES	114	\$ 9,895,245.00
	(120,000.00)		<b>FUNDING SOURCES:</b>		
	(120,000.00)		PUBLIC SCHOOL INTERGOVT'L CHARGE		
			TOTAL FUNDING SOURCES		-
118	\$ 9,997,892.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	114	\$ 9,895,245.00
	\$ 406,945.00		REGULAR OVERTIME		\$ 406,945.00
	190,800.00		INVESTIGATIVE OVERTIME		190,800.00
	80,851.00		COURT ATTENDANCE OVERTIME		80,851.00
	\$ 678,596.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 678,596.00
	\$ 12,489.00		LEASES & RENTALS		\$ 12,489.00
	5,500.00		HIRED SERVICES		5,500.00
	40,954.00		TELEPHONE		40,954.00
	500.00		POSTAGE		500.00
	2,500.00		PHYSICIANS/SURGEONS		2,500.00
	500.00		NEWSPAPER ADVERTISING		500.00
	8,500.00		PRINTING		8,500.00
	828.00		RUBBISH REMOVAL		828.00
	7,349.00		MAINTENANCE SYSTEM SOFTWARE		7,349.00
	3,000.00		MAINTENANCE /REPAIR EQUIPMENT		3,000.00
	60,000.00		PREPARED MEALS		60,000.00
	5,180.00		MEMBERSHIP DUES		5,180.00
	38,000.00		OFFICE SUPPLIES		38,000.00
	2,500.00		OTHER SUPPLIES		2,500.00
	22,750.00		PRINTING SUPPLIES		22,750.00
	2,580.00		PARTS/EQUIPMENT SUPPLIES		2,580.00
	2,254.00		MEDICAL SUPPLIES		2,254.00
	6,000.00		COPY PAPER		6,000.00
	6,242.00		HARDWARE/DEVICES		6,242.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	3,000.00		TRAVELING		3,000.00
	\$ 231,126.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 231,126.00
	\$ 10,907,614.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 10,804,967.00

**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 158,104.00	50EM	DEPUTY POLICE CHIEF	1	\$ 158,104.00
4	467,295.00	98	POLICE CAPTAIN	4	475,753.00
11	1,162,052.00	97	POLICE LIEUTENANT	11	1,171,656.00
25	2,356,998.00	96	POLICE SERGEANT	25	2,373,793.00
180	14,291,388.00	95	POLICE OFFICERS	195	15,231,904.00
2	128,956.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	131,064.00
1	59,112.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	59,112.00
1	43,420.00	27	PRINCIPAL CLERK & TYPIST	1	44,957.00
225	\$ 18,667,325.00		TOTAL REGULAR SALARIES	240	\$ 19,646,343.00
	970,968.00		HOLIDAY PAY - CONTRACTUAL		983,358.00
	82,113.00		SICK & VACATION BUYBACK		83,175.00
			MODEL CONTRACT COLA - OFFICIALS		246,860.00
	6,360.00		EM INCENTIVE PAY		6,360.00
	1,059,441.00		CONTRACTUAL STIPENDS AND EXTRAS		1,319,753.00
225	\$ 19,726,766.00		TOTAL SALARIES	240	\$ 20,966,096.00
	3,500.00		LONGEVITY		3,500.00
	(19,316.00)		VACANCY FACTOR		(18,231.00)
225	\$ 19,710,950.00		TOTAL RECOMMENDED PERSONAL SERVICES	240	\$ 20,951,365.00
	(215,022.00)		FUNDING SOURCES:		(215,022.00)
	(215,022.00)		GBV TASK FORCE		(215,022.00)
			TOTAL FUNDING SOURCES		(215,022.00)
225	\$ 19,495,928.00		TOTAL RECOMMENDED PERSONAL SERVICES	240	\$ 20,736,343.00
	\$ 381,005.00		REGULAR OVERTIME		\$ 381,005.00
	303,934.00		PROBLEM BARS OVERTIME		303,934.00
	383,360.00		COMMUNITY IMPACT/ SPECIAL OPERATIONS OVERTIME		383,360.00
	113,620.00		SWAT TRAINING OVERTIME		113,620.00
	454,784.00		SUMMER PATROLS OVERTIME		454,784.00
	355,743.00		COURT ATTENDANCE OVERTIME		355,743.00
	25,604.00		ANIMAL CONTROL OVERTIME		25,604.00
	\$ 2,018,050.00		TOTAL RECOMMENDED OVERTIME		\$ 2,018,050.00
	\$ 13,122.00		LEASES & RENTALS		\$ 13,122.00
	14,000.00		HIRE SERVICES		14,000.00
	74,631.00		TELEPHONE		74,631.00
	108,000.00		VETERINARIANS		108,000.00
	344,597.00		SECURITY SERVICES		361,827.00
	2,890.00		MAINTENANCE SYSTEM SOFTWARE		2,890.00
	1,575.00		MAINTENANCE/REPAIR EQUIPMENT		1,575.00
	1,000.00		TRAINING CERTIFICATIONS		1,000.00
	47,500.00		CONSULTANTS		47,500.00
	525.00		MEMBERSHIP DUES		525.00
	38,500.00		OTHER SUPPLIES		38,500.00
	1,000.00		SAND & GRAVEL SUPPLIES		1,000.00
	12,500.00		SAFETY SUPPLIES		12,500.00
	2,000.00		UNIFORMS		7,500.00
	12,270.00		HARDWARE/DEVICES		12,270.00
	\$ 674,110.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 696,840.00
	\$ 22,188,088.00		TOTAL RECOMMENDED TAX LEVY		\$ 23,451,233.00

**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
17	\$ 923,950.00	95	POLICE OFFICERS (RECRUITS)	10	\$ 517,080.00
17	\$ 923,950.00		TOTAL REGULAR SALARIES	10	\$ 517,080.00
	30,338.00		HOLIDAY PAY - CONTRACTUAL		19,599.00
	30,338.00		CONTRACTUAL STIPENDS AND EXTRAS		19,599.00
17	\$ 954,288.00		TOTAL SALARIES	10	\$ 536,679.00
	(85,012.00)		VACANCY FACTOR		(144,408.00)
17	\$ 869,276.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	10	\$ 392,271.00
	\$ 25,500.00		PHYSICIANS/SURGEONS		\$ 25,500.00
	19,120.00		CONSULTANTS		19,120.00
	54,825.00		SAFETY SUPPLIES		54,825.00
	\$ 99,445.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 99,445.00
	\$ 968,721.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 491,716.00

# FIRE

## Michael J. Lavoie - Fire Chief

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

### Mission:

To mitigate emergencies by maintaining a highly trained, professional emergency response force and to prevent emergencies through community risk reduction efforts including engineering, education and enforcement.

### Vision:

To serve the diverse and ever changing community with a department representative of the same with the highest level of service and dedication.

### Departmental Goals:

1. Provide a highly trained and diverse workforce, prepared to respond to the needs of the community
2. Provide professional development to our workforce that will support the department's needs for leadership throughout the ranks.
3. Maintain a high quality fleet capable of serving and protecting a city of over 186,000.
4. Procure and maintain equipment and technology that meets the needs of a 21<sup>st</sup> century fire department.
5. Provide safe and healthy fire stations, which serve as working and living quarters on a 24/7 basis. These 10 fire stations, as well as multiple support facilities, are crucial to the work of this department.

### Goal 1: Provide a highly trained and diverse workforce, prepared to respond to the needs of the community

Objectives	Initiatives	Performance Indicators
Develop/provide quality training programs that ensure our workforce obtains and maintains required skills and ability to efficiently and effectively perform their duties under any circumstances.	<ul style="list-style-type: none"> <li>• Roll out of the WFD Command System Training (Blue Card)</li> <li>• Increase delivery of proficiency training to all ranks</li> <li>• Increase ability to deliver trainings through the addition of personnel to the Training Division, as well as provide adjunct trainers through the use of overtime</li> </ul>	Reduce the amount of fire spread beyond the area of origin.
Engage the community in outreach opportunities to recruit a diverse workforce.	<ul style="list-style-type: none"> <li>• Develop and deliver diversity and inclusion trainings to the department</li> <li>• Build upon current recruitment plan</li> <li>• Engage community in Public Education and Risk Reduction activities</li> </ul>	Increase in the number of qualified, diverse applicants to Civil Service. Maintain current level of Public Education activities.

### Goal 2: Provide professional development to our workforce that will support the department's needs for leadership throughout the ranks.

Objectives	Initiatives	Performance Indicators
Identify and engage in high quality professional development opportunities	<ul style="list-style-type: none"> <li>• Enroll all District Chiefs in the International Association of Fire Chiefs</li> </ul>	Increased engagement throughout the ranks.

Objectives	Initiatives	Performance Indicators
that support the best practices and standards of the modern fire department, bringing them to all ranks of the department.	<ul style="list-style-type: none"> <li>• Provide District Chiefs opportunities to attend fire service conferences</li> <li>• Enlist fire service professionals for relevant program delivery</li> </ul>	Participation by all ranks in the exchange of ideas for department improvement.

**Goal 3: Maintain a high quality fleet capable of serving and protecting a city of over 186,000.**

Objectives	Initiatives	Performance Indicators
Maintain a fleet management and replacement system	<ul style="list-style-type: none"> <li>• Constant updating of replacement plan and submittal of apparatus and vehicles in department's capital budget</li> </ul>	Delivery of new vehicles accordance with plan.
Maintain service equipment to manufacturer's standards	<ul style="list-style-type: none"> <li>• Conduct regular preventative maintenance on all apparatus and vehicles</li> </ul>	Reduction in down time of front line apparatus.

**Goal 4: Procure and maintain equipment and technology that meets the needs of a 21st century fire department.**

Objectives	Initiatives	Performance Indicators
Identify and advocate for innovative and proven equipment and technology that promotes the safety, well-being and protection of both the members of the Fire Department and the community.	<ul style="list-style-type: none"> <li>• Maintain the turn out gear replacement program</li> <li>• Provide input in development of Department of Homeland Security pointer system</li> <li>• Implement selected RMS</li> <li>• Research latest technology and continuous evaluation of current cache of equipment to meet needs of fire fighting</li> </ul>	<p>All PPE maintained within standards.</p> <p>Maintained relationships with technology developers and local universities.</p> <p>Purchase of equipment through capital outlay funds.</p>

**Goal 5: Provide safe and healthy fire stations, which serve as working and living quarters on a 24/7 basis. These 10 fire stations, as well as multiple support facilities, are crucial to the work of this department.**

Objectives	Initiatives	Performance Indicators
Provide a healthy and safe living and working environment to our firefighters by providing regular building maintenance and upgrades to facilities.	<ul style="list-style-type: none"> <li>• Development of a building maintenance plan for the department's 13 multi-use buildings</li> <li>• Advocate for and obtain increased capital rehabilitation funding</li> </ul>	Increased morale, health and pride of the WFD workforce.

### Department Allocation Summary

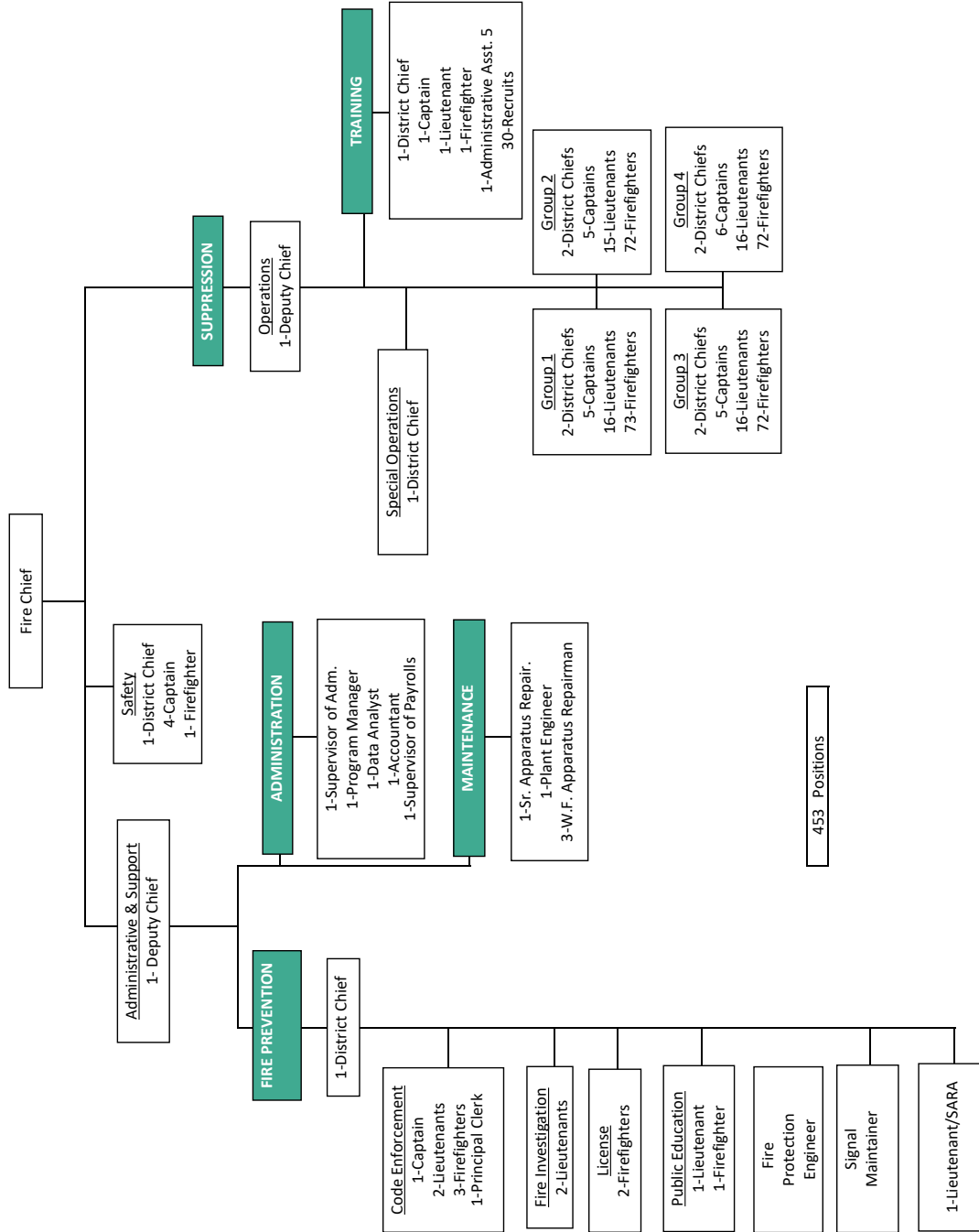
		<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b><u>Expenditures</u></b>	<b><u>Fiscal 2020</u></b>	<b><u>Fiscal 2021</u></b>	<b><u>3/31/21</u></b>	<b><u>Fiscal 2022</u></b>
Salaries	\$ 37,707,036.94	\$ 38,457,051.00	\$ 27,536,539.46	\$ 38,523,861.00
Overtime	1,639,933.20	1,155,947.00	1,040,202.44	1,477,176.00
Ordinary Maintenance	1,552,881.46	1,556,958.00	836,879.53	1,676,175.00
Capital Outlay	693,100.25	143,000.00	27,173.67	143,000.00
<b>Total</b>	<b>\$ 41,592,951.85</b>	<b>\$ 41,312,956.00</b>	<b>\$ 29,440,795.10</b>	<b>\$ 41,820,212.00</b>
<b>Total Positions</b>	418	422	422	423

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$41,820,212, which is an increase of \$507,256 from the Fiscal 2021 amount of \$41,312,956. The salary increase is mainly due to a new recruit class of thirty starting in March 2021, Administrative Assistant Grade 5, and Supervisor of Payrolls positions being added to the table of organization, three salary regrades, and step increases for employees who are not at maximum pay. These salary increases are offset by the deletion of the Principal Bookkeeper position. The increase in Ordinary Maintenance is a result of costs associated with the new recruits for books, medical evaluations, and supplies. Additionally, funding was added for memberships, CIU costs, and \$25,000 for an Explorer's Program. The Overtime budget increase is associated with new recruit academy training, Center for Public Safety Excellence Project, Strategic Planning Committee, adjunct training instructors, RMS implementation, bi-annual captain meetings, and fire service conferences. Capital Outlay is level funded in Fiscal 2022.



# FIRE DEPARTMENT ORGANIZATION CHART



## MICHAEL J. LAVOIE, FIRE CHIEF

## CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022

## WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 169,504.00	58CM	FIRE CHIEF	1	\$ 169,504.00
2	280,892.00	50EM	DEPUTY FIRE CHIEF	2	280,579.00
12	1,409,761.00	93	DISTRICT FIRE CHIEF	12	1,397,300.00
27	2,837,013.00	92	CAPTAIN	27	2,841,353.00
70	6,689,045.00	91	LIEUTENANT	70	6,672,623.00
303	24,299,484.00	90	FIREFIGHTER	297	23,878,647.00
1	91,852.00	46M	SUPERVISOR OF ADMINISTRATION	1	95,213.00
1	64,102.00	42M	PROGRAM MANAGER	1	78,907.00
1	87,621.00	46P	FIRE PROTECTION ENGINEER	1	95,213.00
1	61,622.00	40P	DATA ANALYST/ COMPUTER SUPPORT	1	63,848.00
1	94,190.00	46	SENIOR FIRE APPARATUS REPAIRMAN	1	94,190.00
1	58,893.00	35	PLANT ENGINEER	1	60,960.00
3	173,541.00	35	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	171,551.00
1	61,200.00	34	SIGNAL MAINTAINER FIRE	1	61,200.00
1	55,722.00	32	ACCOUNTANT	1	56,868.00
0	-	32	SUPERVISOR OF PAYROLLS	1	48,985.00
0	-	31	ADMINISTRATIVE ASSISTANT 5	1	45,561.00
1	49,966.00	28	PRINCIPAL BOOKKEEPER	0	-
1	42,807.00	27	PRINCIPAL CLERK	1	41,134.00
428	\$ 36,527,215.00		REGULAR SALARIES	423	\$ 36,153,636.00
0	-	90	FIREFIGHTER CLASS	30	527,991.00
0	\$ -		REGULAR SALARIES	30	\$ 527,991.00
428	\$ 36,527,215.00		TOTAL REGULAR SALARIES	453	\$ 36,681,627.00
	18,119.00		EM INCENTIVE PAY		16,888.00
	241,079.00		OUT OF GRADE PAY		193,506.00
	19,968.00		DRIVER STIPEND		19,968.00
	1,949,582.00		HOLIDAY PAY		1,956,566.00
	51,088.00		WELLNESS DAYS		51,154.00
	2,279,836.00		CONTRACTUAL OBLIGATIONS		2,238,082.00
428	\$ 38,807,051.00		TOTAL REGULAR SALARIES	453	\$ 38,919,709.00
-6	(350,000.00)		VACANCY FACTOR	-30	(395,848.00)
422	\$ 38,457,051.00		TOTAL SALARIES	423	\$ 38,523,861.00
422	\$ 38,457,051.00	260-91000	TOTAL RECOMMENDED PERSONAL SERVICES	423	\$ 38,523,861.00
	\$ 1,155,947.00		OVERTIME		\$ 1,477,176.00
	\$ 1,155,947.00	260-97000	TOTAL RECOMMENDED OVERTIME		\$ 1,477,176.00

## MICHAEL J. LAVOIE, FIRE CHIEF

## CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022

## WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	\$ 185,000.00		ELECTRICITY		\$ 185,000.00
	7,500.00		LEASES & RENTALS		7,500.00
	19,300.00		HIRED SERVICES		19,300.00
	39,097.00		TELEPHONE		39,097.00
	27,415.00		PHYSICIAN/SURGEON		38,815.00
	1,500.00		NEWSPAPER ADVERTISING		1,500.00
	42,590.00		REGISTRATION FEES		42,590.00
	1,000.00		EXTERMINATOR SERVICES		1,000.00
	1,900.00		PRINTING		1,900.00
	9,000.00		RUBBISH REMOVAL		9,000.00
	14,300.00		MAINTENANCE SYSTEM SOFTWARE		14,300.00
	67,600.00		MAINTENANCE/REPAIR BUILDING		67,600.00
	48,500.00		MAINTENANCE/REPAIR EQUIPMENT		48,500.00
	1,800.00		TRAINING CERTIFICATIONS		1,800.00
	46,500.00		MAINTENANCE/REPAIR VEHICLE		46,500.00
	4,510.00		MEMBERSHIP DUES		9,510.00
	177,500.00		AUTOMOTIVE SUPPLIES		177,500.00
	3,605.00		BOOKS		26,014.00
	29,500.00		BUILDING SUPPLIES		29,500.00
	7,200.00		OFFICE SUPPLIES		7,200.00
	100,000.00		NATURAL GAS		100,000.00
	600.00		OTHER SUPPLIES		600.00
	8,000.00		PRINTING SUPPLIES		8,000.00
	34,000.00		AUTO FUEL NO LEAD GAS		34,000.00
	130,000.00		DIESEL FUEL		130,000.00
	15,000.00		MEDICAL SUPPLIES		15,000.00
	116,450.00		PARTS/EQUIPMENT SUPPLIES		116,450.00
	49,334.00		SAFETY SUPPLIES		71,742.00
	13,500.00		CHEMICAL SUPPLIES		13,500.00
	85,410.00		CONSULTANT		85,410.00
	29,699.00		CUSTODIAL SUPPLIES		29,699.00
	2,000.00		COPY PAPER		2,000.00
	198,301.00		UNIFORMS		229,301.00
	3,949.00		HARDWARE/DEVICES		3,949.00
	34,038.00		OTHER CHARGES & EXPENDITURES		61,038.00
	5,360.00		TRAVELING		5,360.00
	<u>\$ 1,560,958.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 1,680,175.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ (4,000.00)		FROM RESERVE FUNDS		\$ (4,000.00)
	<u>\$ (4,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (4,000.00)</u>
	<u>\$ 1,556,958.00</u>	<b>260-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 1,676,175.00</u>
	\$ 143,000.00		SAFETY EQUIPMENT (CONTRACTUAL)		\$ 143,000.00
	<u>\$ 143,000.00</u>	<b>260-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 143,000.00</u>
	<u>\$ 41,312,956.00</u>	<b>260</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 41,820,212.00</u>

**MICHAEL J. LAVOIE, FIRE CHIEF****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 169,504.00	58CM	FIRE CHIEF	1	\$ 169,504.00
1	141,434.00	50EM	DEPUTY FIRE CHIEF	1	141,434.00
1	116,929.00	93	DISTRICT FIRE CHIEF	1	118,205.00
1	101,224.00	92	CAPTAIN	1	106,137.00
1	84,759.00	90	FIREFIGHTER	1	84,759.00
1	91,852.00	43M	SUPERVISOR OF ADMINISTRATION	1	95,213.00
1	64,102.00	42M	PROGRAM MANAGER	1	78,907.00
1	61,622.00	40P	DATA ANALYST	1	63,848.00
1	55,722.00	32	ACCOUNTANT	1	56,868.00
0	-	32	SUPERVISOR OF PAYROLLS	1	48,985.00
10	\$ 887,148.00		REGULAR SALARIES	10	\$ 963,860.00
	12,509.00		EM INCENTIVE PAY		11,290.00
	33,536.00		HOLIDAY PAY		33,874.00
	879.00		WELLNESS DAYS		899.00
	46,924.00		CONTRACTUAL OBLIGATIONS		46,063.00
10	\$ 934,072.00	2601-91000	TOTAL RECOMMENDED PERSONAL SERVICES	10	\$ 1,009,923.00
	\$ 56,327.00		OVERTIME		\$ 216,327.00
	\$ 56,327.00	2601-97000	TOTAL RECOMMENDED OVERTIME		\$ 216,327.00
\$	185,000.00		ELECTRICITY	\$	185,000.00
	5,300.00		LEASES & RENTALS		5,300.00
	39,097.00		TELEPHONE		39,097.00
	1,200.00		PHYSICIAN/SURGEON		1,200.00
	1,500.00		NEWSPAPER ADVERTISING		1,500.00
	16,590.00		REGISTRATION FEES		16,590.00
	1,000.00		PRINTING		1,000.00
	14,300.00		MAINTENANCE SYSTEM SOFTWARE		14,300.00
	10,000.00		MAINTENANCE/REPAIR EQUIPMENT		10,000.00
	2,400.00		MEMBERSHIP DUES		7,400.00
	7,200.00		OFFICE SUPPLIES		7,200.00
	100,000.00		NATURAL GAS		100,000.00
	7,500.00		PRINTING SUPPLIES		7,500.00
	23,450.00		PARTS/EQUIPMENT SUPPLIES		23,450.00
	3,100.00		SAFETY SUPPLIES		3,100.00
	85,410.00		CONSULTANT		85,410.00
	2,400.00		CUSTODIAL SUPPLIES		2,400.00
	2,000.00		COPY PAPER		2,000.00
	195,801.00		UNIFORMS		195,801.00
	3,949.00		HARDWARE/DEVICES		3,949.00
	34,038.00		OTHER CHARGES & EXPENDITURES		61,038.00
	4,360.00		TRAVELING		4,360.00
\$	745,595.00		TOTAL ORDINARY MAINTENANCE	\$	777,595.00
			FUNDING SOURCES:		
\$	(4,000.00)		FROM RESERVE FUNDS	\$	(4,000.00)
\$	(4,000.00)		TOTAL FUNDING SOURCES	\$	(4,000.00)
\$	741,595.00	2601-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$	773,595.00
\$	143,000.00	2601-93000	TOTAL RECOMMENDED CAPITAL OUTLAY	\$	143,000.00
\$	1,874,994.00	2601	TOTAL RECOMMENDED TAX LEVY	\$	2,142,845.00

**MICHAEL J. LAVOIE, FIRE CHIEF****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 94,190.00	46	SENIOR FIRE APPARATUS REPAIRMAN	1	\$ 94,190.00
1	58,893.00	35	PLANT ENGINEER	1	60,960.00
3	173,541.00	35	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	171,551.00
<u>5</u>	<u>\$ 326,624.00</u>	<b>2602-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>5</u>	<u>\$ 326,701.00</u>
	\$ 16,316.00		OVERTIME		\$ 16,316.00
	<u>\$ 16,316.00</u>	<b>2602-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 16,316.00</u>
	\$ 19,300.00		HIRED SERVICES		\$ 19,300.00
	1,600.00		REGISTRATION FEES		1,600.00
	1,000.00		EXTERMINATOR SERVICES		1,000.00
	9,000.00		RUBBISH REMOVAL		9,000.00
	67,600.00		MAINTENANCE/REPAIR BUILDING		67,600.00
	26,400.00		MAINTENANCE/REPAIR EQUIPMENT		26,400.00
	46,500.00		MAINTENANCE/REPAIR VEHICLE		46,500.00
	177,500.00		AUTOMOTIVE SUPPLIES		177,500.00
	17,250.00		BUILDING SUPPLIES		17,250.00
	600.00		OTHER SUPPLIES		600.00
	34,000.00		AUTO FUEL NO LEAD GAS		34,000.00
	130,000.00		DIESEL FUEL		130,000.00
	15,000.00		MEDICAL SUPPLIES		15,000.00
	35,000.00		PARTS/EQUIPMENT SUPPLIES		35,000.00
	22,500.00		SAFETY SUPPLIES		22,500.00
	27,299.00		CUSTODIAL SUPPLIES		27,299.00
	2,500.00		UNIFORMS		2,500.00
	<u>\$ 633,049.00</u>	<b>2602-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 633,049.00</u>
	<u>\$ 975,989.00</u>	<b>2602</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 976,066.00</u>

**MICHAEL J. LAVOIE, FIRE CHIEF****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 119,114.00	93	DISTRICT FIRE CHIEF	1	\$ 119,114.00
1	109,445.00	92	CAPTAIN	1	109,445.00
5	470,841.00	91	LIEUTENANT	5	468,039.00
6	520,151.00	90	FIREFIGHTER	6	520,151.00
1	87,621.00	44P	FIRE PROTECTION ENGINEER	1	95,213.00
1	61,200.00	34	SIGNAL MAINTAINER FIRE	1	61,200.00
1	42,807.00	27	PRINCIPAL CLERK	1	41,134.00
1	49,966.00	28	PRINCIPAL BOOKKEEPER	0	-
17	\$ 1,461,145.00		REGULAR SALARIES	16	\$ 1,414,296.00
	66,627.00		HOLIDAY PAY		66,473.00
	1,746.00		WELLNESS DAYS		1,764.00
	68,373.00		CONTRACTUAL OBLIGATIONS		68,237.00
17	\$ 1,529,518.00	2603-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	16	\$ 1,482,533.00
	\$ 38,071.00		OVERTIME		\$ 38,071.00
	\$ 38,071.00	2603-97000	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 38,071.00
	\$ 2,200.00		LEASES & RENTALS		\$ 2,200.00
	11,600.00		REGISTRATION FEES		11,600.00
	900.00		PRINTING		900.00
	2,110.00		MEMBERSHIP DUES		2,110.00
	1,300.00		BOOKS		1,300.00
	500.00		PRINTING SUPPLIES		500.00
	1,000.00		TRAVELING		1,000.00
	\$ 19,610.00	2603-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 19,610.00
	\$ 1,587,199.00	2603	<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 1,540,214.00

**MICHAEL J. LAVOIE, FIRE CHIEF****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 115,869.00	93	DISTRICT FIRE CHIEF	1	\$ 115,869.00
1	107,231.00	92	CAPTAIN	1	107,231.00
1	97,475.00	91	LIEUTENANT	1	97,475.00
0	-	31	ADMINISTRATIVE ASSISTANT 5	1	45,561.00
1	88,705.00	90	FIREFIGHTER	1	88,705.00
0	-	90	FIREFIGHTER- RECRUITS	30	527,991.00
4	\$ 409,280.00		REGULAR SALARIES	35	\$ 982,832.00
	22,360.00		HOLIDAY PAY		53,694.00
	586.00		WELLNESS DAYS		659.00
	22,946.00		CONTRACTUAL OBLIGATIONS		54,353.00
4	\$ 432,226.00	2604-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	35	\$ 1,037,185.00
	\$ 160,176.00		OVERTIME		\$ 325,176.00
	\$ 160,176.00	2604-97000	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 325,176.00
	\$ 26,215.00		PHYSICIAN/SURGEON		\$ 37,615.00
	4,000.00		REGISTRATION FEES		4,000.00
	1,800.00		TRAINING CERTIFICATIONS		1,800.00
	2,305.00		BOOKS		24,714.00
	12,250.00		BUILDING SUPPLIES		12,250.00
	25,000.00		PARTS/EQUIPMENT SUPPLIES		25,000.00
	21,234.00		SAFETY SUPPLIES		43,642.00
	-		UNIFORMS		31,000.00
	\$ 92,804.00	2604-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 180,021.00
	\$ -	2604-93000	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ -
	\$ 685,206.00	2604	<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 1,542,382.00

**MICHAEL J. LAVOIE, FIRE CHIEF****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 139,458.00	50EM	DEPUTY FIRE CHIEF	1	\$ 139,145.00
9	1,057,849.00	93	DISTRICT FIRE CHIEF	9	1,044,112.00
24	2,519,113.00	92	CAPTAIN	24	2,518,540.00
64	6,120,729.00	91	LIEUTENANT	64	6,107,109.00
295	23,605,869.00	90	FIREFIGHTER	289	23,185,032.00
393	\$ 33,443,018.00		REGULAR SALARIES	387	\$ 32,993,938.00
	5,610.00		EM INCENTIVE PAY		5,598.00
	241,079.00		OUT OF GRADE PAY		193,506.00
	19,968.00		DRIVER STIPEND		19,968.00
	1,827,059.00		HOLIDAY PAY		1,802,525.00
	47,877.00		WELLNESS DAYS		47,832.00
	2,141,593.00		CONTRACTUAL OBLIGATIONS		2,069,429.00
393	\$ 35,584,611.00		TOTAL	387	\$ 35,063,367.00
-6	(350,000.00)		VACANCY FACTOR	-30	(395,848.00)
387	\$ 35,234,611.00	2605-91000	TOTAL RECOMMENDED PERSONAL SERVICES	357	\$ 34,667,519.00
	\$ 885,057.00		OVERTIME		\$ 881,286.00
	\$ 885,057.00	2605-97000	TOTAL RECOMMENDED OVERTIME		\$ 881,286.00
	\$ 8,800.00		REGISTRATION FEES		\$ 8,800.00
	12,100.00		MAINTENANCE/REPAIR EQUIPMENT		12,100.00
	33,000.00		PARTS/EQUIPMENT SUPPLIES		33,000.00
	2,500.00		SAFETY SUPPLIES		2,500.00
	13,500.00		CHEMICAL SUPPLIES		13,500.00
	\$ 69,900.00	2605-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 69,900.00
	\$ 36,189,568.00	2605	TOTAL RECOMMENDED TAX LEVY		\$ 35,618,705.00





This Page is Intentionally Left Blank

# EMERGENCY COMMUNICATIONS

## Nicole Valentine, Interim Director

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

### Mission:

The mission of the Department of Emergency Communications is to enhance the quality of life of every person in Worcester by receiving and processing 911 emergency calls and non-emergency calls by dispatching the appropriate emergency responder units; and to develop, coordinate and lead the City's Emergency Management Program by enabling efficient preparation for, and effective response to emergencies and disasters in order to save lives, reduce suffering, and reduce property loss.

### Vision:

Institute a community-based approach to increase the quality and effectiveness of communications to the public and first responders; and to coordinate, develop and maintain a risk-based, comprehensive emergency management program reflective of the dynamic infrastructure and population.

### Departmental Goals:

Emergency Communications:

1. Improve and increase diversity in the workplace.
2. Create and preserve high quality service to the citizens of the City of Worcester
3. Strengthen relations with WPD

Emergency Management:

4. To coordinate, develop and maintain a comprehensive, risk-based emergency management and training program that can ensure the highest levels of mitigation, preparedness, response and recovery.
5. Organize the Emergency Management division staff roles and responsibilities to align with FEMA's National Preparedness Goals and Missions to include prevention, protection, mitigation, response and recovery.

#### Goal 1: Improve and increase diversity in the workplace.

Objectives	Initiatives	Performance Indicators
Develop an effective recruiting system	Work with HR/WPD/WFD to attend more job fairs/community events	With the pandemic allowing it, try and attend at least 3 job fairs/community events

#### Goal 2: Create and preserve high quality service to the citizens of the City of Worcester

Objectives	Initiatives	Performance Indicators
Have staff attend Continuing Ed classes from reputable Telecommunicator Services to better enhance their knowledge.	Align staff with more continuing education classes offered by an array of companies to develop Telecommunicators skills while dealing with difficult situations to better aid and serve the community	Staff will have a maximum of 24 hours of continuing education as indicated by the State 911 Dept.

**Goal 3: Strengthen relations with WPD**

Objectives	Initiatives	Performance Indicators
Enhance communications between departmental leadership.	Develop SOPs and review call system in an effort to enhance customer service to callers.	Meet with WPD leadership four (4) times a year to address any issues that may arise, review customer services and learn of new SOPs to provide 911 staff.

**Goal 4: To coordinate, develop and maintain a comprehensive, risk-based emergency management and training program that can ensure the highest levels of mitigation, preparedness, response and recovery.**

Objectives	Initiatives	Performance Indicators
Design an Emergency Management team that can write the emergency plans, test the emergency plans and activate the emergency plans with the applicable stakeholders, both internal and external.	Ensure staff are skilled in plan development, disaster operations and response through increased training and professional development.	Set an annual professional training goal for staff members. Ensure training and exercises are completed.
Require Incident Command Structure training for all City employees (different levels of training for different levels of staff) to ensure familiarity with the structure during crisis.	Collaborate with City leadership and Human Resources to include basic Incident Command Structure (ICS) training for all new City employees, and work with additional departments for higher training levels for specific public safety leaders and responders.	Percentage of employees trained over a period of time (annually).
Coordinate with all internal and external stakeholders to update the Comprehensive Emergency Management plan (CEMP)	Create a program charter to outline specific steps in the plan development process and identify key stakeholders that need to be involved.	Identify specific internal and external stakeholders that need to be part of the planning group. Ensure each group is represented at all meetings.
Start a Community Emergency Response Team Program (CERT)	Develop program policies and procedures. Recruit and Train community volunteers to be skilled in crisis response.	Recruit and train a set number of volunteers (goal for first year: 25).
Develop a multi-year training and exercise program (MYTEP) based off of the priorities within the Comprehensive Emergency Management Plan (CEMP).	Identify strengths and weaknesses within the CEMP, work with City Leadership and Public Safety Departments to outline specific hazards that need prioritization.	Set a number of trainings and hazard specific exercises per quarter.

Develop an After Action Review (AAR) Process with internal stakeholders	Coordinate and select stakeholders that can be part of an After Action Review team based on training, expertise, involvement in MYTEP and familiarity of CEMP.	Complete an AAR after each exercise and disaster.
---	--	---

**Goal 5: Organize the Emergency Management division staff roles and responsibilities to align with FEMA's National Preparedness Goals and Missions. This Goal defines what it means for the *whole community* to be prepared for all types of disasters and emergencies. The mission areas within this goal include prevention, protection, mitigation, response, and recovery.**

Objectives	Initiatives	Performance Indicators
Hire at least two additional staff members to address the gaps in preparedness planning, training, and exercising as well as mitigation strategies and grant opportunities.	Create organizational structure that assigns at least one staff member to each of the mission areas to enable staff to focus on specific areas. Design a department training matrix for each position within the organization.	Clear roles and responsibilities and defined/equal work load for each staff member.

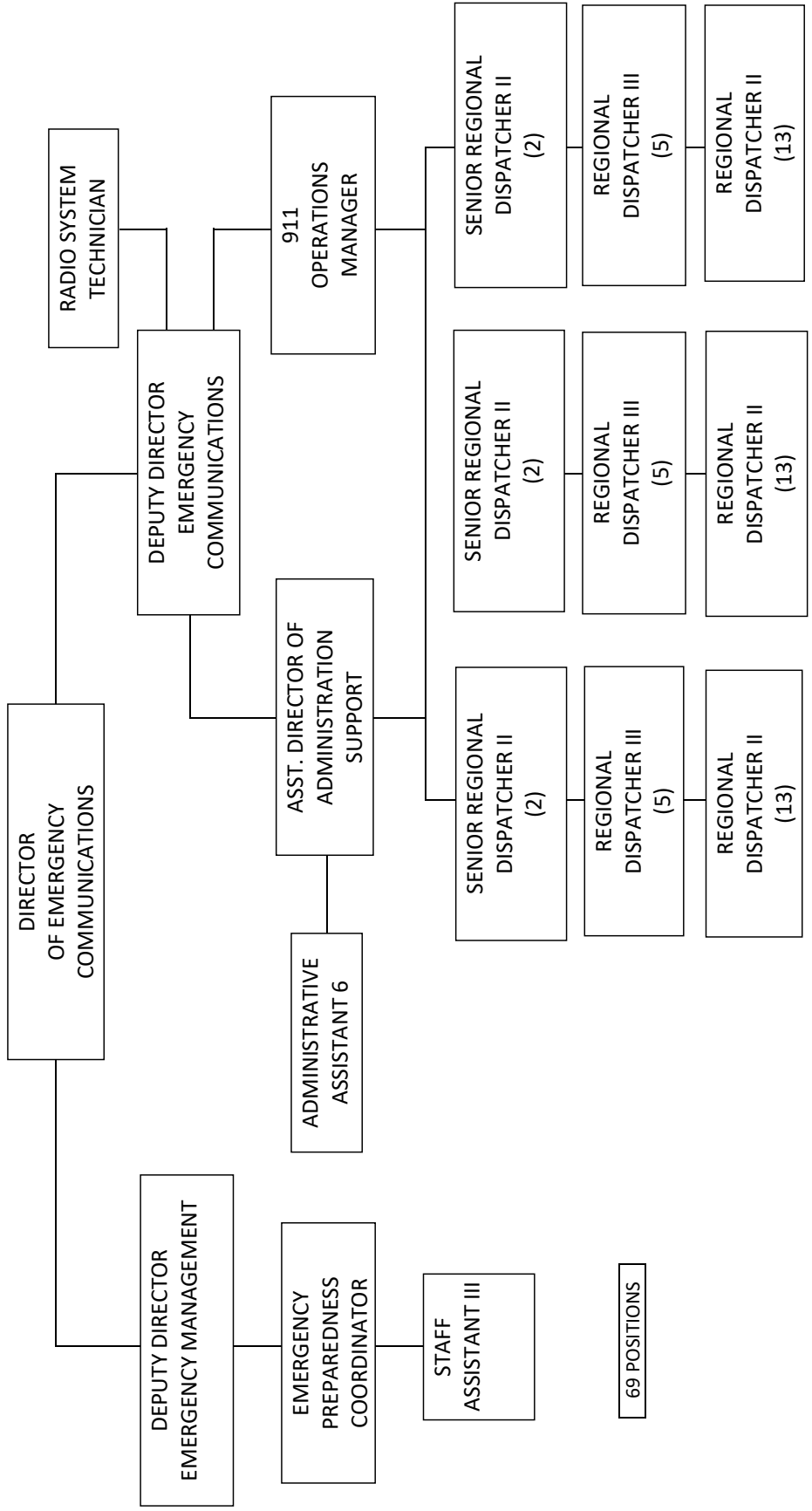
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 1,722,421.16	\$ 2,355,668.00	\$ 1,477,544.12	\$ 2,450,732.00
Overtime	187,486.25	204,482.00	182,725.89	182,318.00
Ordinary Maintenance	1,093,963.31	1,108,218.00	996,094.51	1,108,218.00
<b>Total</b>	<b>\$ 3,003,870.72</b>	<b>\$ 3,668,368.00</b>	<b>\$ 2,656,364.52</b>	<b>\$ 3,741,268.00</b>
<b>Total Positions</b>	<b>68</b>	<b>69</b>	<b>69</b>	<b>69</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$3,741,268, which is an increase of \$72,900 from the Fiscal 2021 amount of \$3,668,368. The salary increase is due to step increases for employees that are not at maximum pay. Also, the open Staff Assistant I under the Deputy Director of Emergency Management is being regraded to a Staff Assistant III to fill further duties in the department. The overtime budget decreased due to an increase in grant funding from UMass.

# EMERGENCY COMMUNICATIONS DEPARTMENT ORGANIZATIONAL CHART



69 POSITIONS

**NICOLE VALENTINE, INTERIM DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022  
EMERGENCY COMMUNICATIONS DEPARTMENT- DEPARTMENT #270**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
<b>EMERGENCY COMMUNICATIONS:</b>					
1	\$ 91,789.00	48EM	DIRECTOR OF EMERGENCY COMMUNICATIONS	1	\$ 112,439.00
1	83,076.00	45M	DEPUTY DIRECTOR, EMERG. COMMUNICATIONS	1	86,273.00
1	78,050.00	40M	911 OPERATIONS MANAGER	1	78,050.00
1	78,050.00	40M	ASSISTANT DIRECTOR OF ADMINISTRATION	1	78,050.00
1	71,639.00	38P	RADIO SYSTEM TECHNICIAN	1	72,684.00
1	53,160.00	33	ADMINISTRATIVE ASSISTANT 6	1	55,834.00
6	357,316.00	SD1	SENIOR REGIONAL DISPATCHER II	6	367,742.00
15	827,109.00	RD3	REGIONAL DISPATCHER III	15	846,713.00
39	1,841,790.00	RD2	REGIONAL DISPATCHER II	39	1,869,727.00
66	\$ 3,481,979.00		SALARIES	66	\$ 3,567,512.00
1	\$ 81,384.00	45M	DEPUTY DIRECTOR, EMERGENCY MANAGEMENT	1	\$ 84,598.00
1	75,266.00	40M	EMERGENCY PREPAREDNESS COORDINATOR	1	77,340.00
0	-	37	STAFF ASSISTANT III	1	57,942.00
1	48,237.00	32	STAFF ASSISTANT I	0	-
3	\$ 204,887.00			3	\$ 219,880.00
69	\$ 3,686,866.00		TOTAL REGULAR SALARIES	69	\$ 3,787,392.00
	121,961.00		HOLIDAY PAY		122,572.00
	3,693.00		EM INCENTIVE PAY		-
	10,000.00		EMERGENCY MANAGEMENT STIPEND		10,000.00
	(131,300.00)		VACANCY FACTOR		(151,300.00)
69	\$ 3,691,220.00		TOTAL SALARIES	69	\$ 3,768,664.00
	(288,502.00)		<b>FUNDING SOURCES:</b> UMASS FUNDING		(269,760.00)
	(1,015,743.00)		9-1-1 SUPPORT GRANT FUNDING		(1,015,743.00)
	(31,307.00)		WRTA FUNDING		(32,429.00)
	(1,335,552.00)		TOTAL FUNDING SOURCES		(1,317,932.00)
69	\$ 2,355,668.00	<b>270-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	69	\$ 2,450,732.00
	220,676.00		REGULAR OVERTIME		220,676.00
	14,862.00		SUMMER IMPACT OVERTIME		14,862.00
	3,800.00		SNOW TOWING OVERTIME		3,800.00
	239,338.00		TOTAL OVERTIME		239,338.00
	(24,856.00)		<b>FUNDING SOURCES:</b> UMASS FUNDING		(47,020.00)
	(10,000.00)		9-1-1 SUPPORT GRANT FUNDING		(10,000.00)
	(34,856.00)		TOTAL FUNDING SOURCES		(57,020.00)
	\$ 204,482.00	<b>270-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 182,318.00

**NICOLE VALENTINE, INTERIM DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**EMERGENCY COMMUNICATIONS DEPARTMENT- DEPARTMENT #270**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	\$ 25,000.00		ELECTRICITY		\$ 25,000.00
	49,000.00		LEASES & RENTALS		49,000.00
	14,000.00		HIRED SERVICES		14,000.00
	12,518.00		TELEPHONE		12,518.00
	695,300.00		LONG TERM LEASE OVER \$100,000		695,300.00
	5,000.00		PRINTING		5,000.00
	201,000.00		MAINTENANCE SYSTEM SOFTWARE		201,000.00
	15,600.00		MAINTENANCE/REPAIR BUILDING		15,600.00
	13,000.00		MAINTENANCE/REPAIR EQUIPMENT		13,000.00
	8,000.00		MAINTENANCE/REPAIR VEHICLE		8,000.00
	8,200.00		CLEANING SERVICES		8,200.00
	3,000.00		CONSULTANTS		3,000.00
	4,500.00		HARDWARE NETWORK SUPPORT		4,500.00
	15,000.00		OFFICE SUPPLIES		15,000.00
	3,000.00		AUTO FUEL NO LEAD GAS		3,000.00
	3,000.00		PARTS/EQUIPMENT SUPPLIES		3,000.00
	3,000.00		COPY PAPER		3,000.00
	8,400.00		HARDWARE/DEVICES		8,400.00
	15,700.00		OTHER CHARGES & EXPENDITURES		15,700.00
	6,000.00		TRAVELING		6,000.00
	<u>\$ 1,108,218.00</u>		TOTAL GENERAL ORDINARY MAINTENANCE		<u>\$ 1,108,218.00</u>
	\$ 65,000.00		ELECTRICITY		\$ 65,000.00
	1,600.00		LEASES & RENTALS		1,600.00
	11,600.00		HIRED SERVICES		11,600.00
	2,400.00		MAINTENANCE & REPAIR		2,400.00
	-		TELEPHONE		-
	40,000.00		SNOW REMOVAL		40,000.00
	700.00		EXTERMINATOR SERVICES		700.00
	3,000.00		RUBBISH REMOVAL		3,000.00
	21,400.00		MAINTENANCE/REPAIR BUILDING		21,400.00
	39,000.00		CLEANING SERVICES		39,000.00
	8,000.00		NATURAL GAS		8,000.00
	1,600.00		HARDWARE/DEVICES		1,600.00
	<u>\$ 194,300.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 194,300.00</u>
			FUNDING SOURCES:		
	(194,300.00)		9-1-1 SUPPORT GRANT FUNDING		(194,300.00)
	<u>(194,300.00)</u>		TOTAL FUNDING SOURCES		<u>(194,300.00)</u>
	\$ -		TOTAL RECC ORDINARY MAINTENANCE		\$ -
	<u>\$ 1,108,218.00</u>	<b>270-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 1,108,218.00</u>
	\$ 25,000.00		CAPITAL OUTLAY		\$ 25,000.00
			FUNDING SOURCES:		
	(25,000.00)		9-1-1 SUPPORT GRANT FUNDING		(25,000.00)
	<u>(25,000.00)</u>		TOTAL FUNDING SOURCES		<u>(25,000.00)</u>
	\$ -	<b>270-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ -

**NICOLE VALENTINE, INTERIM DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**EMERGENCY COMMUNICATIONS DEPARTMENT- DEPARTMENT #270**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
			<u>FRINGE BENEFITS:</u>		
	\$ 46,113.00		HEALTH INSURANCE		\$ 71,990.00
	30,148.00		RETIREMENT		24,276.00
	<u>\$ 76,261.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 96,266.00</u>
			<u>FUNDING SOURCES:</u>		
	(76,261.00)		UMASS FUNDING		(96,266.00)
	<u>(76,261.00)</u>		TOTAL FUNDING SOURCES		<u>(96,266.00)</u>
	<u>\$ -</u>	<b>270-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 3,668,368.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 3,741,268.00</u>





This Page is Intentionally Left Blank

# INSPECTIONAL SERVICES

## Timothy P. McInerney, Interim Director

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

### Mission:

To serve the public by protecting the health, safety and environmental stability of Worcester's business and residential community.

### Vision:

To be the safest and healthiest city in the State.

### Departmental Goals:

1. Automate permitting and inspection processes for the enhancement of the customer service experience.
2. Create collaborative communication with Public Safety network, such as Police and Fire.
3. Create a collaborative process with Economic Development on land use issues and development projects.
4. Improve organizational efficacy to strengthen the development of staff through the establishment of operational standards.
5. Provide career path for entry level employees.

### Goal 1: Automate permitting and inspection processes for the enhancement of the customer service experience.

Objectives	Initiatives	Performance Indicators
Eliminate paper permit applications on web and in person.	<ul style="list-style-type: none"> <li>▪ Make kiosk available for use of those who enter building (in multiple languages).</li> <li>▪ Social Media campaign to promote online permitting system and complaint system.</li> <li>▪ Informational campaign around use of online system to report a problem and apply for permits, including social media posts promoting online services.</li> </ul>	By end of FY22 see a reduction of 50% on paper applications.

### Goal 2: Create collaborative communication with Public Safety network, such as Police and Fire.

Objectives	Initiatives	Performance Indicators
Establish task force for 110 inspections.	Create interdepartmental monthly meetings with Fire.	Increase the number of 110 inspections for multifamily units.
Expand the use of CSRS to streamline communication.	Train inspectors and Fire on the use of CSRS; how to view the activity logs and input issues associated with properties.	Number of Inspectors and Fire personnel trained in CSRS.
View boarded inhabitable properties regularly.	Establish a log system to measure the number of times the properties are viewed.	Number of properties viewed.

**Goal 3: Create a collaborative process with Economic Development on land use issues and development projects.**

Objectives	Initiatives	Performance Indicators
Create Permit Advisory Task Force with multiple depts. to identify opportunities for efficiency and streamlining.	Utilize and expand current Interdepartmental Review Team (IRT) format to collaborate among multiple departments to streamline permitting/licensing process.	<ul style="list-style-type: none"> <li>▪ Increase business retention, recruitment and expansion.</li> <li>▪ Permitting/licensing process time reduced.</li> </ul>

**Goal 4: Improve organizational efficacy to strengthen the development of staff through the establishment of operational standards.**

Objectives	Initiatives	Performance Indicators
Create "Idea Boards" to provide opportunities for sharing of ideas between divisions.	Establish weekly huddles for staff to share ideas.	Number of ideas proposed and completed by division.
Create a Standard of Operations Policy.	<ul style="list-style-type: none"> <li>▪ Build small working groups to evaluate processes and operations.</li> <li>▪ Implement trainings on standards of operations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluate number of hours employees dedicate to tasks.</li> <li>▪ Number of hours staff trained.</li> </ul>
Evaluate cross departmental relationships for stronger collaboration and operations.	Create workflows with Division of Public Health to assess cross collaboration.	Increase business processes connection points.

**Goal 5: Provide career path for entry level employees.**

Objectives	Initiatives	Performance Indicators
Develop a professional development plan that outlines training and certifications needed to obtain for growth within the department.	<ul style="list-style-type: none"> <li>▪ Create a list of professional development trainings available in the market.</li> <li>▪ Review plan with each employee bi-annually to evaluate their progress.</li> </ul>	Number of trainings and/or certification classes attended by staff.

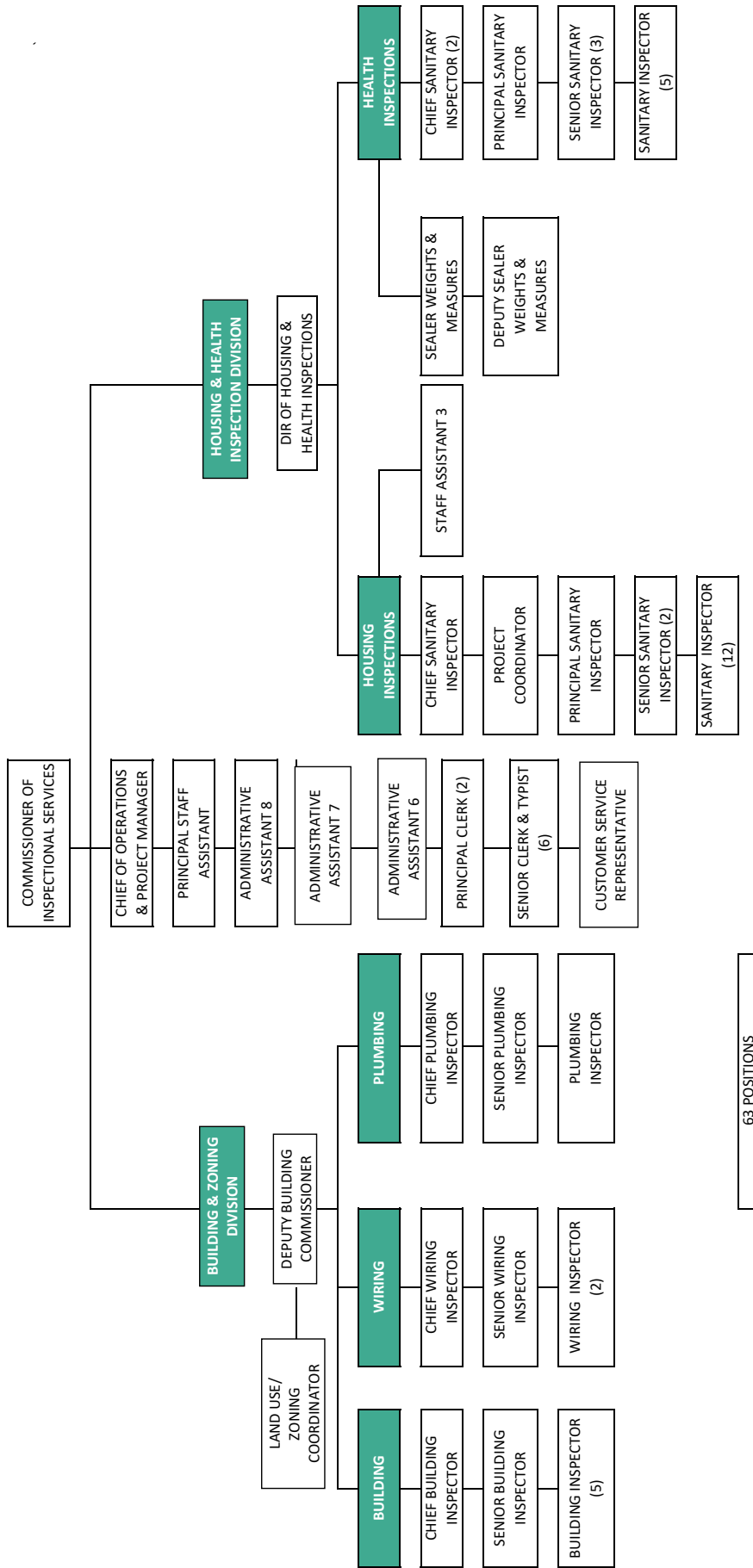
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 3,709,313.04	\$ 3,785,434.00	\$ 2,693,683.98	\$ 3,847,742.00
Overtime	17,792.41	28,000.00	44,320.14	28,000.00
Ordinary Maintenance	291,334.73	314,054.00	214,818.60	280,285.00
<b>Total</b>	<b>\$ 4,018,440.18</b>	<b>\$ 4,127,488.00</b>	<b>\$ 2,952,822.72</b>	<b>\$ 4,156,027.00</b>
<b>Total Positions</b>	61	63	63	63

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$4,156,027, which is an increase of \$28,539 from the Fiscal 2021 amount of \$4,127,488. The salary increase is due increases for employees that are not at maximum pay, and a position regrade to re-align pay with current responsibilities. This is offset by a decrease in Ordinary Maintenance of \$35,000 to reflect Maintenance System Software no longer required.

# DEPARTMENT OF INSPECTIONAL SERVICES ORGANIZATIONAL CHART



63 POSITIONS

**TIMOTHY MCINERNEY, INTERIM COMMISSIONER OF INSPECTIONAL SERVICES**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**  
**DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
<b>INSPECTIONAL SERVICES ADMINISTRATION DIVISION:</b>					
1	\$ 125,260.00	58CM	COMMISSIONER OF INSPECTIONAL SERVICES	1	\$ 123,192.00
0	-	44M	CHIEF OF OPERATIONS & PROJECT MANAGER	1	82,122.00
2	154,555.00	40M	PRINCIPAL STAFF ASSISTANT	1	78,050.00
1	72,684.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	55,583.00
4	\$ 352,499.00		REGULAR SALARIES	4	\$ 338,947.00
1	\$ 93,668.00	51EM	DEPUTY BUILDING COMMISSIONER	1	\$ 98,670.00
1	71,264.00	45M	LAND USE & ZONING COORDINATOR	1	71,264.00
1	91,852.00	45M	CHIEF WIRE INSPECTOR	1	93,668.00
1	91,852.00	45M	CHIEF PLUMBING & GASFITTING INSPECTOR	1	93,668.00
1	91,852.00	45M	CHIEF BUILDING INSPECTOR	1	93,668.00
1	81,139.00	39HC	SENIOR BUILDING INSPECTOR	1	81,370.00
1	81,370.00	39HC	SENIOR WIRING INSPECTOR	1	81,370.00
1	81,370.00	39HC	SENIOR PLUMBING & GASFITTING INSPECTOR	1	81,370.00
5	307,429.00	35HC	BUILDING INSPECTOR	5	288,148.00
1	65,264.00	35HC	PLUMBING AND GASFITTING INSPECTOR	1	67,648.00
2	133,427.00	35HC	WIRING INSPECTOR	2	136,773.00
1	63,309.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	63,309.00
1	53,265.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	53,265.00
2	77,469.00	22	SENIOR CLERK AND TYPIST	2	78,836.00
1	40,232.00	22	CUSTOMER SERVICE REPRESENTATIVE	1	31,112.00
21	\$ 1,424,762.00		REGULAR SALARIES	21	\$ 1,414,139.00
1	\$ 100,099.00	51EM	DIRECTOR OF HOUSING & HEALTH INSPECTIONS	1	\$ 105,101.00
1	92,311.00	45M	CHIEF SANITARIAN	1	93,668.00
1	61,889.00	41M	PROJECT COORDINATOR	1	61,889.00
1	73,122.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	73,122.00
1	68,069.00	37	STAFF ASSISTANT 3	1	68,069.00
2	131,544.00	33HC	SENIOR SANITARY INSPECTOR	2	131,544.00
12	631,114.00	31HC	SANITARY INSPECTOR	12	646,548.00
2	94,595.00	27	PRINCIPAL CLERK	2	95,864.00
4	156,000.00	22	SENIOR CLERK AND TYPIST	4	157,441.00
25	\$ 1,408,743.00		REGULAR SALARIES	25	\$ 1,433,246.00
2	\$ 169,751.00	45M	CHIEF SANITARIAN	2	\$ 176,240.00
1	91,852.00	45M	SEALER OF WEIGHTS AND MEASURES	1	71,264.00
1	51,052.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	51,052.00
3	197,316.00	33HC	SENIOR SANITARY INSPECTOR	3	213,343.00
1	56,940.00	32	DEPUTY SEALER OF WEIGHTS & MEASURES	1	56,940.00
5	271,994.00	31HC	SANITARY INSPECTOR	5	277,757.00
13	\$ 838,905.00		REGULAR SALARIES	13	\$ 846,596.00
63	\$ 4,024,909.00		TOTAL REGULAR SALARIES	63	\$ 4,032,928.00
	(100,000.00)		VACANCY FACTOR		(37,000.00)
	7,596.00		EM INCENTIVE PAY		5,091.00
	11,440.00		CONTRACTUAL STIPENDS		11,440.00
	\$ 3,943,945.00		TOTAL SALARIES		\$ 4,012,459.00
	\$ (132,824.00)		<b>FUNDING SOURCES:</b>		\$ (138,995.00)
	(20,873.00)		BOND FUNDS		(20,901.00)
	(4,814.00)		SEWER REVENUES		(4,821.00)
	\$ (158,511.00)		WATER REVENUES		\$ (164,717.00)
	\$ 3,785,434.00	280-91000	TOTAL FUNDING SOURCES		\$ 3,847,742.00
			<b>TOTAL RECOMMENDED PERSONNEL SERVICES</b>		\$ 3,847,742.00

**TIMOTHY MCINERNEY, INTERIM COMMISSIONER OF INSPECTIONAL SERVICES**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**  
**DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	\$ 94,875.00		REGULAR OVERTIME		\$ 94,875.00
	5,125.00		SEWER INSPECTIONS		5,125.00
	<u>\$ 100,000.00</u>		TOTAL OVERTIME		<u>\$ 100,000.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (72,000.00)		CDBG GRANT		\$ (72,000.00)
	<u>\$ (72,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (72,000.00)</u>
	<u>\$ 28,000.00</u>	<b>280-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 28,000.00</u>
	\$ 20,000.00		LEASES & RENTALS		\$ 20,000.00
	54,000.00		TELEPHONES		54,000.00
	63,000.00		CONSTABLES		63,000.00
	5,000.00		NETWORK, HARDWARE, SOFTWARE		5,000.00
	1,300.00		NEWSPAPER ADVERTISING		1,300.00
	8,500.00		REGISTRATION FEES		8,500.00
	2,500.00		LEGAL FILING FEES		2,500.00
	20,000.00		EXTERMINATOR SERVICES		20,000.00
	6,600.00		PRINTING		6,600.00
	40,000.00		MAINTENANCE SYSTEM SOFTWARE		5,000.00
	46,675.00		MAINTENANCE/REPAIR VEHICLE		46,675.00
	2,450.00		MEMBERSHIP DUES		2,450.00
	1,000.00		BOOKS		1,000.00
	1,500.00		BUILDING SUPPLIES		1,500.00
	6,000.00		OFFICE SUPPLIES		6,000.00
	5,000.00		PRINTING SUPPLIES		5,000.00
	25,025.00		AUTO FUEL NO LEAD GAS		25,025.00
	4,000.00		PARTS/EQUIPMENT SUPPLIES		4,000.00
	2,000.00		COPY PAPER		2,000.00
	5,000.00		HARDWARE/DEVICES		5,000.00
	2,750.00		OTHER CHARGES & EXPENDITURES		2,750.00
	2,000.00		TRAVELING		2,000.00
	1,200.00		LICENSES		1,200.00
	<u>\$ 325,500.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 290,500.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (9,765.00)		SEWER REVENUES		\$ (8,715.00)
	(1,681.00)		WATER REVENUES		(1,500.00)
	<u>\$ (11,446.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (10,215.00)</u>
	<u>\$ 314,054.00</u>	<b>280-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 280,285.00</u>
	\$ 36,632.00		HEALTH INSURANCE		\$ 39,882.00
	13,880.00		RETIREMENT		18,705.00
	<u>\$ 50,512.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 58,587.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (50,512.00)		BONDS		\$ (58,587.00)
	<u>\$ (50,512.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (58,587.00)</u>
	<u>\$ -</u>	<b>280-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 4,127,488.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 4,156,027.00</u>

## WORCESTER MEMORIAL AUDITORIUM

---

### Vacant - Chairman

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

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Ordinary Maintenance	\$ 117,014.61	\$ 90,200.00	\$ 56,827.58	\$ 90,200.00
<b>Total</b>	<b>\$ 117,014.61</b>	<b>\$ 90,200.00</b>	<b>\$ 56,827.58</b>	<b>\$ 90,200.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be level funded at \$90,200.



**VACANT, CHAIRMAN****CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2022****WORCESTER MEMORIAL AUDITORIUM- #740**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ 40,000.00	NATURAL GAS	\$ 40,000.00
2,500.00	BUILDING MAINTENANCE SERVICES	2,500.00
30,000.00	ELECTRICITY	30,000.00
300.00	SECURITY SERVICES	300.00
400.00	MAINTENANCE SYSTEM SOFTWARE	400.00
16,500.00	MAINTENANCE & REPAIR BUILDING	16,500.00
500.00	BUILDING SUPPLIES	500.00
<u>\$ 90,200.00</u>	<b>740-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 90,200.00</u>
<hr/>		
<u>\$ 90,200.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 90,200.00</u>

## PUBLIC WORKS

### Jay J. Fink, P.E., Commissioner

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

#### Mission:

To use sound financial and operational practices to professionally protect, maintain, and improve the natural and built public infrastructure in the City and to provide essential public services that support a vibrant, thriving city, strong neighborhoods and opportunity for all.

#### Vision:

To continuously improve life in the City of Worcester in ways that enhance neighborhoods and support a vibrant and thriving city through the professional management and maintenance of critical infrastructure and the provision of critical services.

#### Departmental Goals:

1. Establish consistent improvement in the cleanliness and perception of the City [Operations]
2. Enhance community benefits from City technology including asset management, financial management, and customer service management [Admin, Water, Sewer]
3. Implement Integrated Water Resources Management Plan [Water Sewer]
4. Continuously Improve Park, Playground, Green Infrastructure Maintenance [Parks]
5. Enhance and Improve Citywide Parking System [Engineering]

#### Goal 1: Establish consistent improvement in the cleanliness and perception of the City [Operations]

Objectives	Initiatives	Performance Indicators
Expand working group on City cleanliness	<ul style="list-style-type: none"> <li>▪ Develop and implement Clean City Program for FY22</li> <li>▪ Expand capacity by deploying four additional staff toward clean ups.</li> </ul>	Completion of Clean City development
Initiate measurable clean city programs	<ul style="list-style-type: none"> <li>▪ Establish metrics in all key functional areas</li> <li>▪ Determine automated data collection methods</li> <li>▪ Update management reports</li> <li>▪ Expand scheduled cleaning details</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of active performance metrics</li> <li>▪ Customer complaint Resolution in CRM system</li> <li>▪ Number of sites cleaned</li> </ul>
Reduce Litter and Recycling contamination	<ul style="list-style-type: none"> <li>▪ Complete public recycling education program</li> <li>▪ Make Recycling bins with lids available</li> <li>▪ Improve enforcement of unacceptable recycling materials</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tons of litter collected by clean teams</li> <li>▪ Customer complaint Resolution in CRM system</li> <li>▪ Number of new bins requested</li> </ul>

**Goal 2: Enhance community benefits from City technology including asset management, financial management, and customer service management [Admin, Water, Sewer]**

Objectives	Initiatives	Performance Indicators
Expand deployment and benefits of Asset Management software	<ul style="list-style-type: none"> <li>▪ Complete deployment of Asset Management in all relevant DPWP divisions</li> <li>▪ Collaborate with other City Departments on possible areas to expand benefits of Asset Management</li> </ul>	<p>Number of types of assets included in Asset Management system</p> <p>Number of work orders closed in Asset Management system</p>
Improve Customer experience CRM system and Data portal.	<ul style="list-style-type: none"> <li>▪ Collaborate with TS to implement a replacement of the current CSRS platform</li> <li>▪ Collaborate with UI to maximize internal and external benefits of all data</li> </ul>	<p>Project Milestones achieved toward deployment of new CRM</p> <p>Number of customer requests closed in CRM system</p>
Improve Departmental efficiency ERP and Utility Billing software	<ul style="list-style-type: none"> <li>▪ With TS and ERP vendor, review all business practices to improve automation and efficiency</li> <li>▪ Update Utility Billing procedures to maximize benefits of a modern system</li> </ul>	<p>Project Milestones achieved working with TS toward deployment of ERP and UB systems</p> <p>Number of users completing training in new systems</p>

**Goal 3: Implement Integrated Water Resources Management Plan [Water Sewer]**

Objectives	Initiatives	Performance Indicators
Implement long term capital investment plans in Water and Sewer	<ul style="list-style-type: none"> <li>▪ Advance IP Water Capital Improvement Plan</li> <li>▪ Advance IP Sewer Capital Improvement Plan</li> </ul>	<p>Number of IP projects under contract</p> <p>Number of IP projects completed</p> <p>Monitor Key Performance Indicators</p> <p>Amount of infiltration/inflow and water leaks in water sewer systems</p>
Continue Negotiations with EPA to maximize local benefits from regulatory processes	<ul style="list-style-type: none"> <li>▪ Maintain contact with EPA on Integrated Plan and upcoming permits</li> <li>▪ Pursue Federal funding for key initiatives</li> </ul>	<p>Federal funds awarded to Water Sewer Infrastructure projects</p> <p>EPA permit violations</p>

**Goal 4: Continuously Improve Park, Playground, Green Infrastructure Maintenance [Parks]**

Objectives	Initiatives	Performance Indicators
Improve Park and playground experience for residents and visitors	<ul style="list-style-type: none"> <li>▪ Enhance customer response time for parks complaints</li> <li>▪ Enhance customer response time for playground complaints</li> </ul>	<p>Customer complaint Resolution in CRM system</p>
Enhance maintenance program for Green Infrastructure	<ul style="list-style-type: none"> <li>▪ Expand green infrastructure maintenance program</li> <li>▪ Increase staff time allocated to green infrastructure maintenance</li> </ul>	<p>Completion of Green Infrastructure management plan</p> <p>Hours allocated to green infrastructure maintenance</p>

**Goal 5: Enhance and Improve Citywide Parking System [Engineering]**

Objectives	Initiatives	Performance Indicators
Complete roll out of multi space meter system and pay by plate	<ul style="list-style-type: none"> <li>▪ Convert all meters to multi space meters</li> </ul>	Percentage of system converted to multi-space meters
Complete roll out of 12-hour downtown enforcement program	<ul style="list-style-type: none"> <li>▪ Update schedule for enforcement</li> <li>▪ Expand staffing capacity for enforcement</li> </ul>	Percentage of year with 12 hour scheduled parking enforcement
Complete planned improvements at City's parking garages.	<ul style="list-style-type: none"> <li>▪ Complete waterproofing projects</li> <li>▪ Enhance winter readiness</li> </ul>	Progress toward completion of scheduled Garage improvements

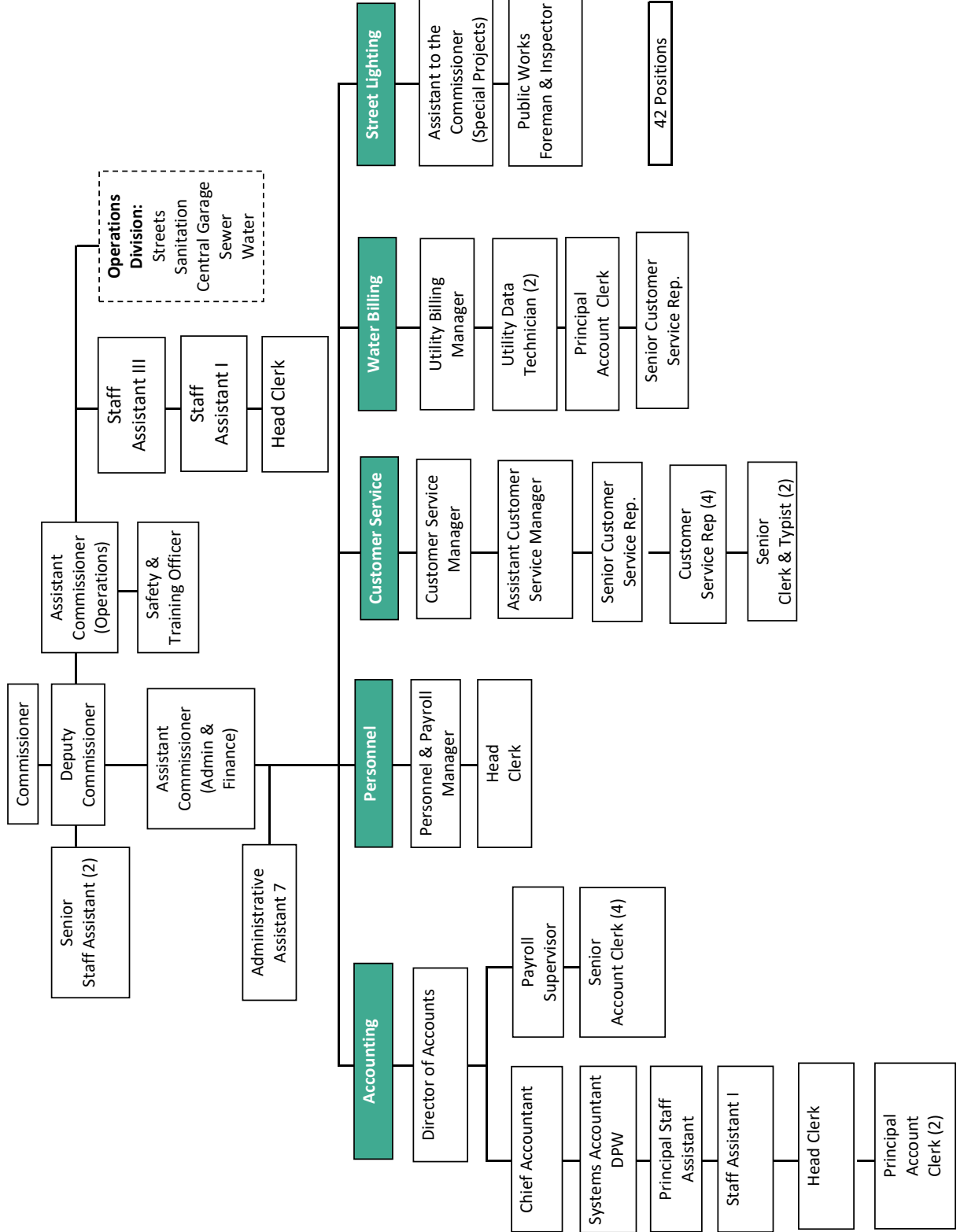
**Department Allocation Summary**

	<b>Actual</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 5,552,010.14	\$ 5,689,611.00	\$ 2,328,610.69	\$ 6,041,553.00
Overtime	774,822.46	635,038.00	596,657.27	685,038.00
Ordinary Maintenance	8,329,864.08	9,277,455.00	4,484,024.04	9,332,128.00
Capital Outlay	41,421.93	-	-	-
<b>Total</b>	<b>\$ 14,698,118.61</b>	<b>\$ 15,602,104.00</b>	<b>\$ 7,409,292.00</b>	<b>\$ 16,058,719.00</b>
<b>Total Positions</b>	201	201	201	208

**Operating Budget Highlights**

The tax levy budget for Fiscal 2022 is recommended to be \$16,058,719, which is an increase of \$456,615 from the Fiscal 2021 amount of \$15,602,104. Department of Public Works salaries increased due to many regrades and upgrades throughout the Divisions and also title changes to match job responsibilities. Department of Public Works also added 4 Parking Control Officers to oversee the off-street and on-street parking assets of the City of Worcester. Also, 4 Laborers on the Clean Team and 2 Laborers for Quality of Life were added to create a clean team that can help maintain cleanliness in an efficient manner throughout the City of Worcester. Offsetting these salary increases were positions in the Engineering Division moving to the Public Facilities Department. Ordinary Maintenance increased this year mainly due to telephone costs in the Department of Public Works for \$175,000. Department of Public Works added \$50,000 for Engineering Services. Also, there was \$35,000 in sweeping/leaf pickup that was added to Ordinary Maintenance this fiscal year but will be offset by sewer credits. Finally, \$3,500 was added for electricity costs, \$1,000 of chemical supplies because of increases in diesel additives and \$2,000 for maintenance system software for upgrading RTA software. Offsetting the increase in Ordinary Maintenance was \$170,000 in environmental services and \$6,000 in laboratory supplies. These costs are moving to the Sustainability Department. Overtime increased by \$50,000 to properly fund the Streets Division.

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



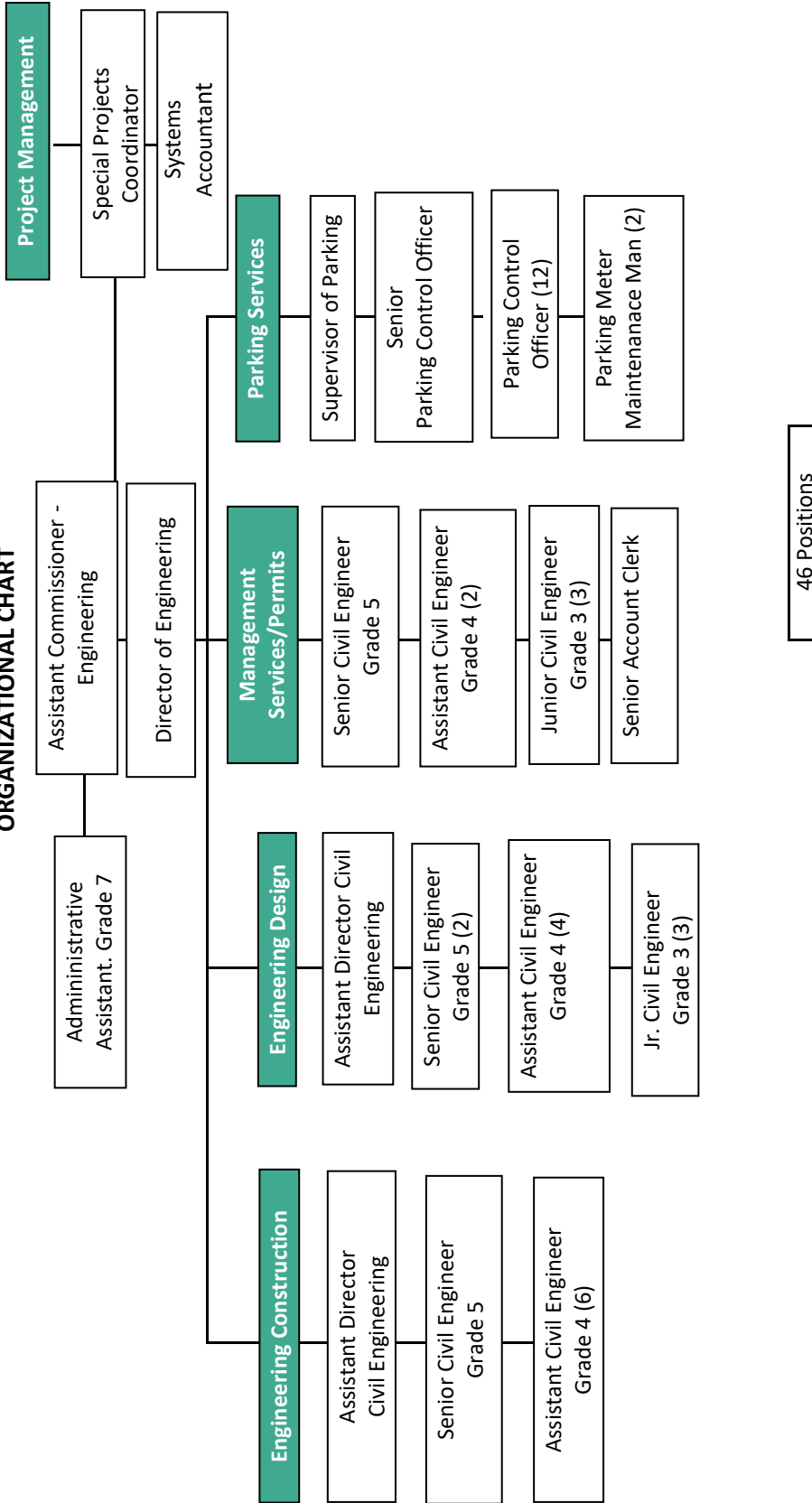
**JAY J. FINK, P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 169,504.00	58CM	COMMISSIONER PUBLIC WORKS	1	\$ 180,090.00
1	144,447.00	53EM	DEPUTY COMMISSIONER PUBLIC WORKS	1	146,495.00
1	126,408.00	51EM	ASSISTANT COMMISSIONER- OPERATIONS	1	126,408.00
1	122,942.00	51EM	ASSISTANT COMMISSIONER- ADM. & FINANCE	1	122,942.00
1	96,821.00	43EM	ASSISTANT TO COMM.- SPECIAL PROJECTS	1	96,821.00
1	93,668.00	48M	DIRECTOR OF ACCOUNTS, PUBLIC WORKS	1	95,213.00
1	97,113.00	46M	PERSONNEL & PAYROLL MANAGER	1	97,113.00
1	83,771.00	45M	FINANCE MANAGER	0	-
1	93,668.00	45M	UTILITY BILLING MANAGER	1	93,668.00
0	-	42P	CHIEF ACCOUNTANT	1	83,771.00
0	-	40P	SYSTEMS ACCOUNTANT (DPW)	1	76,925.00
1	79,392.00	42M	SAFETY & TRAINING OFFICER	1	82,070.00
1	59,571.00	40M	PRINCIPAL STAFF ASSISTANT	1	59,571.00
1	75,294.00	39M	SENIOR STAFF ASSISTANT	2	123,803.00
1	64,102.00	39M	CUSTOMER SERVICE MANAGER	1	71,264.00
1	64,478.00	36	PUBLIC WORKS FOREMAN & INSPECTOR	1	65,772.00
1	64,478.00	35HC	LAKE & POND ANALYST	0	-
0	-	37	STAFF ASSISTANT III	1	63,309.00
1	63,309.00	35	ADMINISTRATIVE ASSISTANT 7	1	63,309.00
1	61,200.00	34	UTILITY DATA TECHNICIAN	2	122,400.00
1	47,628.00	34	ASSISTANT CUSTOMER SERVICE MANAGER	1	48,074.00
1	56,940.00	32	PAYROLL SUPERVISOR	1	56,940.00
2	100,169.00	32	STAFF ASSISTANT 1	2	103,726.00
2	106,530.00	30	HEAD CLERK	3	151,203.00
3	136,288.00	28	PRINCIPAL ACCOUNT CLERK	3	137,676.00
3	118,158.00	28	SENIOR CUSTOMER SERVICE REP.	2	83,880.00
3	118,230.00	26	WATER SERVICE INSPECTOR	0	-
2	89,784.00	25	SENIOR ACCOUNT CLERK	4	165,674.00
2	77,562.00	22	CUSTOMER SERVICE REP.	4	149,829.00
4	134,190.00	22	SENIOR CLERK AND TYPIST	2	72,488.00
40	2,545,645.00		TOTAL REGULAR SALARIES	42	2,740,434.00
	14,074.00		EM INCENTIVE PAY		7,116.00
	(58,240.00)		VACANCY FACTOR		(58,240.00)
	5,005.00		METER REPAIR/INSTALLATION STIPEND		5,005.00
	2,506,484.00		TOTAL RECOMMENDED SALARIES		2,694,315.00
			<u>FUNDING SOURCES:</u>		
	(10,652.00)		GOLF REVENUES		(11,432.00)
	(753,151.00)		SEWER REVENUES		(808,309.00)
	(1,321,135.00)		WATER REVENUES		(1,417,890.00)
	(6,000.00)		PROJECT FUNDING		(6,000.00)
	(2,090,938.00)		TOTAL FUNDING SOURCES		(2,243,631.00)
40	\$ 415,546.00	4101-91000	TOTAL RECOMMENDED PERSONAL SERVICES	42	\$ 450,684.00
	\$ 31,110.00		OVERTIME		\$ 31,110.00
	\$ 31,110.00	4101-97000	TOTAL RECOMMENDED OVERTIME		\$ 31,110.00
\$	60,632.00		ELECTRICITY	\$	60,632.00
	10,000.00		LEASES & RENTALS		10,000.00
	79,500.00		TELEPHONE		254,500.00
	500.00		PRINTING		500.00
	15,000.00		MAINTENANCE SYSTEM SOFTWARE		15,000.00
	3,500.00		MAINTENANCE/REPAIR BUILDING		3,500.00
	1,000.00		TRAINING CERTIFICATIONS		1,000.00
	7,100.00		CLEANING SERVICES		7,100.00

**JAY J. FINK, P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	\$ 170,000.00		ENVIRONMENTAL SERVICES		\$ -
	2,000.00		HARDWARE NETWORK SUPPORT		2,000.00
	9,500.00		MEMBERSHIP DUES		9,500.00
	1,000.00		EDUCATIONAL SUPPLIES		1,000.00
	11,000.00		OFFICE SUPPLIES		11,000.00
	50,000.00		NATURAL GAS		50,000.00
	3,000.00		PRINTING SUPPLIES		3,000.00
	6,000.00		LABORATORY SUPPLIES		-
	1,000.00		PARTS/EQUIPMENT SUPPLIES		1,000.00
	2,500.00		SUBSCRIPTIONS		2,500.00
	1,700.00		COPY PAPER		1,700.00
	17,300.00		HARDWARE/DEVICES		17,300.00
	10,450.00		OTHER CHARGES & EXPENDITURES		10,450.00
	120,000.00		CENTREX TELEPHONES		120,000.00
	<u>\$ 582,682.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 581,682.00</u>
			<u>FUNDING SOURCES:</u>		
	(56,966.00)		SEWER REVENUES		(56,868.00)
	<u>(50,544.00)</u>		WATER REVENUES		<u>(50,457.00)</u>
	<u>(107,510.00)</u>		TOTAL FUNDING SOURCES		<u>(107,325.00)</u>
	<u>\$ 475,172.00</u>	<b>4101-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 474,357.00</u>
	<u>\$ 921,828.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 956,151.00</u>

# DEPARTMENT OF PUBLIC WORKS AND PARKS ENGINEERING DIVISION ORGANIZATIONAL CHART



46 Positions



**JAY J. FINK, P.E., COMMISSIONER**
**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF ENGINEERING - DIVISION #4102**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
<b>ENGINEERING SECTION</b>					
1	\$ 123,923.00	51EM	ASSISTANT COMMISSIONER- ENGINEERING	1	\$ 123,923.00
1	106,175.00	47EM	DIRECTOR OF DPW ENGINEERING	1	106,175.00
1	104,568.00	48M	ASSISTANT TRAFFIC DIRECTOR	0	-
1	104,364.00	48M	ASSISTANT DIRECTOR CIVIL ENGINEERING	2	184,017.00
1	97,113.00	46M	SUPERVISOR OF PARKING	1	97,113.00
0	-	45M	SPECIAL PROJECTS COORDINATOR	1	87,121.00
1	90,286.00	44M	SENIOR TRAFFIC ENGINEER, GRADE 5	0	-
2	159,086.00	44M	SENIOR CIVIL ENGINEER, GRADE 5	4	313,132.00
1	61,522.00	44M	SENIOR SANITARY ENGINEER, GRADE 5	0	-
1	72,922.00	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	0	-
11	785,817.00	41	ASSISTANT CIVIL ENGINEER, GRADE 4	12	828,198.00
0	-	38P	SYSTEMS ACCOUNTANT	1	67,448.00
6	384,042.00	37	JUNIOR CIVIL ENGINEER, GRADE 3	6	394,559.00
1	47,628.00	35	ADMINISTRATIVE ASSISTANT 7	1	52,847.00
1	56,940.00	32	SENIOR PARKING CONTROL OFFICER	1	56,940.00
2	91,371.00	26	PARKING METER MAINTENANCE MAN	2	92,958.00
0	-		SENIOR ACCOUNT CLERK	1	44,892.00
8	309,250.00	22	PARKING CONTROL OFFICER	12	455,221.00
39	2,595,007.00		REGULAR SALARIES	46	2,904,544.00
<b>ARCHITECTURAL SECTION</b>					
1	\$ 99,034.00	48EM	PRINCIPAL ARCHITECT	0	\$ -
1	73,811.00	46M	PROJECT ARCHITECT	0	-
1	75,753.00	40	CLERK OF WORKS - BLD. MAINT. GRADE D	0	-
4	269,666.00	39	CLERK OF WORKS - BLD. MAINT. GRADE C	0	-
1	65,056.00	38P	SYSTEMS ACCOUNTANT	0	-
8	583,320.00		REGULAR SALARIES	0	-
47	3,178,327.00		TOTAL REGULAR SALARIES	46	2,904,544.00
	2,929.00		EM INCENTIVE PAY		4,629.00
	(127,188.00)		VACANCY FACTOR		(127,188.00)
	31,000.00		TEMPORARY STAFF		31,000.00
	42,284.00		EDUCATIONAL STIPENDS- MEO		42,284.00
47	3,127,352.00			46	2,855,269.00
<b>FUNDING SOURCES:</b>					
	(833,864.00)		SEWER REVENUES		(764,152.00)
	(126,747.00)		WATER REVENUES		(116,011.00)
	(250,330.00)		PROJECT FUNDING STREETS		(251,640.00)
	(478,973.00)		PROJECT FUNDING ARCHITECTURAL SERVICES		(127,421.00)
	(1,689,914.00)		TOTAL FUNDING SOURCES		(1,259,224.00)
47	\$ 1,437,438.00	4102-91000	TOTAL RECOMMENDED PERSONAL SERVICES	46	\$ 1,596,045.00
	45,473.00		OVERTIME ENGINEERING SECTION		45,473.00
	22,311.00		GREENWOOD STREET LANDFILL		22,311.00
	14,009.00		OVERTIME TRAFFIC ENGINEERING SECTION		14,009.00
	\$ 81,793.00	4102-97000	TOTAL RECOMMENDED OVERTIME		\$ 81,793.00

**JAY J. FINK, P.E., COMMISSIONER**

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

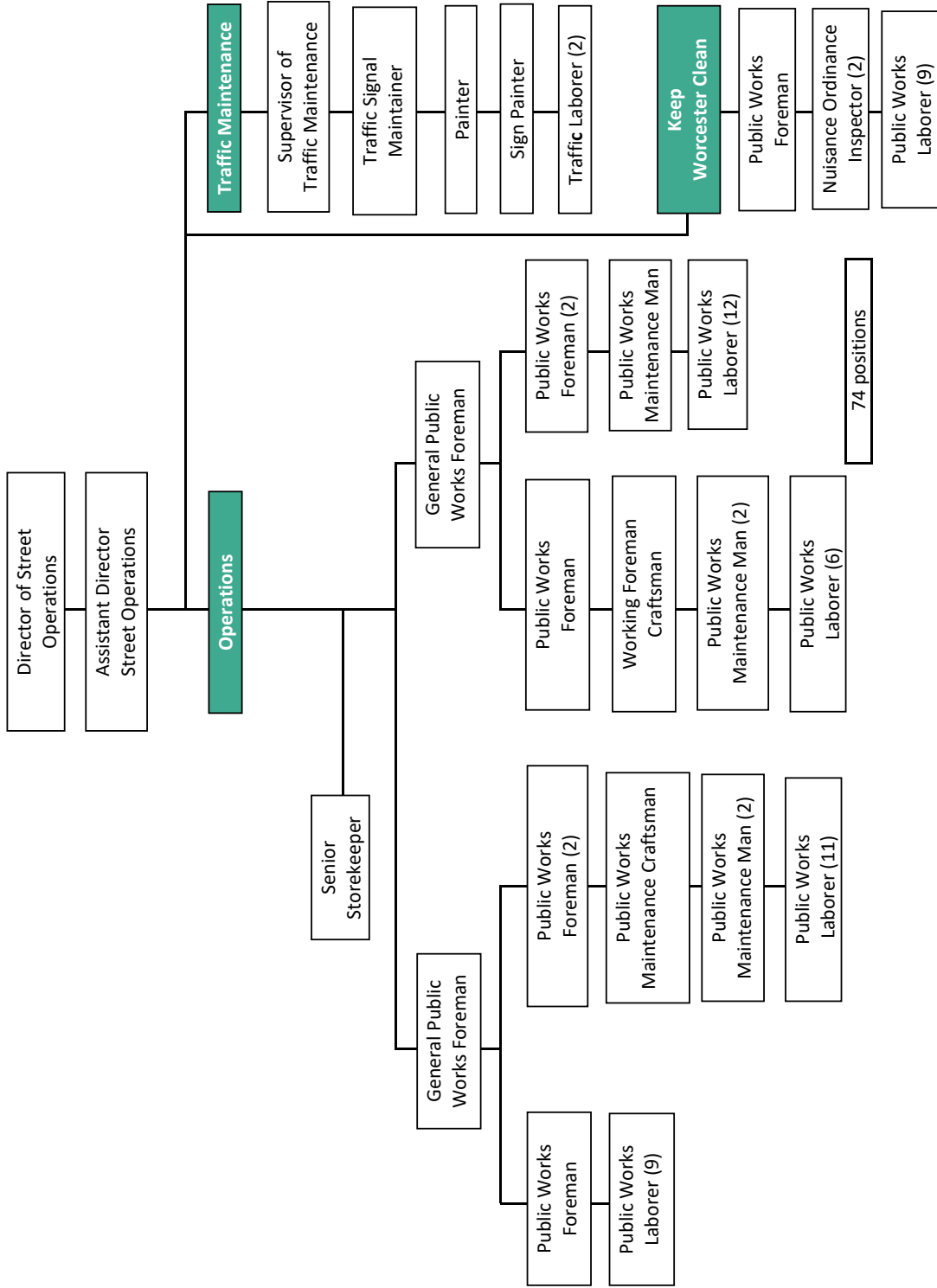
**DIVISION OF ENGINEERING - DIVISION #4102**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	\$ -		ENGINEERS		\$ 50,000.00
	83,000.00		ELECTRICITY		83,000.00
	7,000.00		LEASES & RENTALS		7,000.00
	8,000.00		SPECIAL POLICE		8,000.00
	9,000.00		TELEPHONES		9,000.00
	6,000.00		NEWSPAPER ADVERTISING		6,000.00
	2,900.00		REGISTRATION FEES		2,900.00
	6,500.00		PRINTING		6,500.00
	39,000.00		MAINTENANCE SYSTEM SOFTWARE		39,000.00
	5,000.00		MAINTENANCE SYSTEM BUILDING		5,000.00
	102,000.00		MAINTENANCE/REPAIR EQUIPMENT		102,000.00
	2,000.00		ENVIRONMENTAL SERVICES		2,000.00
	2,000.00		HARDWARE NETWORK SUPPORT		2,000.00
	2,300.00		MEMBERSHIP DUES		2,300.00
	1,000.00		BUILDING SUPPLIES		1,000.00
	8,400.00		OFFICE SUPPLIES		8,400.00
	4,800.00		PRINTING SUPPLIES		4,800.00
	120,700.00		PARTS/EQUIPMENT SUPPLIES		120,700.00
	1,800.00		SAFETY SUPPLIES		1,800.00
	1,500.00		COPY PAPER		1,500.00
	2,500.00		HARDWARE/DEVICES		2,500.00
	5,300.00		OTHER CHARGES & EXPENDITURE		5,300.00
	<u>\$ 420,700.00</u>	<b>4102-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 470,700.00</u>
	<u>\$ 1,939,931.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 2,148,538.00</u>



This Page is Intentionally Left Blank

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



**JAY J. FINK, P.E., COMMISSIONER**

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF STREETS- DIVISION #4103**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 107,825.00	51EM	DIRECTOR, STREET OPERATIONS	1	\$ 107,825.00
1	73,811.00	46M	ASSISTANT DIRECTOR STREET OPERATIONS	1	97,113.00
1	75,294.00	39M	SUPERVISOR OF SANITATION	0	-
1	75,294.00	39M	SUPERVISOR OF TRAFFIC MAINTENANCE	1	75,294.00
2	141,358.00	38	GENERAL PUBLIC WORKS FOREMAN	2	141,358.00
7	399,878.00	34	PUBLIC WORKS FOREMAN	7	410,568.00
2	90,577.00	32	NUISANCE ORDINANCE INSPECTOR	2	105,410.00
1	53,265.00	32	WORKING FOREMAN, CRAFTMAN	1	44,016.00
1	56,143.00	32	TRAFFIC SIGNAL MAINTAINER	1	56,940.00
1	53,265.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	53,265.00
1	44,892.00	28	SENIOR STOREKEEPER	1	47,210.00
1	42,614.00	27	PAINTER	1	44,146.00
1	48,150.00	27	SIGN PAINTER	1	48,150.00
5	201,465.00	26	PUBLIC WORKS MAINTENANCE MAN	5	204,027.00
41	1,671,644.00	24	PUBLIC WORKS LABORER	47	1,853,706.00
2	72,763.00	24	TRAFFIC LABORER	2	74,873.00
<b>69</b>	<b>3,208,238.00</b>		<b>REGULAR SALARIES</b>	<b>74</b>	<b>3,363,901.00</b>
	2,324.00		EM INCENTIVE PAY		1,937.00
	345,745.00		CONTRACTUAL STIPENDS - MEO		345,745.00
	35,000.00		DOWNTOWN STREETSCAPE - POOL LABOR		35,000.00
	(103,381.00)		VACANCY FACTOR		(103,381.00)
	<b>3,487,926.00</b>		<b>TOTAL RECOMMENDED SALARIES</b>		<b>3,643,202.00</b>
			<b>FUNDING SOURCES:</b>		
	(1,050,649.00)		SEWER REVENUES		(1,096,076.00)
	(435,878.00)		WATER REVENUES		(454,909.00)
	<b>(1,486,527.00)</b>		<b>TOTAL FUNDING SOURCES</b>		<b>(1,550,985.00)</b>
<b>69</b>	<b>\$ 2,001,399.00</b>	<b>4103-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>74</b>	<b>\$ 2,092,217.00</b>
	\$ 40,160.00		SUNDAY YARD WASTE DROP OFF		\$ 40,160.00
	309,948.00		REGULAR OVERTIME		359,948.00
	<b>\$ 350,108.00</b>	<b>4103-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<b>\$ 400,108.00</b>
	\$ 3,700.00		ELECTRICITY		\$ 3,700.00
	5,000.00		LEASES & RENTALS		5,000.00
	19,000.00		SPECIAL POLICE		19,000.00
	455,000.00		HIRED SERVICES		490,000.00
	7,800.00		TELEPHONES		7,800.00
	-		REGISTRATION FEES		-
	4,000.00		PRINTING		4,000.00
	15,000.00		MAINTENANCE/REPAIR BUILDING		15,000.00
	4,000.00		MAINTENANCE/REPAIR EQUIPMENT		4,000.00
	3,000.00		TRAINING CERTIFICATES		3,000.00
	6,000.00		MAINTENANCE/REPAIR VEHICLE		6,000.00
	1,500.00		CLEANING SERVICES		1,500.00
	795,550.00		LINE PAINTING		795,550.00
	3,800.00		AUTOMOTIVE SUPPLIES		3,800.00
	175,000.00		BUILDING SUPPLIES		175,000.00
	1,500.00		OFFICE SUPPLIES		1,500.00
	200.00		OTHER SUPPLIES		200.00
	4,800.00		PARTS/EQUIPMENT SUPPLIES		4,800.00
	4,800.00		SAFETY SUPPLIES		4,800.00
	1,500.00		CHEMICAL SUPPLIES		1,500.00

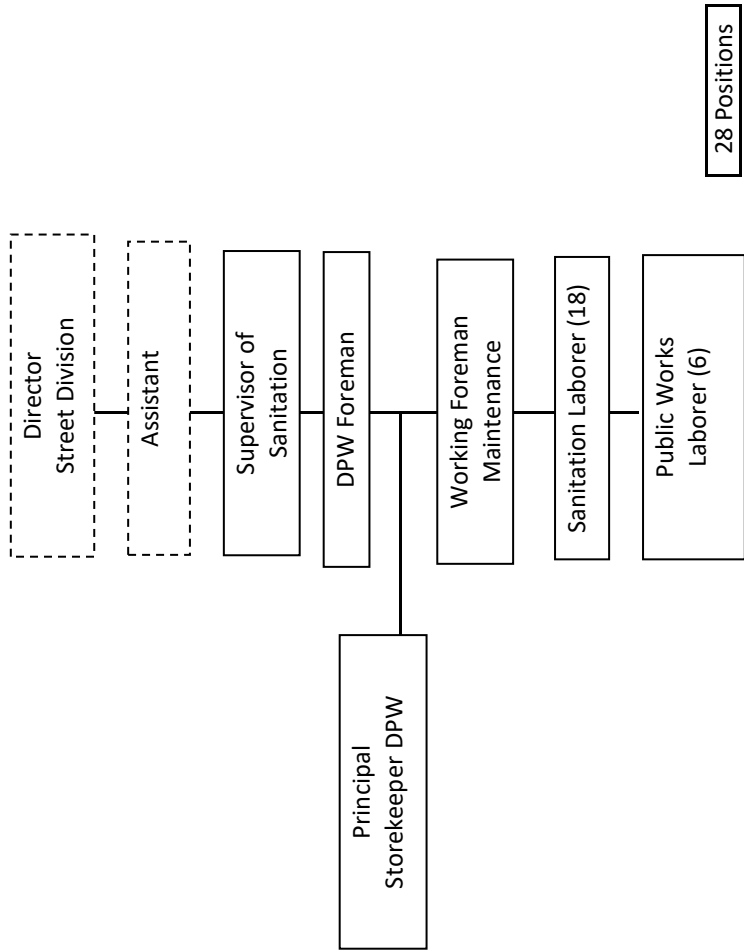
**JAY J. FINK, P.E., COMMISSIONER**
**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF STREETS- DIVISION #4103**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	\$ 2,200.00		CUSTODIAL SUPPLIES		\$ 2,200.00
	4,000.00		LANDSCAPING SUPPLIES		4,000.00
	<u>10,000.00</u>		OTHER CHARGES & EXPENDITURES		<u>10,000.00</u>
	<u>1,527,350.00</u>		ORDINARY MAINTENANCE		<u>1,562,350.00</u>
			<u>FUNDING SOURCES:</u>		
	(534,442.00)		SEWER REVENUES		(569,442.00)
	<u>(534,442.00)</u>		TOTAL FUNDING SOURCES		<u>(569,442.00)</u>
	<u>\$ 992,908.00</u>	<b>4103-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 992,908.00</u>
	<u>\$ 3,344,415.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 3,485,233.00</u>



This Page is Intentionally Left Blank

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

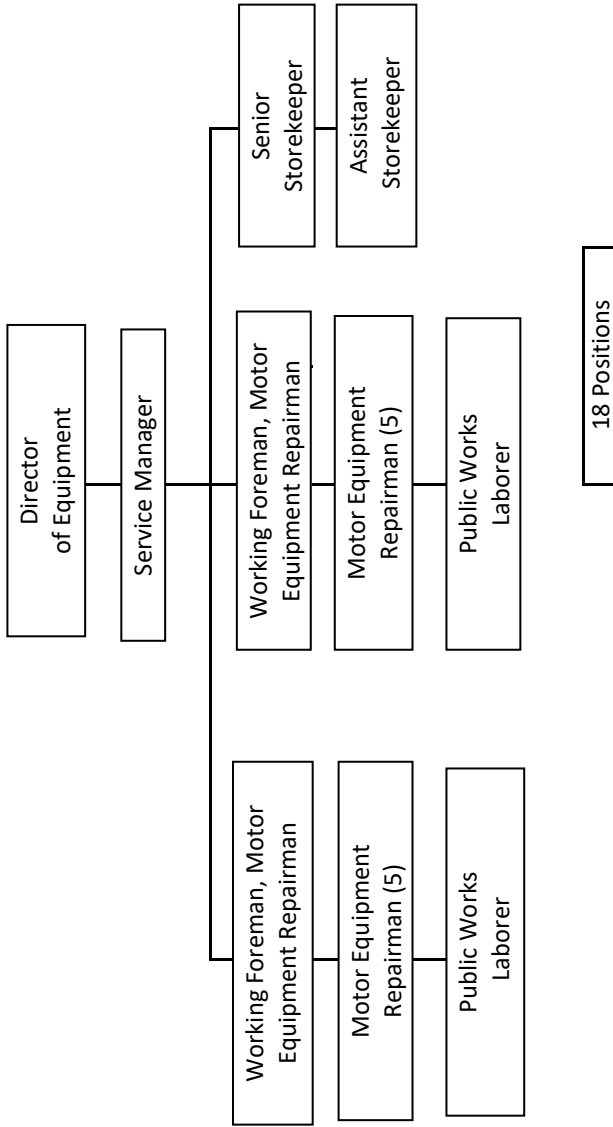




**JAY J. FINK P.E., COMMISSIONER****CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2022****DEPARTMENT OF PUBLIC WORKS & PARKS****DIVISION OF SANITATION- DIVISION #4104**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
0	\$ -	39M	SUPERVISOR OF SANITATION	1	\$ 75,294.00
1	61,200.00	34	PUBLIC WORKS FOREMAN	1	61,200.00
0	-	32	PRINCIPAL STOREKEEPER	1	52,221.00
1	53,265.00	30	WORKING FOREMAN, MAINTENANCE MAN	1	40,132.00
1	49,966.00	28	SENIOR STOREKEEPER	0	-
18	730,409.00	26	SANITATION LABORER	18	739,089.00
6	250,778.00	24	PUBLIC WORKS LABORER	6	241,650.00
<u>27</u>	<u>1,145,618.00</u>		TOTAL REGULAR SALARIES	<u>28</u>	<u>1,209,586.00</u>
	117,989.00		CONTRACTUAL STIPENDS/MEO		117,989.00
	20,000.00		POOL LABOR		20,000.00
	(106,075.00)		VACANCY FACTOR		(106,075.00)
<u>27</u>	<u>\$ 1,177,532.00</u>	<b>4104-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>28</u>	<u>\$ 1,241,500.00</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>	<b>4104-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 141,414.00</u>
	\$ 15,000.00		ELECTRICITY		\$ 18,500.00
	2,500.00		LEASES & RENTALS		2,500.00
	60,000.00		ARCHITECTS		60,000.00
	27,200.00		HIRED SERVICES		27,200.00
	1,000.00		TELEPHONE		1,000.00
	5,687,440.00		RUBBISH REMOVAL		5,687,440.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	5,000.00		MAINTENANCE REPAIR BUILDING		5,000.00
	5,000.00		MAINTENANCE REPAIR EQUIPMENT		5,000.00
	3,000.00		BUILDING SUPPLIES		3,000.00
	1,500.00		EDUCATION SUPPLIES		1,500.00
	1,800.00		OFFICE SUPPLIES		1,800.00
	10,000.00		NATURAL GAS		10,000.00
	-		PARTS/EQUIPMENT SUPPLIES		-
	12,000.00		SAFETY SUPPLIES		12,000.00
	618,000.00		CUSTODIAL SUPPLIES		618,000.00
	5,700.00		OTHER CHARGES & EXPENDITURES		5,700.00
	<u>\$ 6,456,140.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 6,459,640.00</u>
			<b>FUNDING SOURCES:</b>		
	(300,000.00)		RECYCLING REVOLVING FUND		(300,000.00)
	<u>(300,000.00)</u>		TOTAL FUNDING SOURCES		<u>(300,000.00)</u>
	<u>\$ 6,156,140.00</u>	<b>4104-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 6,159,640.00</u>
	<u>\$ 7,475,086.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 7,542,554.00</u>

**DEPARTMENT OF PUBLIC WORKS AND PARKS  
FLEET MANAGEMENT DIVISION  
ORGANIZATIONAL CHART**



18 Positions

**JAY J. FINK P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF FLEET MANAGEMENT- DIVISION #4105**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 98,805.00	45EM	DIRECTOR- EQUIPMENT MAINTENANCE	1	\$ 98,805.00
1	75,294.00	39M	SERVICE MANAGER	1	75,294.00
2	113,345.00	35	WORK FOREMAN, MOTOR EQUIPMENT REPAIRMAN	2	115,020.00
9	478,235.00	31	MOTOR EQUIPMENT REPAIRMAN	10	522,968.00
1	41,573.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	0	-
1	49,966.00	28	SENIOR STORE KEEPER	1	49,966.00
1	40,574.00	25	ASSISTANT STOREKEEPER	1	41,053.00
2	84,601.00	24	PUBLIC WORKS LABORER	2	85,917.00
18	982,393.00		TOTAL REGULAR SALARIES	18	989,023.00
	14,908.00		CONTRACTUAL STIPENDS/MEO		14,908.00
	3,407.00		EM INCENTIVE PAY		1,420.00
	(77,530.00)		VACANCY FACTOR		(77,530.00)
	923,178.00		TOTAL RECOMMENDED SALARIES		927,821.00
			<u>FUNDING SOURCES:</u>		
	(191,446.00)		SEWER REVENUES		(192,334.00)
	(74,036.00)		WATER REVENUES		(74,380.00)
	(265,482.00)		TOTAL FUNDING SOURCES		(266,714.00)
18	\$ 657,696.00	4105-91000	TOTAL RECOMMENDED PERSONAL SERVICES	18	\$ 661,107.00
	\$ 30,613.00		OVERTIME		\$ 30,613.00
	\$ 30,613.00	4105-97000	TOTAL RECOMMENDED OVERTIME		\$ 30,613.00
	\$ 22,000.00		ELECTRICITY		\$ 22,000.00
	5,200.00		LEASES & RENTALS		5,200.00
	9,000.00		HIRED SERVICES		9,000.00
	2,000.00		TELEPHONES		2,000.00
	1,000.00		REGISTRATION FEES		1,000.00
	2,000.00		PRINTING		2,000.00
	5,100.00		MAINTENANCE SYSTEM SOFTWARE		7,100.00
	8,000.00		MAINTENANCE & REPAIR BUILDING		8,000.00
	14,000.00		MAINTENANCE & REPAIR EQUIPMENT		14,000.00
	890,000.00		MAINTENANCE & REPAIR VEHICLE		890,000.00
	400,000.00		AUTOMOTIVE SUPPLIES		400,000.00
	3,000.00		BUILDING SUPPLIES		3,000.00
	2,000.00		OFFICE SUPPLIES		2,000.00
	53,000.00		NATURAL GAS		53,000.00
	380,000.00		AUTO FUEL NO LEAD GAS		380,000.00
	347,000.00		DIESEL FUEL		347,000.00
	5,400.00		PARTS/EQUIPMENT SUPPLIES		5,400.00
	4,000.00		CHEMICAL SUPPLIES		5,000.00
	1,500.00		CUSTODIAL SERVICES		1,500.00
	7,100.00		OTHER CHARGES & EXPENDITURES		7,100.00
	\$ 2,161,300.00		ORDINARY MAINTENANCE		\$ 2,164,300.00
			<u>FUNDING SOURCES:</u>		
	(453,626.00)		CREDIT SEWER REVENUES		(454,256.00)
	(275,139.00)		CREDIT WATER REVENUES		(275,521.00)
	(200,000.00)		TRANSFER OF SERVICES		(200,000.00)
	(928,765.00)		TOTAL FUNDING SOURCES		(929,777.00)
	\$ 1,232,535.00	4105-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 1,234,523.00
	\$ -		CAPITAL OUTLAY		\$ -
	\$ -	4105-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		\$ -
	\$ 1,920,844.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,926,243.00

## PARKS, RECREATION & CEMETERY

### Jay J. Fink, P.E., Commissioner

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

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

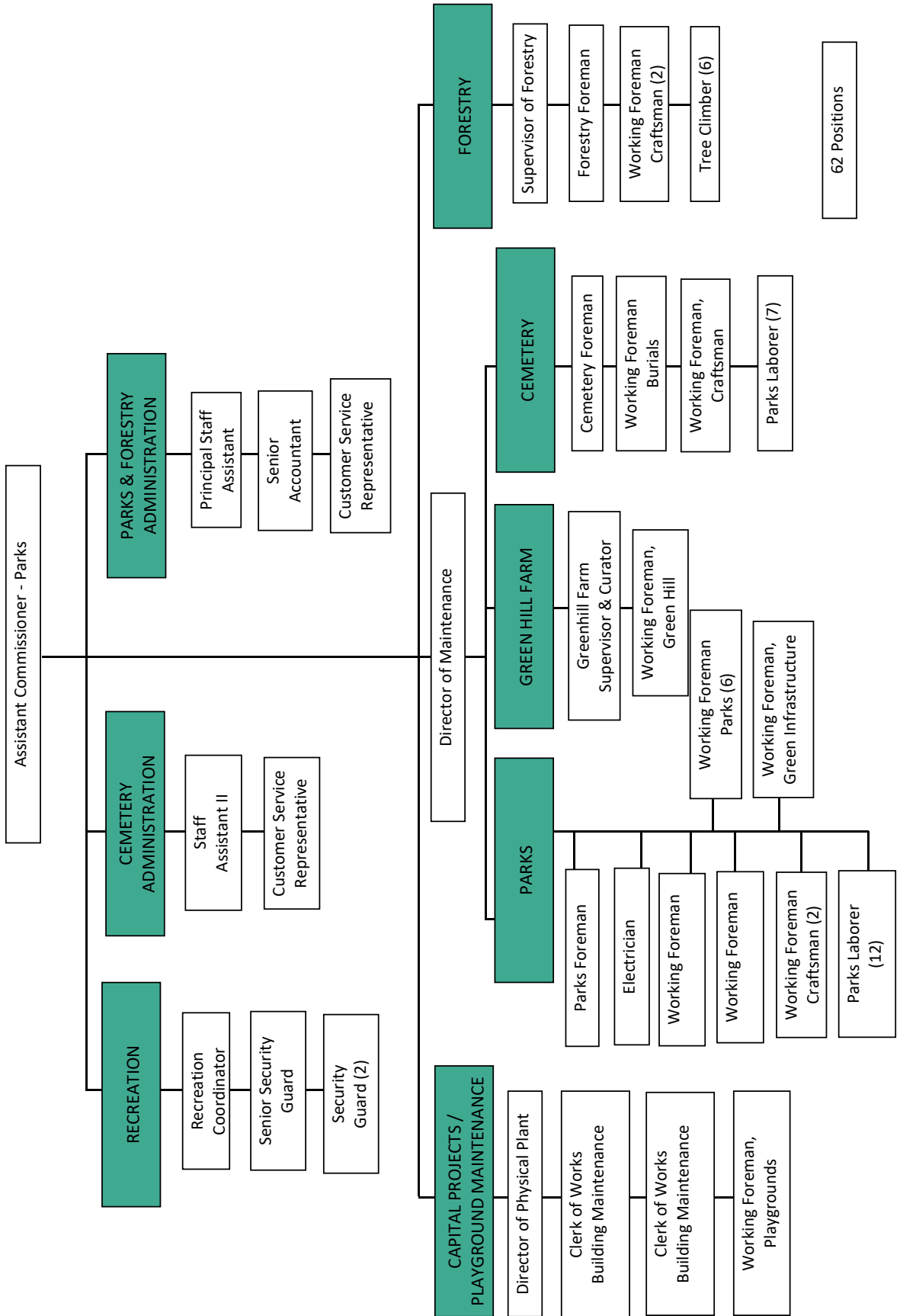
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 3,493,940.75	\$ 3,899,689.00	\$ 2,740,707.93	\$ 4,153,332.00
Overtime	687,896.14	479,062.00	477,220.48	529,062.00
Ordinary Maintenance	1,798,280.56	2,146,000.00	1,144,154.10	2,122,000.00
Capital Outlay	-	-	15,131.76	-
<b>Total</b>	<b>\$ 5,980,117.45</b>	<b>\$ 6,524,751.00</b>	<b>\$ 4,377,214.27</b>	<b>\$ 6,804,394.00</b>
<b>Total Positions</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>62</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$6,804,394 which is an increase of \$279,643 from the Fiscal 2021 amount of \$6,524,751. This increase is due to step increases for employees who are not at maximum pay and seasonal minimum wage increases as required by Mass General Law. Parks, Recreation & Cemetery also added three new positions: Working Foreman (Green Infrastructure) which will focus on the maintenance, care and operation of Green Infrastructure. The Working Foreman in the Forestry Division will help with wait times on tree inspections while managing tree planting and inventory. The Senior Security Guard will oversee the Security Guards in the Parks. Parks also increased the overtime budget \$50,000 based on prior year actual spending. The Ordinary Maintenance budget decreased by \$24,000 because of a reduction for tree plantings in Fiscal 2022. This decrease is offset by increases in aquatics contracts (\$106,000), funding for Green Infrastructure Maintenance (\$25,000), funding for a Canoe/Kayak program at Coes Pond (\$10,000) and funding for the maintenance, care and operation of Veteran Memorials (\$10,000).

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



**JAY J. FINK, P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

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

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 126,408.00	51EM	ASSISTANT COMMISSIONER PARKS	1	\$ 126,408.00
1	80,723.00	46EM	DIRECTOR OF PHYSICAL PLANT	1	80,723.00
1	74,224.00	40M	RECREATION COORDINATOR	1	76,742.00
1	59,571.00	40M	PRINCIPAL STAFF ASSISTANT	1	59,571.00
1	75,753.00	40	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE D	1	75,753.00
1	73,122.00	39	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE C	1	73,122.00
1	61,200.00	34	SENIOR ACCOUNTANT	1	61,200.00
	-	22	CUSTOMER SERVICE REP	1	38,765.00
0	-	4	SENIOR SECURITY GUARD	1	47,022.00
2	85,069.00	2	SECURITY GUARD	2	86,779.00
9	\$ 636,070.00		REGULAR SALARIES #7201	11	\$ 726,085.00
	-	46EM	DIRECTOR OF MAINTENANCE PARKS/CEMETERY	1	83,500.00
1	\$ 83,500.00	45EM	DIRECTOR OF MAINTENANCE PARKS/CEMETERY	0	\$ -
1	59,571.00	40M	GREENHILL FARM SUPERVISOR & CURATOR	1	59,571.00
1	70,679.00	38	ELECTRICIAN	1	70,679.00
1	61,200.00	34	PARKS FOREMAN	1	61,200.00
2	113,677.00	32	WORKING FOREMAN, CRAFTSMAN	2	113,880.00
1	56,940.00	32	WORKING FOREMAN, GARDENER	1	56,940.00
	-	32	WORKING FOREMAN PARKS (GREEN INFRASTRUCTURE)	1	56,940.00
9	492,295.00	32	WORKING FOREMAN PARKS	9	493,650.00
1	41,053.00	25	ASSISTANT STOREKEEPER (DPW)	0	-
11	446,156.00	24	PARK LABORER	12	490,055.00
28	\$ 1,425,071.00		REGULAR SALARIES #7203	29	\$ 1,486,415.00
	-	44EM	SUPERVISOR OF FORESTRY	1	82,059.00
1	\$ 82,059.00	42EM	SUPERVISOR OF FORESTRY	0	\$ -
1	61,200.00	34	FORESTRY FOREMAN	1	61,200.00
1	46,479.00	32	WORKING FOREMAN, CRAFTSMAN	2	103,419.00
6	277,571.00	26	TREE CLIMBER	6	278,646.00
9	\$ 467,309.00		REGULAR SALARIES #7204	10	\$ 525,324.00
1	\$ 63,309.00	35	STAFF ASSISTANT 2	1	\$ 63,309.00
1	61,200.00	34	CEMETERY FOREMAN	1	61,200.00
1	56,940.00	32	WORKING FOREMAN BURIALS	1	56,940.00
0	-	32	WORKING FOREMAN, CRAFTSMAN	1	38,130.00
1	36,775.00	32	WORKING FOREMAN PARKS	0	-
7	276,482.00	24	PARK LABORER	7	282,843.00
1	40,758.00	22	CUSTOMER SERVICE REP	1	40,758.00
12	\$ 535,464.00		REGULAR SALARIES #7206	12	\$ 543,180.00
58	\$ 3,063,914.00		TOTAL SALARIES - ALL DIVISIONS	62	\$ 3,281,004.00
	(26,300.00)		VACANCY FACTOR		(26,300.00)
	6,997.00		EM INCENTIVE PAY		9,348.00
	125,000.00		HOPE CEMETERY TEMPORARY LABORERS		133,750.00
	218,000.00		PARKS TEMPORARY STAFF		226,750.00
	83,800.00		PARKS STEWARD/ TEMPORARY STAFF		92,550.00
	340,000.00		AQUATICS PROGRAM/TEMPORARY STAFF		348,750.00
	252,909.00		CONTRACTUAL STIPENDS-MEO RATES		252,909.00
58	\$ 4,064,320.00		TOTAL RECOMMENDED SALARIES-ALL DIVISIONS	62	\$ 4,318,761.00
	\$ (151,794.00)		FUNDING SOURCES:		\$ (151,794.00)
	(12,837.00)		PROJECT FUNDS		(13,635.00)
	\$ (164,631.00)		CREDIT FROM GOLF COURSE		(165,429.00)
			TOTAL FUNDING SOURCES		
58	\$ 3,899,689.00	720-91000	TOTAL RECOMMENDED PERSONAL SERVICES	62	\$ 4,153,332.00

**JAY J. FINK, P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION # 720**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	\$ 42,000.00		RECREATION DIVISION OVERTIME		\$ 52,000.00
	210,000.00		MAINTENANCE DIVISION OVERTIME		220,000.00
	125,000.00		FORESTRY DIVISION OVERTIME		135,000.00
	55,753.00		HOPE CEMETERY DIVISION OVERTIME		65,753.00
	46,309.00		SNOW REMOVAL OVERTIME		56,309.00
	<u>\$ 479,062.00</u>	<b>720-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 529,062.00</u>
	\$ 156,000.00		ELECTRICITY		\$ 156,000.00
	94,450.00		LEASES & RENTALS		94,450.00
	30,000.00		ARCHITECTS		5,000.00
	13,300.00		SPECIAL POLICE		13,300.00
	580,700.00		HIRED SERVICES		511,700.00
	28,000.00		TELEPHONE		28,000.00
	10,000.00		VETERINARIANS		10,000.00
	7,000.00		SECURITY SERVICES		7,000.00
	9,100.00		NEWSPAPER ADVERTISING		9,100.00
	4,200.00		REGISTRATION FEES		4,200.00
	2,600.00		EXTERMINATOR SERVICES		2,600.00
	19,545.00		PRINTING		19,545.00
	2,400.00		RUBBISH REMOVAL		2,400.00
	-		MAINTENANCE & REPAIR		35,000.00
	22,000.00		MAINTENANCE SYSTEM SOFTWARE		22,000.00
	365,000.00		MAINTENANCE/REPAIR BUILDING		365,000.00
	40,955.00		MAINTENANCE/REPAIR EQUIPMENT		40,955.00
	4,800.00		TRAINING CERTIFICATIONS		4,800.00
	179,000.00		MAINTENANCE/REPAIR VEHICLE		179,000.00
	5,000.00		CLEANING SERVICES		5,000.00
	24,000.00		RECREATION PROGRAMS		24,000.00
	30,500.00		ENVIRONMENTAL SERVICES		30,500.00
	10,000.00		HARDWARE NETWORK SUPPORT		10,000.00
	2,000.00		PREPARED MEALS		2,000.00
	4,250.00		MEMBERSHIP DUES		4,250.00
	17,000.00		AUTOMOTIVE SUPPLIES		17,000.00
	93,500.00		BUILDING SUPPLIES		93,500.00
	800.00		FOOD SUPPLIES		800.00
	8,500.00		OFFICE SUPPLIES		8,500.00
	15,000.00		NATURAL GAS		15,000.00
	21,000.00		OTHER SUPPLIES		21,000.00
	10,600.00		SAND & GRAVEL SUPPLIES		10,600.00
	70,500.00		RECREATIONAL SUPPLIES		80,500.00
	20,000.00		AUTO FUEL NO LEAD GAS		20,000.00
	18,200.00		DIESEL FUEL		18,200.00
	114,250.00		PARTS/EQUIPMENT SUPPLIES		114,250.00
	12,000.00		SAFETY SUPPLIES		12,000.00
	5,500.00		CHEMICAL SUPPLIES		5,500.00
	23,500.00		CUSTODIAL SUPPLIES		23,500.00
	10,500.00		HARDWARE/DEVICES		10,500.00
	47,000.00		LANDSCAPING SUPPLIES		47,000.00
	10,000.00		OTHER CHARGES & EXPENDITURES		10,000.00
	-		TAG DAY		25,000.00
	3,350.00		LICENSES		3,350.00
	<u>\$ 2,146,000.00</u>	<b>720-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 2,122,000.00</u>
	<u>\$ 6,524,751.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 6,804,394.00</u>

## GOLF

**Jay J. Fink P.E., Commissioner**  
 1929 Skyline Drive  
 Worcester, Massachusetts 01605  
 (508) 799-1359

### Mission:

The mission of the Green Hill Golf Course since 1929 is to provide a first class golf experience by efficiently and innovatively managing the City's 18-hole municipal golf course and driving range.

### Department Allocation Summary

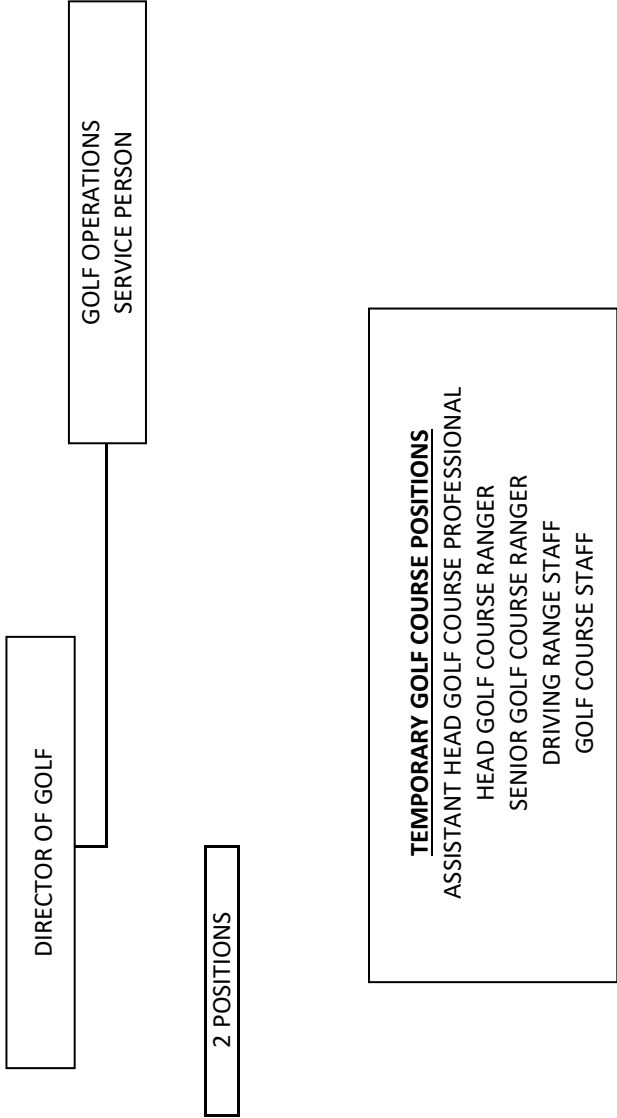
		<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 280,094.61	\$ 293,487.00	\$ 214,020.95	\$ 319,456.00
Overtime	-	-	-	-
Ordinary	815,283.51	935,000.00	637,191.13	940,000.00
Debt Service	378,360.56	419,639.00	407,720.37	388,569.00
Transfer of Services	36,479.00	37,087.00	37,087.00	39,151.00
Fringe Benefits	118,371.00	131,891.00	89,543.00	133,484.00
<b>Total Expenditures</b>	<b>\$ 1,628,588.68</b>	<b>\$ 1,817,104.00</b>	<b>\$ 1,385,562.45</b>	<b>\$ 1,820,660.00</b>
<b>Total Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

### Operating Budget Highlights

The budget for Fiscal 2022 is recommended to be \$1,820,660, which is a decrease of \$3,556 from the Fiscal 2021 amount of \$1,817,104. The salary increase is due to a projected increase in the E.M. incentive and, step increases for employees that are not at maximum pay. The Ordinary Maintenance increase is due to an increase in recreation supplies for golf balls. These increases are offset by the decrease in debt service expenditures.



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



**JAY J. FINK, P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022  
DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #710**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 104,568.00	44EM	DIRECTOR OF GOLF	1	\$ 104,568.00
1	75,294.00	39M	GOLF OPERATIONS SERVICE PERSON	1	75,294.00
2	\$ 179,862.00		REGULAR SALARIES	2	\$ 179,862.00
	4,056.00		EM INCENTIVE PAY		4,207.00
			<u>GOLF COURSE TEMPORARY STAFF:</u>		
	25,000.00	FLT	ASSISTANT HEAD GOLF COURSE PROFESSIONAL		25,000.00
	8,094.00	FLT	HEAD GOLF COURSE RANGER		33,912.00
	8,818.00	FLT	SENIOR GOLF COURSE RANGER		8,818.00
	25,000.00		DRIVING RANGE TEMPORARY STAFF		25,000.00
	42,657.00		GOLF COURSE TEMPORARY STAFF		42,657.00
	109,569.00		TOTAL RECOMMENDED PERSONAL SERVICES		135,387.00
2	\$ 293,487.00	<b>710-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	2	\$ 319,456.00
	\$ 36,600.00		ELECTRICITY		\$ 36,600.00
	48,000.00		LEASES & RENTALS		48,000.00
	565,000.00		HIRE SERVICES		565,000.00
	9,000.00		OTHER PERSONAL SERVICES		9,000.00
	700.00		SECURITY SERVICES		700.00
	7,000.00		NEWSPAPER ADVERTISING		7,000.00
	89,000.00		WATER		89,000.00
	5,000.00		PRINTING		5,000.00
	2,000.00		MAINTENANCE SYSTEM SOFTWARE		2,000.00
	13,000.00		MAINTENANCE/REPAIR BUILDING		13,000.00
	3,000.00		MAINTENANCE/REPAIR EQUIPMENT		3,000.00
	4,500.00		CONSULTANTS		4,500.00
	10,000.00		PREPARED MEALS		10,000.00
	5,000.00		MEMBERSHIP DUES		5,000.00
	7,200.00		BUILDING SUPPLIES		7,200.00
	5,000.00		FOOD SUPPLIES		5,000.00
	2,200.00		OFFICE SUPPLIES		2,200.00
	6,500.00		NATURAL GAS		6,500.00
	2,500.00		HARDWARE SUPPLIES		2,500.00
	84,900.00		RECREATIONAL SUPPLIES		89,900.00
	5,700.00		AUTO FUEL NO LEAD GAS		5,700.00
	500.00		HARDWARE/DEVICES		500.00
	18,700.00		OTHER CHARGES & EXPENDITURES		18,700.00
	4,000.00		MEALS		4,000.00
	\$ 935,000.00	<b>710-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 940,000.00
	\$ 314,379.00		DEBT PRINCIPAL		\$ 306,855.00
	105,260.00		DEBT INTEREST		81,714.00
	\$ 419,639.00	<b>710-94000</b>	<b>TOTAL RECOMMENDED DEBT SERVICE</b>		\$ 388,569.00
	\$ 37,087.00	<b>710-95000</b>	<b>TOTAL RECOMMENDED TRANSFER OF SERVICES</b>		\$ 39,151.00

**JAY J. FINK, P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022  
DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #710**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
			FRINGE BENEFITS:		
	\$ 46,670.00		HEALTH INSURANCE		\$ 48,263.00
	11,000.00		UNEMPLOYMENT COMPENSATION		11,000.00
	55,774.00		CONTRIBUTORY PENSIONS		55,774.00
	92.00		EARLY RETIREMENT		92.00
	18,355.00		PENSION OBLIGATION BONDS		18,355.00
	<u>\$ 131,891.00</u>	<b>710-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ 133,484.00</u>
			<b>SUMMARY:</b>		
	<u>\$ 1,817,104.00</u>		<b>TOTAL BUDGET</b>		<u>\$ 1,820,660.00</u>
			<b>FUNDING SOURCES:</b>		
	(1,617,104.00)		GOLF COURSE REVENUES		(1,720,660.00)
	(200,000.00)		TAX LEVY SUBSIDY		(100,000.00)
	<u>\$ (1,817,104.00)</u>		<b>TOTAL FUNDING SOURCES</b>		<u>\$ (1,820,660.00)</u>

# SNOW

---

**Jay J. Fink, P.E., Commissioner**  
 20 East Worcester Street  
 Worcester, Massachusetts 01604  
 (508) 929 -1300

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

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Regular Salaries	\$ 48,259.78	\$ 50,000.00	\$ 32,224.17	\$ 50,000.00
Overtime	947,554.33	500,000.00	649,817.67	1,150,000.00
Ordinary Maintenance	3,166,626.95	5,450,000.00	3,474,147.76	4,800,000.00
<b>Total</b>	<b>\$ 4,162,441.06</b>	<b>\$ 6,000,000.00</b>	<b>\$ 4,156,189.60</b>	<b>\$ 6,000,000.00</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be leveled funded at \$6,000,000.

**JAY J. FINK P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**DEPARTMENT OF PUBLIC WORKS & PARKS - SNOW REMOVAL #411**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ 50,000.00	<b>411-91000</b> TOTAL RECOMMENDED PERSONAL SERVICES	\$ 50,000.00
\$ 500,000.00	<b>411-97000</b> TOTAL RECOMMENDED OVERTIME	\$ 1,150,000.00
\$ 85,000.00	SPECIAL POLICE	\$ 85,000.00
30,000.00	TELEPHONES	30,000.00
500.00	SECURITY SERVICES	500.00
17,000.00	NEWSPAPER ADVERTISING	17,000.00
3,806,850.00	SNOW REMOVAL	3,156,850.00
12,000.00	MAINTENANCE SYSTEM SOFTWARE	12,000.00
1,000.00	MAINT/REP EQUIPMENT	1,000.00
2,500.00	MAINTENANCE/REPAIR VEHICLE	2,500.00
150.00	OFFICE SUPPLIES	150.00
1,475,000.00	SAND & GRAVEL SUPPLIES	1,475,000.00
20,000.00	HARDWARE/DEVICES	20,000.00
\$ 5,450,000.00	<b>411-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$ 4,800,000.00
\$ 6,000,000.00	TOTAL RECOMMENDED TAX LEVY	\$ 6,000,000.00

## STREETLIGHTS

---

**Jay J. Fink, P.E., Commissioner**  
 20 East Worcester Street  
 Worcester, Massachusetts 01604  
 (508) 929 -1300

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

### Department Allocation Summary

		<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Ordinary Maintenance	\$ 1,084,725.98	\$ 1,489,647.00	686,140.76	\$ 1,495,490.00
<b>Total</b>	<b>\$ 1,084,725.98</b>	<b>\$ 1,489,647.00</b>	<b>\$ 686,140.76</b>	<b>\$ 1,495,490.00</b>

### Operating Budget Highlights

The budget for Fiscal 2022 is recommended to be \$1,495,490, an increase of \$5,843 from Fiscal 2021 budget of \$1,489,647.00. Maintenance to the program is increased due to average cost over the past fiscal years and in addition, retroactive savings in the form of credits from National Grid are still being applied to streetlight electric bills, reducing expenditures to date and generating savings that are also recognized in the FY22 budget.

**JAY J. FINK P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**

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

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ 1,004,987.00	ELECTRICITY	\$ 640,000.00
46,470.00	SPECIAL POLICE	60,000.00
64,000.00	MAINTENANCE/REPAIR BUILDING	64,000.00
368,100.00	MAINTENANCE/REPAIR EQUIPMENT	716,000.00
5,490.00	NATURAL GAS	5,490.00
600.00	SAFETY SUPPLIES	10,000.00
<u>\$ 1,489,647.00</u>	<b>412-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 1,495,490.00</u>
<hr/>		
<u>\$ 1,489,647.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 1,495,490.00</u>

## SEWER

**Jay J. Fink, P.E., Commissioner**  
 20 East Worcester Street  
 Worcester, Massachusetts 01604  
 (508) 929 -1300

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

### Department Allocation Summary

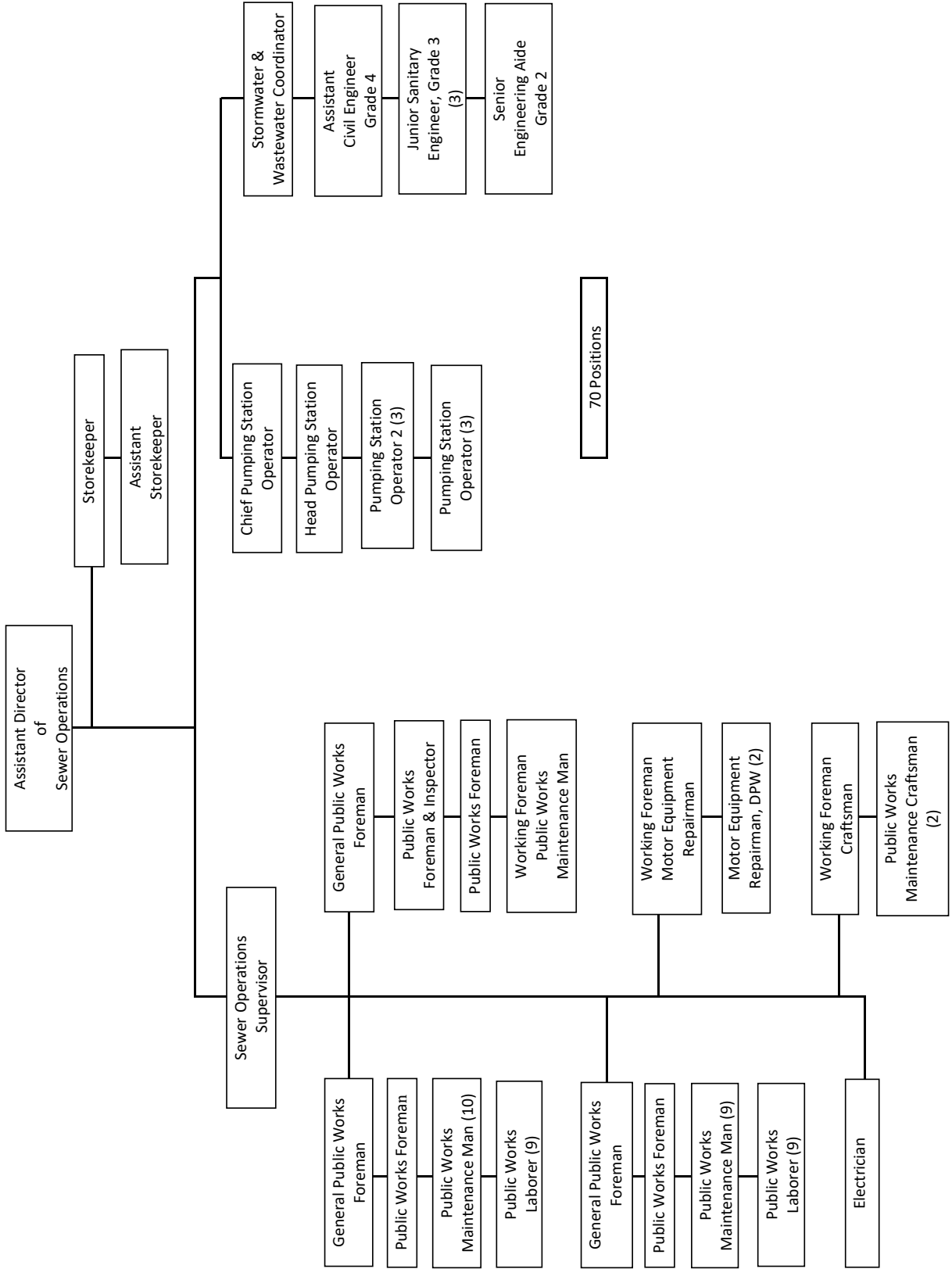
	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 3,035,856.01	\$ 3,540,231.00	\$ 2,178,204.72	\$ 3,567,873.00
Overtime	358,415.81	250,000.00	272,745.63	350,000.00
Ordinary Maintenance	24,054,474.39	24,721,209.00	17,252,450.52	24,721,209.00
Capital Outlay	19,003.31	24,500.00	-	24,500.00
Debt Service	10,014,358.59	10,699,702.00	9,540,970.36	10,457,604.00
Transfer of Services	4,106,529.00	4,110,116.00	4,110,116.00	4,090,397.00
Fringe Benefits	3,242,636.20	3,571,627.00	2,719,922.37	3,709,419.00
<b>Total Expenditures</b>	<b>\$ 44,831,273.31</b>	<b>\$ 46,917,385.00</b>	<b>\$ 36,074,409.60</b>	<b>\$ 46,921,002.00</b>
<b>Total Positions</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>

### Operating Budget Highlights

The budget for Fiscal 2022 is recommended to be \$46,921,002, which is an increase of \$3,617 from the Fiscal 2021 amount of \$46,917,385. The salary increase is mainly due by step increases for employees who are not at maximum pay. The Overtime increase is a result of actual expenditures and are offset by the decrease in Debt Service and Transfer of Services.



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



**JAY J. FINK, P.E., COMMISSIONER**

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF SEWER- DIVISION #440**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 100,168.00	47M	ASSISTANT DIRECTOR SEWER OPERATIONS	1	\$ 101,164.00
1	68,800.00	44M	STORMWATER & WASTEWATER COORDINATOR	1	68,800.00
1	75,294.00	39M	SEWER OPERATIONS SUPERVISOR	1	75,294.00
1	75,294.00	39M	CHIEF PUMPING STATION OPERATOR	1	75,294.00
1	54,685.00	39	ASSISTANT CIVIL ENGINEER, GRADE 4	1	54,685.00
1	52,785.00	38	ELECTRICIAN	1	52,785.00
3	212,037.00	38	GENERAL PUBLIC WORKS FOREMAN	3	212,037.00
1	52,785.00	38	HEAD PUMPING STATION OPERATOR	1	65,800.00
3	204,207.00	37	JUNIOR SANITARY ENGINEER, GRADE 3	3	204,207.00
1	49,340.00	36	PUBLIC WORKS FOREMAN & INSPECTOR	1	65,772.00
1	63,309.00	35	WORKING FOREMAN MOTOR EQUIPMENT REPAIRMAN	1	63,309.00
3	164,390.00	34	PUBLIC WORKS FOREMAN	3	149,440.00
1	44,579.00	33	SENIOR ENGINEERING AIDE, GRADE 2	1	44,579.00
1	56,940.00	32	WORKING FOREMAN, CRAFTSMAN	1	56,940.00
3	153,177.00	32	PUMPING STATION OPERATOR 2	3	140,044.00
2	91,539.00	31	MOTOR EQUIPMENT REPAIRMAN DPW	2	91,539.00
2	106,530.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	106,530.00
1	40,132.00	30	WORKING FOREMAN, PUBLIC WORKS MAINTENANCE MAN	1	40,132.00
3	159,795.00	30	PUMPING STATION OPERATOR	3	159,795.00
19	761,805.00	26	PUBLIC WORKS MAINTENANCE MAN	19	774,578.00
1	35,350.00	26	STOREKEEPER (DPW)	1	35,350.00
1	33,868.00	25	ASSISTANT STOREKEEPER (DPW)	1	33,868.00
18	738,599.00	24	PUBLIC WORKS LABORER	18	751,108.00
70	3,395,408.00		TOTAL REGULAR SALARIES	70	3,423,050.00
	195,342.00		CONTRACTUAL STIPENDS - MEO		195,342.00
	(50,519.00)		VACANCY FACTOR		(50,519.00)
70	\$ 3,540,231.00	440-91000	TOTAL RECOMMENDED PERSONAL SERVICES	70	\$ 3,567,873.00
	\$ 250,000.00		OVERTIME		\$ 350,000.00
	\$ 250,000.00	440-97000	TOTAL RECOMMENDED OVERTIME		\$ 350,000.00
	\$ 320,000.00		BUILDING MAINTENANCE SERVICES		\$ 320,000.00
	440,600.00		ELECTRICITY		550,000.00
	145,000.00		LEASES & RENTALS		145,000.00
	125,000.00		ARCHITECTS		125,000.00
	40,000.00		LEGAL CONSULTANTS		40,000.00
	96,000.00		SPECIAL POLICE		96,000.00
	800,000.00		HIRED SERVICES		835,000.00
	29,000.00		TELEPHONE		29,000.00
	5,000.00		POSTAGE		5,000.00
	2,000.00		SECURITY SERVICES		2,000.00
	4,000.00		REGISTRATION SERVICES		4,000.00
	8,500.00		EXTERMINATOR SERVICES		8,500.00
	3,000.00		PRINTING		3,000.00
	135,000.00		RUBBISH REMOVAL		300,000.00
	8,400.00		MAINTENANCE SYSTEM SOFTWARE		8,400.00
	369,300.00		MAINTENANCE/REPAIR BUILDING		412,595.00
	20,000.00		MAINTENANCE/REPAIR EQUIPMENT		20,000.00
	8,000.00		TRAINING CERTIFICATES		8,000.00
	395,000.00		MAINTENANCE/REPAIR VEHICLE		395,000.00
	33,000.00		CLEANING SUPPLIES		33,000.00

**JAY J. FINK, P.E., COMMISSIONER**
**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2022  
DEPARTMENT OF PUBLIC WORKS & PARKS  
DIVISION OF SEWER- DIVISION #440**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	PROPOSED FY22 AMOUNT
	\$ 10,500.00		INSURANCE		\$ 10,500.00
	20,000.00		CONSULTANTS		20,000.00
	8,150.00		ENVIRONMENTAL SERVICES		8,150.00
	2,000.00		MEMBERSHIP DUES		2,000.00
	23,000.00		AUTOMOBILE SUPPLIES		23,000.00
	102,000.00		BUILDING SUPPLIES		102,000.00
	2,000.00		EDUCATIONAL SUPPLIES		2,000.00
	9,000.00		OFFICE SUPPLIES		9,000.00
	30,000.00		NATURAL GAS		30,000.00
	1,000.00		PRINTING SUPPLIES		1,000.00
	50,000.00		AUTO FUEL NO LEAD GAS		50,000.00
	140,000.00		DIESEL GAS		140,000.00
	2,000.00		MEDICAL SUPPLIES		2,000.00
	3,000.00		LABORATORY SUPPLIES		3,000.00
	48,000.00		PARTS/EQUIPMENT SUPPLIES		60,000.00
	20,000.00		SAFETY SUPPLIES		20,000.00
	110,000.00		CHEMICAL SUPPLIES		110,000.00
	10,000.00		CUSTODIAL SUPPLIES		10,000.00
	29,000.00		HARDWARE/DEVICES		29,000.00
	21,105,559.00		SEWAGE TREATMENT		20,740,864.00
	5,200.00		OTHER CHARGES & EXPENDITURES		5,200.00
	2,000.00		TRAVELING		2,000.00
	2,000.00		LICENSES		2,000.00
	<u>\$ 24,721,209.00</u>	<b>440-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 24,721,209.00</u>
	<u>\$ 24,500.00</u>	<b>440-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 24,500.00</u>
	\$ 6,481,904.00		DEBT SERVICE:		\$ 6,710,363.00
	4,217,798.00		REDEMPTION OF BONDS		3,747,241.00
	<u>\$ 10,699,702.00</u>	<b>440-94000</b>	<b>TOTAL RECOMMENDED DEBT SERVICES</b>		<u>\$ 10,457,604.00</u>
	<u>\$ 4,110,116.00</u>	<b>440-95000</b>	<b>TOTAL RECOMMENDED TRANSFER OF SERVICES</b>		<u>\$ 4,090,397.00</u>
	\$ 1,362,817.00		HEALTH INSURANCE		\$ 1,483,099.00
	1,567,251.00		CONTRIBUTORY PENSIONS		1,660,313.00
	65,778.00		EARLY RETIREMENT		-
	515,781.00		PENSION OBLIGATION BONDS		506,007.00
	60,000.00		WORKERS COMPENSATION		60,000.00
	<u>\$ 3,571,627.00</u>	<b>440-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ 3,709,419.00</u>
	<u>\$ 46,917,385.00</u>		<b>TOTAL SEWER</b>		<u>\$ 46,921,002.00</u>

## WATER

**Jay J. Fink, P.E., Commissioner**  
 20 East Worcester Street  
 Worcester, Massachusetts 01604  
 (508) 929 -1300

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

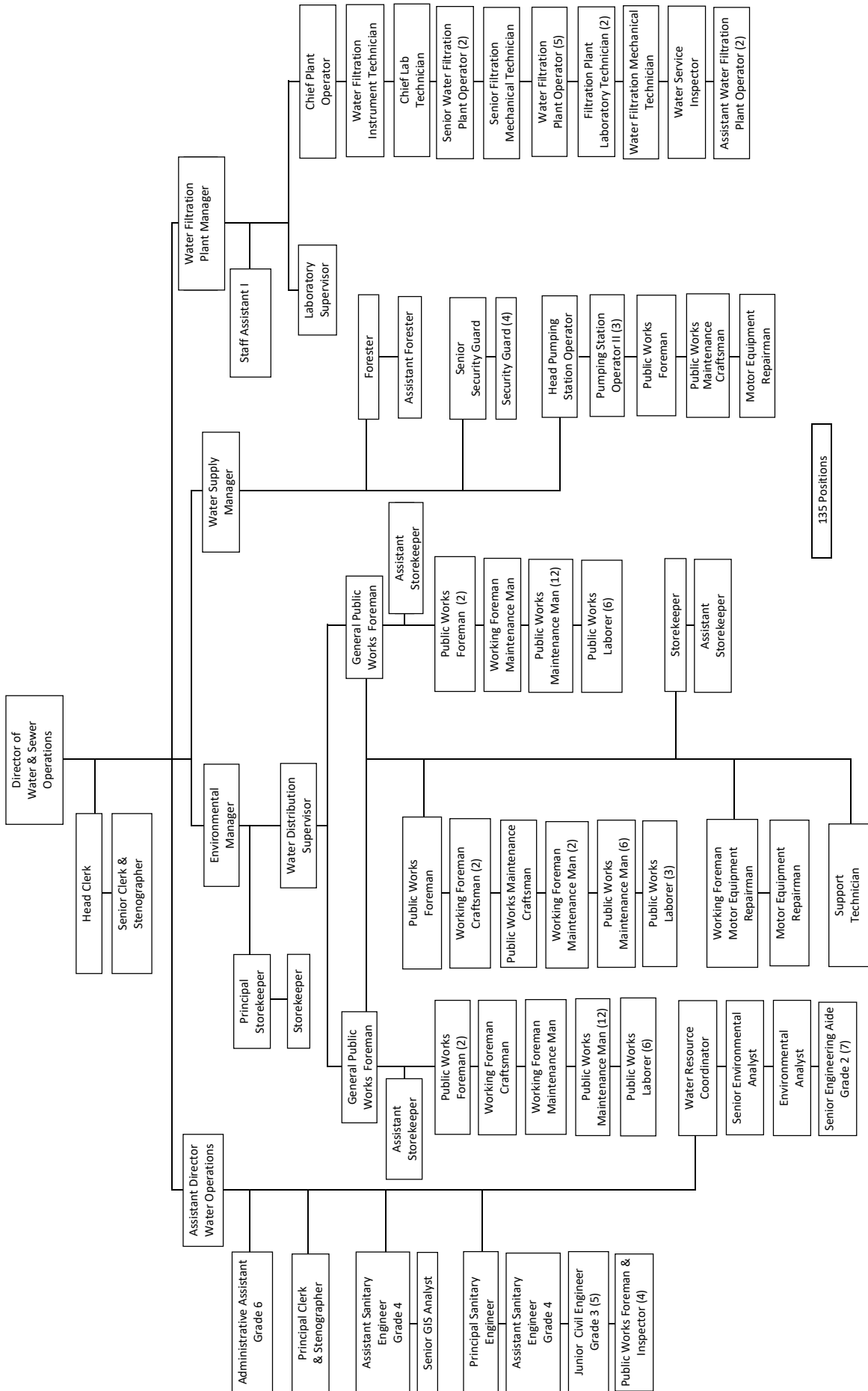
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 5,786,923.76	\$ 7,290,779.00	\$ 4,066,009.21	\$ 6,891,319.00
Overtime	838,913.95	643,000.00	663,884.87	800,000.00
Ordinary Maintenance	3,912,561.25	4,215,100.00	2,300,719.83	4,315,100.00
Capital Outlay	-	25,000.00	9,820.80	25,000.00
Debt Service	7,271,792.85	7,369,858.00	6,568,439.89	7,213,697.00
Transfer of Services	2,708,681.00	2,769,967.00	2,769,967.00	3,031,548.00
Fringe Benefits	4,554,577.67	4,950,547.00	3,667,390.16	5,130,400.00
<b>Total Expenditures</b>	<b>\$ 25,073,450.48</b>	<b>\$ 27,264,251.00</b>	<b>\$ 20,046,231.76</b>	<b>\$ 27,407,064.00</b>
<b>Total Positions</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>135</b>

### Operating Budget Highlights

The budget for Fiscal 2022 is recommended to be \$27,407,064, which is an increase of \$142,813 from the Fiscal 2021 amount of \$27,264,251. The salary decrease is mainly due to vacant positions budgeted at a lower step. The salary is offset by step increases for employees who are not at maximum pay. Ordinary Maintenance increased by \$100,000 to account for actual costs associated with chemicals. The increase is offset by a decrease in Debt Services.

# DEPARTMENT OF PUBLIC WORKS & PARKS WATER DIVISION ORGANIZATIONAL CHART



**JAY J. FINK P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF WATER- DIVISION #450**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 116,281.00	47EM	DIRECTOR, WATER & SEWER OPERATIONS	1	\$ 116,281.00
1	104,568.00	48M	ASSISTANT DIRECTOR OF WATER OPERATIONS	1	104,568.00
1	97,113.00	46M	WATER FILTRATION PLANT MANAGER	1	97,113.00
1	73,811.00	46M	PRINCIPAL SANITARY ENGINEER	1	73,811.00
1	68,800.00	44M	CHIEF PLANT OPERATOR	1	68,800.00
1	85,274.00	44M	ENVIRONMENTAL MANAGER	1	88,532.00
1	83,771.00	42M	WATER SUPPLY MANAGER	1	83,771.00
1	57,567.00	39M	WATER DISTRIBUTION SUPERVISOR	1	57,567.00
1	63,805.00	39M	SENIOR STAFF ASSISTANT	0	-
2	146,557.00	41	ASSISTANT SANITARY ENGINEER, GRADE 4	2	146,557.00
1	60,210.00	40P	SYSTEMS ACCOUNTANT	0	-
1	78,488.00	41	SENIOR GIS ANALYST	1	78,488.00
1	56,648.00	40	LABORATORY SUPERVISOR	1	56,648.00
1	75,753.00	40	WATER FILTRATION INSTRUMENT TECHNICIAN	1	75,753.00
1	73,122.00	39	FORESTER	1	73,122.00
1	54,685.00	39	WATER RESOURCE COORDINATOR	1	54,685.00
2	146,244.00	39	SENIOR WATER FILTRATION PLANT OPERATOR	2	146,244.00
1	70,679.00	38	CHIEF LAB TECHNICIAN	1	70,679.00
2	123,464.00	38	GENERAL PUBLIC WORKS FOREMAN	2	123,464.00
1	70,679.00	38	HEAD PUMPING STATION OPERATOR	1	70,679.00
5	320,549.00	37	JUNIOR CIVIL ENGINEER, GRADE 3	5	305,461.00
1	63,309.00	37	STAFF ASSISTANT III	0	-
1	58,956.00	37	SUPPORT TECHNICIAN	1	51,052.00
1	65,772.00	36	SENIOR FILTRATION MECHANICAL TECHNICIAN	1	65,772.00
4	238,159.00	36	PUBLIC WORKS FOREMAN AND INSPECTOR	4	239,469.00
1	61,200.00	34	UTILITY DATA TECHNICIAN	0	-
6	324,962.00	34	PUBLIC WORKS FOREMAN	6	327,058.00
5	280,040.00	34	WATER FILTRATION PLANT OPERATOR	5	296,853.00
2	106,565.00	34	FILTRATION PLANT LABORATORY TECHNICIAN	2	92,500.00
1	46,250.00	34	WORKING FOREMAN, MOTOR EQUIP REPAIRMAN	1	47,329.00
1	60,010.00	33HC	SENIOR ENVIRONMENTAL ANALYST	1	62,077.00
7	343,395.00	33	SENIOR ENGINEERING AIDE, GRADE 2	7	347,823.00
1	44,579.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	44,579.00
1	50,416.00	33	ASSISTANT FORESTER	1	52,174.00
1	50,195.00	33	ENVIRONMENTAL ANALYST	1	51,906.00
1	42,972.00	32	PRINCIPAL STOREKEEPER	1	42,972.00
0	-	32	STAFF ASSISTANT 1	1	48,985.00
3	152,376.00	32	WORKING FOREMAN, CRAFTSMAN	3	153,177.00
1	56,940.00	32	WATER FILTRATION MECHANICAL TECHNICIAN	1	47,210.00
3	167,145.00	32	PUMPING STATION OPERATOR II	3	167,145.00
2	80,264.00	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	80,264.00
2	102,080.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	103,596.00
4	214,126.00	30	WORKING FOREMAN, MAINTENANCE MAN	4	200,993.00
2	82,744.00	30	HEAD CLERK	1	40,132.00
1	36,457.00	27	PRINCIPAL CLERK & STENOGRAPHER	1	36,457.00
30	1,211,808.00	26	PUBLIC WORKS MAINTENANCE MAN	30	1,212,110.00
1	46,479.00	26	WATER SERVICE INSPECTOR	1	46,479.00
2	70,700.00	26	STOREKEEPER	2	70,700.00
3	108,023.00	25	ASSISTANT STOREKEEPER	3	115,937.00
2	76,359.00	24	ASSISTANT FILTRATION PLANT OPERATOR	2	86,694.00
1	33,868.00	24	SENIOR CLERK AND STENOGRAPHER	1	33,868.00
15	587,274.00	24	PUBLIC WORKS LABORER	15	599,793.00
1	31,926.00	22	SENIOR CLERK AND TYPIST	0	-
1	57,897.00	4	SENIOR SECURITY GUARD	1	58,715.00
4	160,438.00	1	SECURITY GUARD	4	162,936.00
140	7,141,752.00		REGULAR SALARIES	135	6,878,978.00

**JAY J. FINK P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF WATER- DIVISION #450**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	2,131.00		EM INCENTIVE PAY		3,843.00
	252,398.00		CONTRACTUAL STIPENDS - MEO		271,000.00
	(105,502.00)		VACANCY FACTOR		(262,502.00)
	<u>7,290,779.00</u>		TOTAL RECOMMENDED SALARIES		<u>6,891,319.00</u>
<u>140</u>	<u>\$ 7,290,779.00</u>	<b>450-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>135</u>	<u>\$ 6,891,319.00</u>
	<u>\$ 643,000.00</u>		OVERTIME		<u>\$ 800,000.00</u>
	<u>\$ 643,000.00</u>	<b>450-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 800,000.00</u>
	\$ 206,400.00		BUILDING MAINTENANCE SERVICES		\$ -
	1,189,000.00		ELECTRICITY		1,184,000.00
	20,500.00		LEASES & RENTALS		17,500.00
	110,000.00		SPECIAL POLICE		107,000.00
	39,000.00		HIRED SERVICES		35,000.00
	45,000.00		TELEPHONE		45,000.00
	3,600.00		POSTAGE		1,600.00
	4,000.00		SECURITY SERVICES		3,500.00
	2,000.00		NEWSPAPER ADVERTISING		3,000.00
	16,500.00		REGISTRATION FEES		1,600.00
	315,000.00		WATER		265,000.00
	6,000.00		EXTERMINATOR SERVICES		2,000.00
	16,000.00		PRINTING		15,000.00
	5,000.00		RUBBISH REMOVAL		5,000.00
	45,000.00		MAINTENANCE SYSTEM SOFTWARE		42,000.00
	93,000.00		MAINTENANCE/REPAIR BUILDING		65,000.00
	100,000.00		MAINTENANCE/REPAIR EQUIPMENT		69,000.00
	7,000.00		TRAINING CERTIFICATES		3,000.00
	281,000.00		MAINTENANCE/REPAIR VEHICLE		249,000.00
	9,500.00		CLEANING SERVICES		6,500.00
	40,000.00		INSURANCE		50,500.00
	12,500.00		CONSULTANTS		12,500.00
	2,000.00		ENVIRONMENTAL SERVICES		6,500.00
	7,000.00		HARDWARE NETWORK SUPPORT		7,000.00
	15,000.00		MEMBERSHIP DUES		9,500.00
	1,700.00		AUTOMOTIVE SUPPLIES		1,000.00
	363,000.00		BUILDING SUPPLIES		335,000.00
	14,500.00		OFFICE SUPPLIES		13,000.00
	131,500.00		NATURAL GAS		131,500.00
	4,000.00		SAND & GRAVEL SUPPLIES		4,000.00
	10,000.00		PRINTING SUPPLIES		7,500.00
	88,000.00		AUTO FUEL NO LEAD GAS		80,000.00
	95,000.00		DIESEL FUEL		72,000.00
	43,000.00		LABORATORY SUPPLIES		90,000.00
	220,000.00		PARTS/EQUIPMENT SUPPLIES		175,000.00
	34,000.00		SAFETY SUPPLIES		29,000.00
	2,000.00		SUBSCRIPTIONS		2,000.00
	370,000.00		CHEMICAL SUPPLIES		410,000.00

**JAY J. FINK P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF WATER- DIVISION #450**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	\$ 17,000.00		CUSTODIAL SUPPLIES		\$ 18,000.00
	2,400.00		COPY PAPER		2,000.00
	2,000.00		UNIFORMS		2,000.00
	2,500.00		HARDWARE/DEVICES		2,500.00
	2,900.00		LANDSCAPING SUPPLIES		3,400.00
	22,500.00		OTHER CHARGES & EXPENDITURES		567,000.00
	195,000.00		TAXES		160,000.00
	4,100.00		LICENSES		4,500.00
	<u>\$ 4,215,100.00</u>	<b>450-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 4,315,100.00</u>
	\$ 25,000.00		CAPITAL OUTLAY		\$ 25,000.00
	<u>\$ 25,000.00</u>	<b>450-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 25,000.00</u>
	\$ 4,893,823.00		DEBT SERVICES:		
	2,476,035.00		REDEMPTION OF BONDS		\$4,864,796.00
	<u>\$ 7,369,858.00</u>	<b>450-94000</b>	<b>TOTAL RECOMMENDED DEBT SERVICES</b>		<u>2,348,901.00</u>
	<u>\$ 2,769,967.00</u>	<b>450-95000</b>	<b>TOTAL RECOMMENDED TRANSFER OF SERVICES</b>		<u>\$ 3,031,548.00</u>
	\$ 1,947,603.00		HEALTH INSURANCE		\$ 2,127,057.00
	2,069,414.00		CONTRIBUTORY PENSIONS		2,207,555.00
	129,488.00		EARLY RETIREMENT		-
	681,042.00		PENSION OBLIGATION BONDS		672,788.00
	120,000.00		WORKERS COMPENSATION		120,000.00
	3,000.00		UNEMPLOYMENT COMPENSATION		3,000.00
	<u>\$ 4,950,547.00</u>	<b>450-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ 5,130,400.00</u>
	<u>\$ 27,264,251.00</u>		<b>TOTAL WATER</b>		<u>\$ 27,407,064.00</u>





This Page is Intentionally Left Blank

## OFF STREET PARKING

**Jay J. Fink, P.E., Commissioner**  
 20 East Worcester Street  
 Worcester, Massachusetts 01604  
 (508) 929 -1300

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

### Department Allocation Summary

		Approved	Totals	Recommended
	Actual	Budget for	as of	Appropriation
	Fiscal 2020	Fiscal 2021	<u>3/31/21</u>	Fiscal 2022
<b>Expenditures</b>				
Pearl Elm Garage	\$ 984,345.66	\$ 1,669,314.00	\$ 1,285,622.89	\$ 1,939,442.00
Federal Plaza Garage	631,773.11	681,978.00	485,372.05	769,001.00
Off Street Parking Lots	118,978.86	362,829.00	77,713.71	456,323.00
Parking Meters	302,861.41	315,000.00	233,393.29	345,360.00
Union Station Garage	692,620.38	756,534.00	528,125.80	708,033.00
Major Taylor Blvd Garage	715,401.58	772,834.00	457,388.12	753,206.00
Worcester Common Garage	572,803.23	505,000.00	360,827.78	517,000.00
<b>Total Expenditures</b>	<b>\$ 4,018,784.23</b>	<b>\$ 5,063,489.00</b>	<b>\$ 3,428,443.64</b>	<b>\$ 5,488,365.00</b>
<b>Funding Sources</b>				
Pearl Elm Garage	\$ 984,345.66	\$ 775,000.00	\$ 1,285,622.89	\$ 775,000.00
Federal Plaza Garage	631,773.11	681,978.00	485,372.05	769,001.00
Off Street Parking Lots	118,978.86	362,829.00	77,713.71	362,829.00
Parking Meters	302,861.41	315,000.00	233,393.29	345,360.00
Union Station Garage	692,620.38	575,000.00	528,125.80	575,000.00
Major Taylor Blvd Garage	715,401.58	1,968,682.00	457,388.12	2,276,175.00
Worcester Common Garage	572,803.23	385,000.00	360,827.78	385,000.00
<b>Total Funding Sources</b>	<b>\$ 4,018,784.23</b>	<b>\$ 5,063,489.00</b>	<b>\$ 3,428,443.64</b>	<b>\$ 5,488,365.00</b>

### Operating Budget Highlights

The budget for Fiscal 2022 is recommended to be \$5,488,365, which is an increase of \$424,876 from the Fiscal 2021 amount of \$5,063,489. The majority of this increase is due to the debt service on the improvements to the Pearl Elm Garage and Off Street Lots.

**JAY J. FINK, P.E., COMMISSIONER****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****DEPARTMENT OF PUBLIC WORKS & PARKS****OFF STREET PARKING PROGRAM #46S**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ 642,000.00	PEARL / ELM GARAGE ORDINARY MAINTENANCE	\$ 657,000.00
298,934.00	INTEREST ON BONDS	570,278.00
728,380.00	REDEMPTION ON BONDS	712,164.00
<u>\$ 1,669,314.00</u>	<b>TOTAL PEARL ELM GARAGE</b>	<u>\$ 1,939,442.00</u>
\$ 445,000.00	FED/PLAZA GARAGE ORDINARY MAINTENANCE	\$ 455,000.00
47,248.00	INTEREST ON BONDS	87,896.00
189,730.00	REDEMPTION ON BONDS	226,105.00
<u>\$ 681,978.00</u>	<b>TOTAL FEDERAL PLAZA GARAGE</b>	<u>\$ 769,001.00</u>
\$ 315,000.00	PARKING METERS ORDINARY MAINTENANCE	\$ 315,000.00
-	INTEREST ON BONDS	3,360.00
-	REDEMPTION ON BONDS	27,000.00
<u>\$ 315,000.00</u>	<b>TOTAL PARKING METERS</b>	<u>\$ 345,360.00</u>
\$ 225,000.00	OFF STREET PARKING LOTS ORDINARY MAINTENANCE	\$ 225,000.00
70,989.00	INTEREST ON BONDS	101,213.00
66,840.00	REDEMPTION ON BONDS	130,110.00
<u>\$ 362,829.00</u>	<b>TOTAL OFF STREET PARKING LOTS</b>	<u>\$ 456,323.00</u>
\$ 415,000.00	UNION STATION ORDINARY MAINTENANCE	\$ 423,000.00
68,997.00	INTEREST ON BONDS	49,448.00
272,537.00	REDEMPTION ON BONDS	235,585.00
<u>\$ 756,534.00</u>	<b>TOTAL UNION STATION GARAGE</b>	<u>\$ 708,033.00</u>
\$ 715,000.00	MAJOR TAYLOR BOULEVARD GARAGE ORDINARY MAINTENANCE	\$ 730,000.00
23,834.00	INTEREST ON BONDS	902.00
34,000.00	REDEMPTION ON BONDS	22,304.00
<u>\$ 772,834.00</u>	<b>TOTAL MAJOR TAYLOR BOULEVARD GARAGE</b>	<u>\$ 753,206.00</u>
\$ 505,000.00	WORCESTER COMMON GARAGE ORDINARY MAINTENANCE	\$ 517,000.00
<u>\$ 505,000.00</u>	<b>TOTAL WORCESTER COMMON GARAGE</b>	<u>\$ 517,000.00</u>
<u>\$ 5,063,489.00</u>	<b>TOTAL OFF - STREET PARKING</b>	<u>\$ 5,488,365.00</u>
	<b>FUNDING SOURCES:</b>	
\$ (775,000.00)	PEARL ELM GARAGE	\$ (775,000.00)
(681,978.00)	FEDERAL PLAZA	(769,001.00)
(315,000.00)	PARKING METERS	(345,360.00)
(362,829.00)	OFF STREET PARKING LOTS	(362,829.00)
(575,000.00)	UNION STATION GARAGE	(575,000.00)
(1,968,682.00)	MAJOR TAYLOR BOULEVARD GARAGE	(2,276,175.00)
(385,000.00)	WORCESTER COMMON GARAGE	(385,000.00)
<u>\$ (5,063,489.00)</u>	<b>TOTAL FUNDING SOURCES</b>	<u>\$ (5,488,365.00)</u>
<u>\$ -</u>	<b>RECOMMENDED TAX LEVY</b>	<u>\$ -</u>

# ECONOMIC DEVELOPMENT

## Peter Dunn, Chief Development Officer

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

### Mission:

To foster and maintain a robust, diverse and equitable economy, to promote sustainable economic growth and enhance the quality of life for City residents.

### Vision:

To inspire and provide economic opportunities to both residents and businesses to make Worcester a world class city.

### Departmental Goals:

1. Improve and increase organizational and process efficiency to better serve the community
2. Foster neighborhood and business district revitalizations to attract new commercial users and enhance residential quality of life
3. Strengthen and diversify the local economy through business retention, expansion, and recruitment
4. Create and preserve high quality, safe, affordable homeownership and rental housing
5. Strengthen City's workforce to prepare for post COVID economy

### Goal 1: Improve and increase organizational and process efficiency to better serve the community.

Objectives	Initiatives	Performance Indicators
Design more streamlined organizational structure to provide clear direction to staff of roles, responsibilities and communication flows. (Budget)	<ul style="list-style-type: none"> <li>▪ Clean up organization chart to align staff with appropriate division.</li> <li>▪ Set clearer chain of command for clear communication flow. (See ED org chart- i.e., Program &amp; Compliance Manager (TIF and HDIP reporting) move to Special Projects Division to report direct to ACDO Special Projects.</li> </ul>	Major reduction in confusion on chain of command, reduction of time spent on finding out who signs off on timesheets, vacation requests, delegation of projects, etc. Tight organizational structures results in less confusion which contributes to staff retention.
Re-evaluate division office placement to better align with organization structure.	Move divisions that have most synergy closer together, spark more communication among staff of different divisions. (i.e., move Housing Development Division closer to Neighborhood Development division and Business Development Division closer to Special Projects Division).	Increase in staff communication across different divisions with similar functions. Reduction in unnecessary meetings between multiple divisions when most questions/brainstorming can be done casually in the work space. Increase in team building and morale as well as staff retention.
Remove clerical/administrative duties from program managers, project managers and analyst to increase productivity.	Fill all three budgeted administrative assistants to support five divisions. Two admin staff will be located behind main reception desk, allowing program/project managers to manage division projects.	Increase efficiency for all Dept. divisions and provide better customer service. Program/project managers as well as analyst will spend less time having to come to reception desk and spend more time on managing programs/projects.

Objectives	Initiatives	Performance Indicators
		Customers will spend less time at reception desk waiting.
Expand technological capacity for planning staff.	Acquire upgraded CPUs with AutoCAD capability, as well as larger monitors for Planning staff to be more efficient in plan reviews.	Increase efficiency for Planning staff to review plans and respond to customers in a timely manner. Staff will spend less time waiting on plans to load and slowing down review process.

**Goal 2: Foster neighborhood and business district revitalizations to attract new commercial users and enhance residential quality of life**

Objective	Initiatives	Performance Indicators
Actively monitor and facilitate development of commercial, residential and public property surrounding Polar Park, Canal District and Green Island Neighborhood.	Implement interdepartmental strategy to identify and make key investments in the Green Island neighborhood/Canal District upon Polar Park completion. Strategy will require resources from all 5 divisions.	Approx. <u>\$100 million in private investments</u> leveraged by various mixed use projects in DIF district on Green, Gold, and Plymouth Streets, increasing tax base. Approx. <u>10 affordable housing</u> rental units created, <u>3 storefront</u> facades improved and multiple streets resurfaced in the Green Island/Canal District neighborhoods.
Support beautification, placemaking, business development initiatives of the Downtown Worcester Business Improvement District as well as Main South Transformative Development Initiative District.	Dedicate Business & Community Development Coordinator to continue to support business district organizations to leverage private investment in those business districts.	Implementation of DWBID initiatives, <u>1-4 restaurants</u> will offer outdoor dining on Franklin St, increase in trash receptacles, cigarette receptacles, street trees, and public art Downtown. <u>7 façade improvements</u> on Main St in the Main South TDI District.

**Goal 3: Strengthen and diversify the local economy through business retention, expansion and recruitment**

Objectives	Initiatives	Performance Indicators
Re-evaluate Business Development division staff roles to align skills with programs and initiatives.	Align staff with skills sets for program management to administer three CDBG Small Business Financial Assistance programs, as well as staff to support business district development strategies (goal 2).	<u>Increase in program management efficiency</u> , disbursing grant funds in a <u>timely manner</u> , increase in customer service, business retention and recruitment.
Streamline and digitalize business financial assistance program applications and closing documents to enhance accessibility to small businesses.	Partner with Technical Services Department and Law Department to acquire and implement electronic document services (i.e. DocuSign, Seamless Docs).	Increase in program management efficiency, staff spends <u>less time circulating documents</u> if process is automated.
Create Permit Advisory Task Force with multiple depts. to identify opportunities for efficiency and streamlining.	Utilize and expand current Interdepartmental Review Team (IRT) format to collaborate among multiple departments to streamline permitting/licensing process.	<u>Increase business retention</u> , recruitment and expansion. Permitting/licensing <u>process time reduced</u> .

**Goal 4: Create and preserve high quality, safe, affordable homeownership and rental housing**

Objectives	Initiatives	Performance Indicators
Stabilize rental housing market due to COVID-19 pandemic to avoid evictions and foreclosures.	Work with local housing nonprofits to administer the Emergency Rental Assistance Program to help residents maintain good standing on their rent and utility obligations.	<u>Over 500 families</u> will be supported by the Emergency Rental Assistance Program. Decrease in evictions, homelessness, and foreclosures.
Develop new affordable housing homeownership housing for people that might not otherwise be able to afford it.	Work with local housing nonprofits with development capacity to construct new affordable housing restricted properties with HOME funds, these properties would be sold to low to moderate income families below market value.	<u>5 affordable homeowner</u> units will be completed, and sold to low moderate income families.
Develop new mixed income housing to allow affordable housing that is not concentrated in certain geographic areas in the City.	Identify and work with professional, high quality, development company to develop mixed income housing to reduce concentration.	<u>81 high quality</u> , mixed income units (including affordable units) will be constructed in the Canal District, an area where rental rates will see an increase over the next few years.
Hire new Rehabilitation Specialist to expand capacity for rehabilitation programs.	Fill vacant Staff Assistant III position in Housing Development division to expand more capacity to do housing inspections, develop rehabilitation specifications.	<u>50% increase of housing</u> inspections for rehabilitation programs. Reduce time for underwriting and funds disbursements.
Rehabilitation of existing housing stock to eliminate health and code violations.	Administer the Worcester Housing Now program to rehabilitate owner occupied and rental multifamily properties, as well as for elders 62 years and older.	<u>18 rental units</u> will be rehabilitated, <u>25 homeowner units</u> will be rehabilitated, improving overall housing stock.

**Goal 5: Strengthen City's workforce to prepare for post COVID economy**

Objectives	Initiatives	Performance Indicators
Improve the foundational and work readiness/soft skills of our region's labor force.	Update career paths maps for priority occupations. Develop education/training inventory maps for priority occupations. Promote employer-school support online clearinghouse, and support workplace skills training for older job seekers/incumbent workers.	There will be an updated career pathway maps, training inventory maps, and employer support database will be established.
Close skills gap for priority industries and occupations.	Develop demographic/psychographic analysis approach for priority occ's. Expand the pool of available qualified CTE instructors. Seek additional funding for priority occ's. Work with employers to diversify workforce.	<u>3 new</u> funding sources to defray CTE are accessed. Large to small sized employers will be more diverse, expanding job opportunities for all.

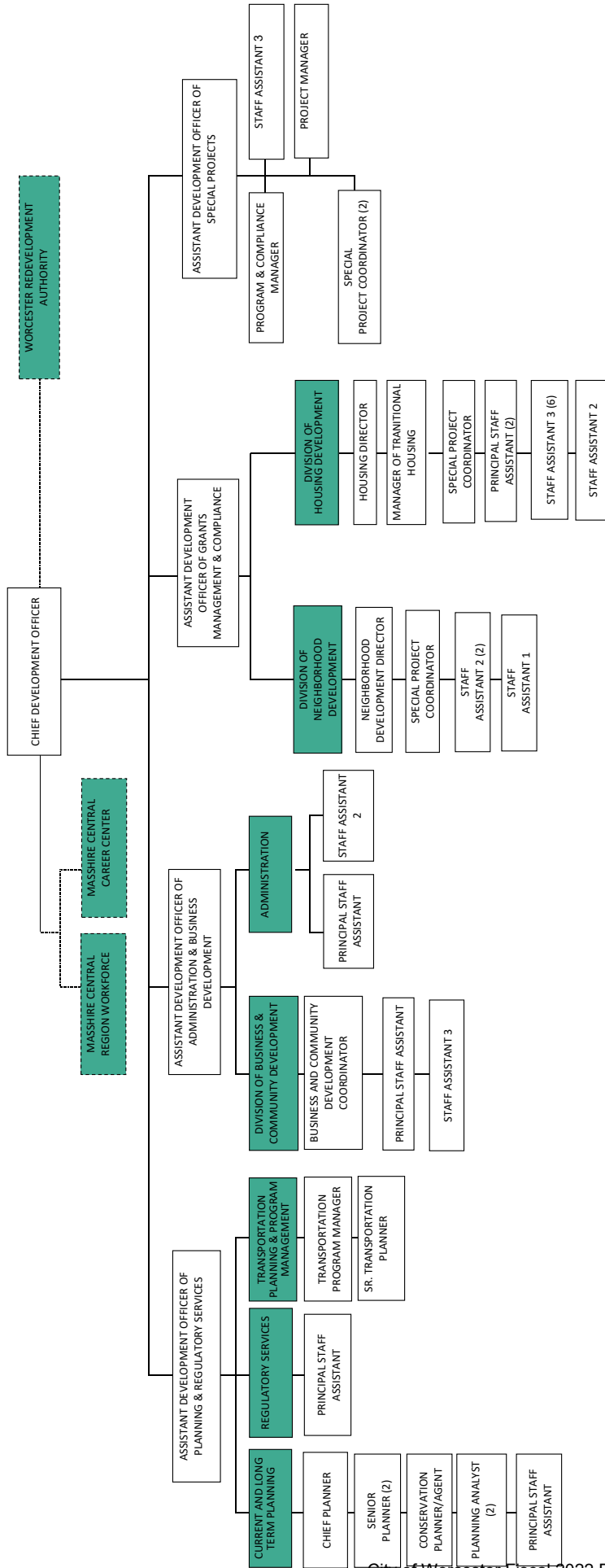
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 1,336,388.75	\$ 1,686,274.00	\$ 1,106,428.59	\$ 1,748,688.00
Overtime	-	-	-	-
Ordinary Maintenance	300,986.73	412,554.00	250,812.13	412,554.00
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,637,375.48</b>	<b>\$ 2,098,828.00</b>	<b>\$ 1,357,240.72</b>	<b>\$ 2,161,242.00</b>
<b>Total Positions</b>	37	39		42

### Operating Budget Highlights

The Fiscal 2022 tax levy for the Economic Development Department is recommended to be funded at \$2,161,242, which is an increase of \$62,414 from Fiscal 2021. The salary increase is due to three position regrades to re-align pay with current responsibilities, step increases for employees who are not at maximum pay, two Staff Assistant III and a Principal Staff Assistant being added to the table of organization to perform duties associated with increased grant obligations, implementation of the IT Strategic Plan, and contract compliance. The salary increases are offset by the deletion of the Small Business Advocate, delegating these job duties to a position at a lower pay grade, and increase in grant funding. Ordinary Maintenance is recommended to be level funded.

# EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT ORGANIZATIONAL CHART



42 FUNDED POSITIONS



**PETER DUNN, CHIEF DEVELOPMENT OFFICER**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2022  
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 144,427.00	58CM	CHIEF DEVELOPMENT OFFICER	1	\$ 110,142.00
1	96,424.00	48EM	ASSISTANT DEVELOPMENT OFFICER- GRANTS MGMT. & COMPLIANCE	1	96,424.00
1	78,050.00	40M	PRINCIPAL STAFF ASSISTANT	1	78,050.00
1	68,069.00	37	STAFF ASSISTANT 3	0	-
4	\$ 386,970.00		REGULAR SALARIES	3	\$ 284,616.00
	749.00		EM INCENTIVE PAY		8,311.00
4	\$ 387,719.00		TOTAL SALARIES	3	\$ 292,927.00
	\$ (132,054.00)		FUNDING SOURCES:		
	\$ (132,054.00)		FEDERAL GRANTS		\$ (102,595.00)
			TOTAL FUNDING SOURCES		\$ (102,595.00)
4	\$ 255,665.00		TOTAL PERSONAL SERVICES	3	\$ 190,332.00
1	\$ 93,355.00	48EM	ASSISTANT DEVELOPMENT OFFICER- ADMINISTRATION & BUSINESS DEVELOPMENT	1	\$ 86,005.00
1	93,689.00	46EM	SMALL BUSINESS ADVOCATE/CM'S SPECIAL PROJECTS COORD.	0	-
1	66,652.00	42M	BUSINESS & COMMUNITY DEVELOPMENT COORDINATOR	1	68,894.00
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	59,571.00
1	68,069.00	37	STAFF ASSISTANT 3	1	68,069.00
1	57,393.00	35	STAFF ASSISTANT 2	1	47,628.00
5	\$ 379,158.00		TOTAL REGULAR SALARIES	5	\$ 330,167.00
1	\$ 80,014.00	48EM	ASSISTANT DEVELOPMENT OFFICER OF SPECIAL PROJECTS	1	\$ 94,503.00
2	159,544.00	45M	SPECIAL PROJECT COORDINATOR	2	164,683.00
1	82,570.00	42M	PROJECT MANAGER	1	83,771.00
1	78,050.00	40M	PROGRAM & COMPLIANCE MANAGER	1	78,050.00
0	-	37	STAFF ASSISTANT 3	1	55,834.00
5	\$ 400,178.00		TOTAL REGULAR SALARIES	6	\$ 476,841.00
1	\$92,248.00	42EM	NEIGHBORHOOD DEVELOPMENT DIRECTOR	1	\$ 95,366.00
1	63,309.00	35	SPECIAL PROJECT COORDINATOR	1	63,309.00
2	118,159.00	35	STAFF ASSISTANT 2	2	121,248.00
1	51,536.00	32	STAFF ASSISTANT 1	1	52,221.00
5	\$ 325,252.00		TOTAL REGULAR SALARIES	5	\$ 332,144.00
1	\$90,432.00	42EM	HOUSING DIRECTOR	1	\$ 90,432.00
1	75,308.00	45M	SPECIAL PROJECT COORDINATOR	1	71,264.00
2	155,484.00	40M	PRINCIPAL STAFF ASSISTANT	2	156,100.00
1	68,069.00	37	MANAGER OF TRANSITIONAL HOUSING	1	68,069.00
4	235,748.00	37	STAFF ASSISTANT 3	6	360,720.00
1	50,467.00	37	STAFF ASSISTANT 2	1	52,219.00
10	\$ 675,508.00		TOTAL REGULAR SALARIES	12	\$ 798,804.00
1	\$101,227.00	48EM	ASSISTANT DEVELOPMENT OFFICER- PLANNING & REGULATORY SERVICES	1	\$ 101,227.00
1	87,184.00	45M	CHIEF PLANNER	1	90,503.00
1	67,242.00	44M	SENIOR TRANSPORTATION ENGINEER	0	-
0	-	45M	TRANSPORTATION PROGRAM MANAGER	1	82,122.00
1	67,294.00	42M	SENIOR TRANSPORTATION PLANNER	1	69,602.00
1	70,310.00	42M	CONSERVATION PLANNER/AGENT	1	72,826.00
2	136,509.00	42M	SENIOR PLANNER	2	136,823.00
1	78,050.00	40M	PRINCIPAL STAFF ASSISTANT	2	137,621.00
2	106,338.00	37	PLANNING ANALYST	2	111,822.00
10	\$714,154.00		REGULAR SALARIES	11	\$ 802,546.00
35	\$2,494,250.00		REGULAR SALARIES	39	\$ 2,740,502.00
	(10,000.00)		VACANCY FACTOR		(10,000.00)
	3,611.00		EM INCENTIVE PAY		5,803.00
35	\$ 2,487,861.00		TOTAL PERSONAL SERVICES	39	\$ 2,736,305.00
	\$ (919,235.00)		FUNDING SOURCES:		
	(26,748.00)		FEDERAL GRANTS		\$ (1,053,931.00)
	(21,224.00)		STATE GRANTS		(31,331.00)
	(90,045.00)		EPA PROJECTS		-
	(1,057,252.00)		URBAN RENEWAL		(92,687.00)
			TOTAL FUNDING SOURCES		(1,177,949.00)
35	\$ 1,430,609.00		TOTAL PERSONAL SERVICES	39	\$ 1,558,356.00
39	\$ 1,686,274.00	043-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	42	\$ 1,748,688.00

**PETER DUNN, CHIEF DEVELOPMENT OFFICER****CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2022****EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	\$ 1,110.00		BOOKS		\$ 1,110.00
	218,800.00		CONSULTANTS		218,800.00
	2,200.00		COPY PAPER		2,200.00
	12,317.00		ENVIRONMENTAL SERVICES		12,317.00
	100.00		EQUIPMENT INSURANCE		100.00
	950.00		HARDWARE/DEVICES		10,950.00
	1,200.00		LEASE & RENTALS		1,200.00
	60,000.00		LEGAL CONSULTANTS		50,000.00
	500.00		LEGAL FILING FEES		500.00
	1,200.00		LICENSE COMMISSION		1,200.00
	25,000.00		LIVE WORCESTER INCENTIVE PROGRAM		25,000.00
	400.00		MAINTENANCE SYSTEM SOFTWARE		400.00
	1,200.00		MEMBERSHIP DUES		1,200.00
	14,000.00		NEWSPAPER ADVERTISING		14,000.00
	4,000.00		OFFICE SUPPLIES		4,000.00
	1,085.00		PRINTING		1,085.00
	14,000.00		PRINTING SUPPLIES		14,000.00
	1,885.00		RECREATION PROGRAMS		1,885.00
	500.00		REGISTRATION FEES		500.00
	1,100.00		SECURITY SERVICES		1,100.00
	25,000.00		SUSTAINING HOUSING FIRST SOLUTIONS PILOT PROGRAM		25,000.00
	5,067.00		TELEPHONES		5,067.00
	1,500.00		TRAVEL		1,500.00
	440.00		WATER		440.00
	19,000.00		LAND MANAGEMENT		19,000.00
	\$ 412,554.00		TOTAL ORDINARY MAINTENANCE		\$ 412,554.00
	\$ 412,554.00	043-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 412,554.00
	\$ 169,076.00		HEALTH INSURANCE		\$ 198,546.00
	107,038.00		RETIREMENT		115,249.00
	\$ 276,114.00		TOTAL FRINGE BENEFITS		\$ 313,795.00
	\$ (276,114.00)		<u>FUNDING SOURCES:</u>		\$ (313,795.00)
	\$ (276,114.00)		FUNDING SOURCES		\$ (313,795.00)
	\$ -	043-96000	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ -
	\$ 2,098,828.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 2,161,242.00



This Page is Intentionally Left Blank

# UNION STATION / WORCESTER REDEVELOPMENT AUTHORITY

## Peter Dunn, Chief Development Officer

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

The Worcester Redevelopment Authority (WRA) board undertakes and implements urban renewal activities in the city of Worcester pursuant to G.L. c. 121B. The WRA is currently overseeing the construction of Polar Park, the home of the Triple-A affiliate of the Boston Red Sox, the Worcester Red Sox. The WRA owns and oversees the operations and management of Union Station and carries out other administrative functions of the WRA, including the oversight and implementation of the Downtown Urban Revitalization Plan. The WRA is staffed by key operational personnel from the City's administrative departments. In addition to the management and maintenance of Union Station, the WRA seeks new tenants for leasable areas in Union Station and the retail space in the Union Station Parking Garage.

## Department Allocation Summary

		Approved	Actuals	Recommended
	Actual	Budget for	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2020</u>	<u>Fiscal 2021</u>	<u>3/31/2021</u>	<u>Fiscal 2022</u>
Ordinary Maintenance	\$ 1,544,872.25	\$ 1,522,074.00	\$ 1,031,271.77	\$ 1,610,521.00
<b>Total Expenditures</b>	<b>\$ 1,544,872.25</b>	<b>\$ 1,522,074.00</b>	<b>\$ 1,031,271.77</b>	<b>\$ 1,610,521.00</b>
<u>Funding Sources</u>				
Operating Revenue	\$ 154,357.52	\$ 620,369.00	\$ 470,714.05	\$ 627,244.00
FTA Preventative Maintenance	894,443.73	498,400.00	258,078.97	579,972.00
General Revenue Funds	496,071.00	403,305.00	302,478.75	403,305.00
<b>Total Funding Sources</b>	<b>\$ 1,544,872.25</b>	<b>\$ 1,522,074.00</b>	<b>\$ 1,031,271.77</b>	<b>\$ 1,610,521.00</b>

The tax levy appropriation for Fiscal 2022 is recommended to be level funded at \$403,305.

**PETTER DUNN, CHIEF DEVELOPMENT OFFICER**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2022**  
**DEPARTMENT OF ECONOMIC DEVELOPMENT**  
**DIVISION OF UNION STATION- DIVISION #480**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
	<b><u>UNION STATION AND BUSPORT OPERATIONS</u></b>	
\$ 272,800.00	JANITORIAL SERVICES	\$ 288,190.00
165,000.00	MAINTENANCE & REPAIR	165,500.00
341,400.00	SECURITY	364,160.00
159,500.00	SNOW REMOVAL & GROUNDS	195,500.00
68,800.00	UNION STATION PROPERTY MANAGEMENT	71,500.00
34,300.00	TENANT PARKING	30,000.00
3,700.00	OTHER ORDINARY MAINTENANCE	3,700.00
179,074.00	REAL ESTATE TAXES	184,471.00
17,000.00	INSURANCE	23,000.00
22,500.00	GENERAL & ADMINISTRATIVE	22,500.00
258,000.00	UTILITIES	262,000.00
<u>\$ 1,522,074.00</u>	ORDINARY MAINTENANCE UNION STATION	<u>\$ 1,610,521.00</u>
<u>-</u>	DOWNTOWN URBAN RENEWAL INITIATIVE	<u>-</u>
<u>\$ 1,522,074.00</u>	TOTAL WORCESTER REDEVELOPMENT AUTHORITY	<u>\$ 1,610,521.00</u>
	<b><u>FUNDING SOURCES:</u></b>	
\$ (620,369.00)	TENANT REVENUE	\$ (627,244.00)
(498,400.00)	FTA PREVENTATIVE MAINTENANCE	(579,972.00)
<u>\$ (1,118,769.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,207,216.00)</u>
<u>\$ 403,305.00</u>	<b>480-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 403,305.00</u>
<u>\$ 403,305.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 403,305.00</u>

# MASSHIRE CENTRAL REGION WORKFORCE BOARD

## Jeffrey Turgeon, Director

340 Main Street  
Worcester, MA 01608  
508-799-1509

### **MassHire Central Region Workforce Board Mission Statement:**

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

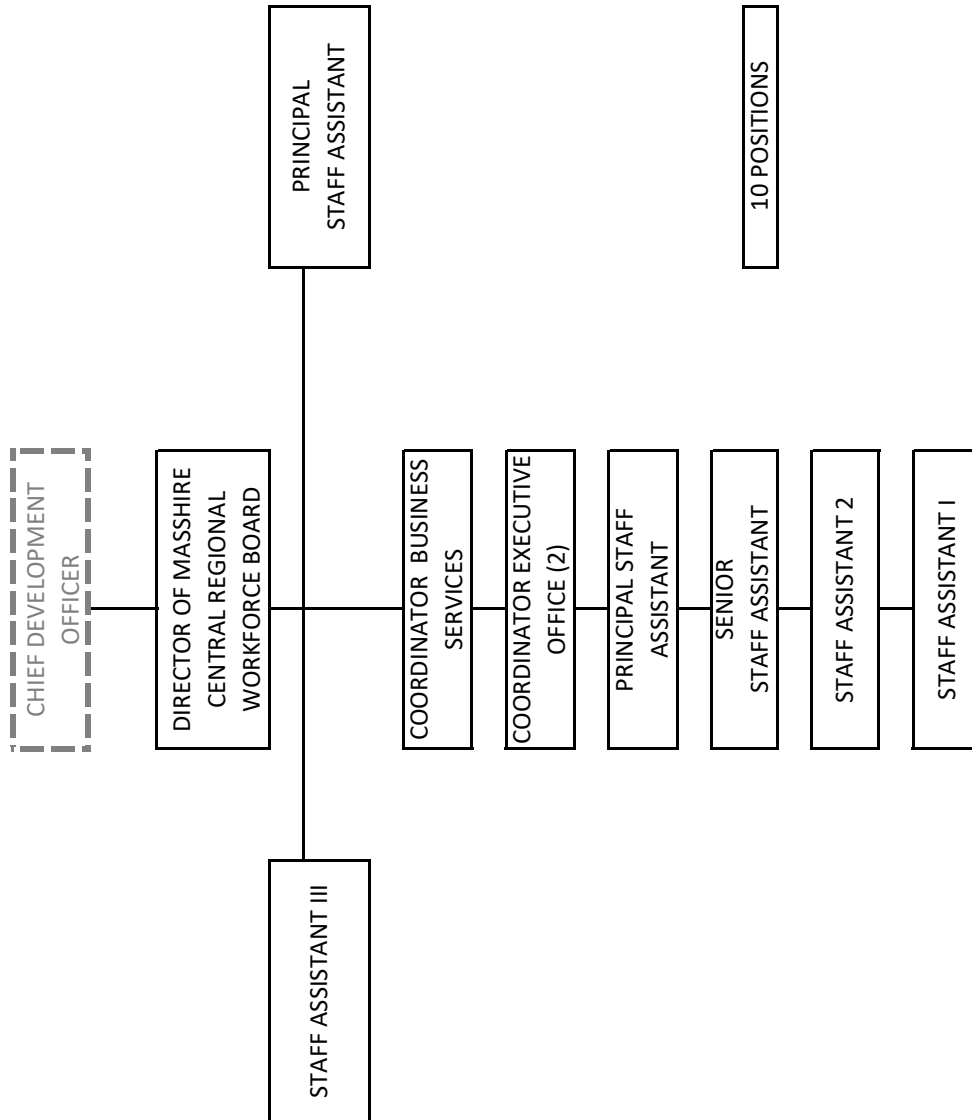
### Department Allocation Summary

	<b>Actuals</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b><u>Expenditures</u></b>	<b><u>Fiscal 2020</u></b>	<b><u>Fiscal 2021</u></b>	<b><u>3/31/21</u></b>	<b><u>Fiscal 2022</u></b>
Salaries	\$ 411,192.00	\$ 564,182.00	\$ 415,032.58	\$ 572,865.00
Ordinary Maintenance	150,597.00	2,025,895.00	563,466.27	2,025,895.00
Capital Outlay	-	3,600.00	12,165.00	3,600.00
Fringe Benefits	79,212.00	133,464.00	49,909.36	160,998.00
<b>Total</b>	<b>\$ 641,001.00</b>	<b>\$ 2,727,141.00</b>	<b>\$ 1,040,573.21</b>	<b>\$ 2,763,358.00</b>
Federal & State Grants	(441,001.00)	(2,527,141.00)	(840,573.21)	(2,563,358.00)
<b>Net Total Tax Levy</b>	<b>\$ 200,000.00</b>	<b>\$ 200,000.00</b>	<b>\$ 200,000.00</b>	<b>\$ 200,000.00</b>
<b>Total Positions</b>	10	10	10	10

### Operating Budget Highlights

The total Fiscal 2022 Budget is recommended to be \$200,000, which is a level funded budget to Fiscal 2021. The increase in Personal Services is due to step increases for employees that are not at maximum pay, and an upgrade to one position.

# EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT MASSHIRE CENTRAL REGION WORKFORCE BOARD



**JEFFREY TURGEON - DIRECTOR****CITY OF WORCESTER - NET COST FISCAL 2022****EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT****DIVISION OF MASSHIRE CENTRAL REGION WORKFORCE BOARD- DIVISION #31S, 310**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 108,469.00	53EM	DIRECTOR OF MASSHIRE CENTRAL REGION WORKFORCE BOARD	1	\$ 108,472.00
1	66,566.00	43EM	COORDINATOR OF BUSINESS SERVICES	1	66,242.00
2	164,640.00	42EM	COORDINATOR, EXECUTIVE OFFICE	2	177,178.00
2	131,376.00	40M	PRINCIPAL STAFF ASSISTANT	2	135,931.00
1	57,567.00	39M	SENIOR STAFF ASSISTANT	1	57,567.00
1	51,052.00	37	STAFF ASSISTANT 3	1	51,052.00
1	47,628.00	35	STAFF ASSISTANT 2	1	47,628.00
1	45,093.00	32	STAFF ASSISTANT 1	1	47,543.00
10	\$ 672,391.00		TOTAL REGULAR SALARIES	10	\$ 691,613.00
	8,219.00		EM INCENTIVE PAY		8,297.00
	(116,428.00)		VACANCY FACTOR		(127,045.00)
10	\$ 564,182.00	<b>31S-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	10	\$ 572,865.00
	\$ 2,025,895.00		ORDINARY MAINTENANCE		\$ 2,025,895.00
	\$ 2,025,895.00	<b>31S-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 2,025,895.00
	\$ 3,600.00		CAPITAL PURCHASE		\$ 3,600.00
	\$ 3,600.00	<b>31S-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ 3,600.00
	\$ 63,080.00		HEALTH INSURANCE		\$ 88,604.00
	70,384.00		RETIREMENT		72,394.00
	\$ 133,464.00	<b>31S-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ 160,998.00
	\$ 2,727,141.00		<b>TOTAL MASSHIRE CENTRAL REGION WORKFORCE BOARD BUDGET</b>		\$ 2,763,358.00
			<b>FUNDING SOURCES:</b>		
	\$ (2,527,141.00)		FEDERAL AND STATE GRANTS		\$ (2,563,358.00)
	\$ (2,527,141.00)		TOTAL FUNDING SOURCES		\$ (2,563,358.00)
	\$ 200,000.00		<b>TOTAL RECOMMENDED TAX LEVY/WORCESTER JOBS FUND</b>		\$ 200,000.00





This Page is Intentionally Left Blank

# MASSHIRE CENTRAL CAREER CENTER

## Janice Ryan Weekes, Director

340 Main St, Suite 400  
Worcester, MA 01608  
508-799-1600

### MassHire Central Career Development Mission Statement:

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

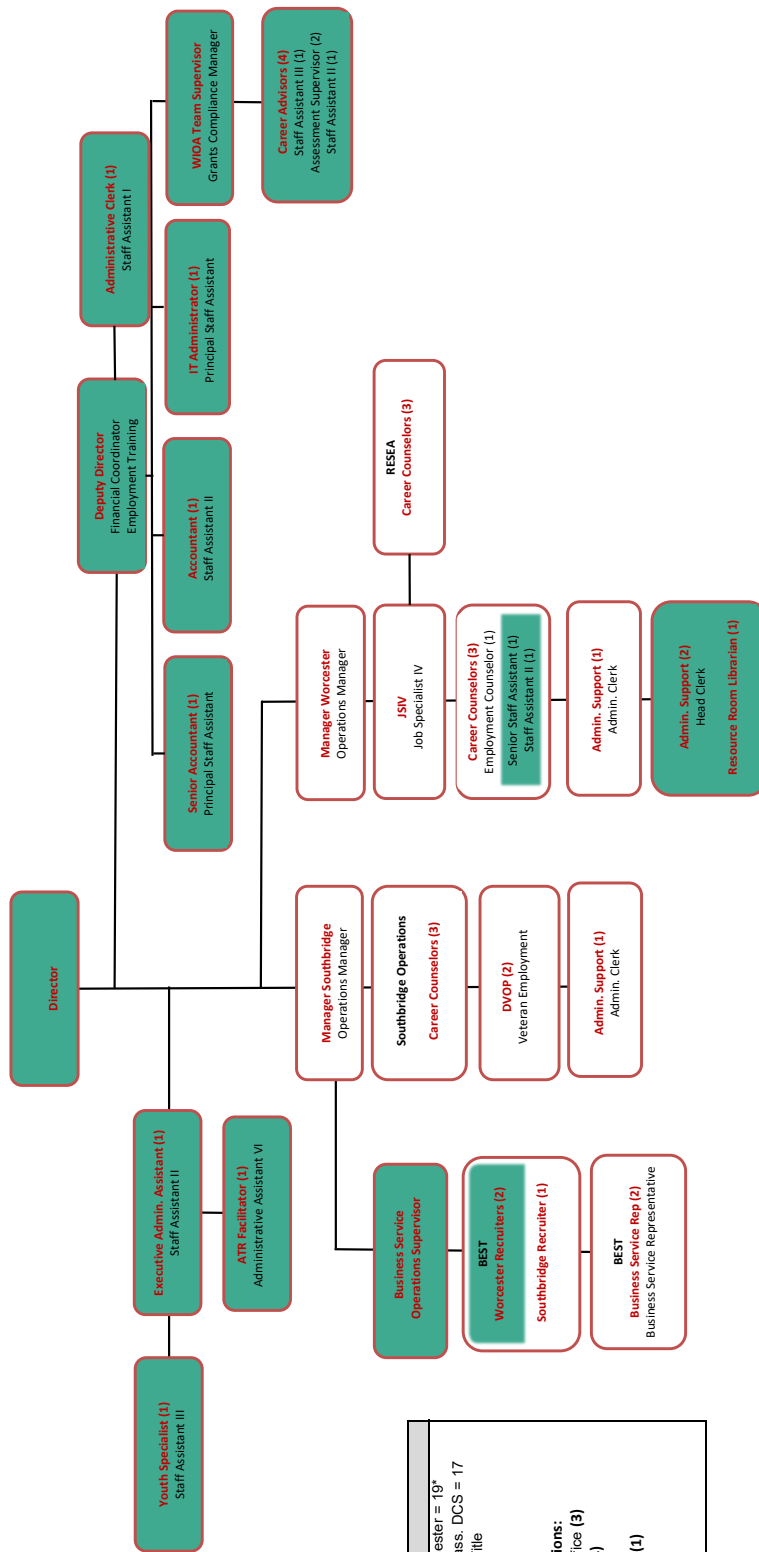
### Department Allocation Summary

	<b>Actuals</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actuals</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/19</b>	<b>Fiscal 2022</b>
Salaries	\$ 1,401,043.00	\$ 1,906,516.00	\$ 1,020,105.49	\$ 1,838,071.00
Ordinary Maintenance	974,664.00	1,182,679.00	503,913.81	1,182,679.00
Capital Outlay	-	-	158,110.65	-
Fringe Benefits	313,334.00	582,339.00	194,353.39	606,112.00
<b>Total</b>	<b>\$ 2,689,041.00</b>	<b>\$ 3,671,534.00</b>	<b>\$ 1,876,483.34</b>	<b>\$ 3,626,862.00</b>
Federal & State Grants	(2,689,041.00)	(3,671,534.00)	(1,876,483.34)	(3,626,862.00)
<b>Net Total Tax Levy</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Positions</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>

### Operating Budget Highlights

The total Fiscal 2022 Budget is recommended to be \$3,626,862, which is an increase of \$44,672 from the Fiscal 2021 amount of \$3,671,534. The salary decrease is due to vacant positions and new hires being hired at a lower paygrade step. The Fringe Benefit costs increased due to conventional Health Insurance rate changes. These budgets are fully supported by Federal and State grant funding.

**MASSHIRE CENTRAL CAREER CENTERS  
ORGANIZATION CHART**



KEY	
	City of Worcester = 19*
	Comm of Mass. DCS = 17
	Functional Title
	HR Title
	HR Title

\* There are 16 open positions:  
 Coordinator, Executive Office (3)  
 Principal Staff Assistant (4)  
 Senior Staff Assistant (1)  
 Admin. Assistant Grade 8 (1)  
 Staff Assistant 3 (2)  
 Staff Assistant 2 (4)  
 Staff Assistant 1 (1)

**JANICE RYAN WEEKES, DIRECTOR MASSHIRE CENTRAL CAREER CENTER**
**CITY OF WORCESTER - NET COST FISCAL 2022**
**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT**
**DIVISION OF MASSHIRE CENTRAL CAREER CENTER- DIVISION #31S**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 101,101.00	48EM	DIRECTOR OF MASSHIRE CENTRAL CAREER CENTERS	1	\$ 101,101.00
1	71,383.00	45EM	COORDINATOR CAREER SERVICES	1	85,441.00
1	101,415.00	43EM	FINANCIAL COORDINATOR	1	101,415.00
3	214,033.00	42EM	COORDINATOR, EXECUTIVE OFFICE	3	192,078.00
7	465,549.00	40M	PRINCIPAL STAFF ASSISTANT	7	447,068.00
2	132,861.00	39M	SENIOR STAFF ASSISTANT	2	115,714.00
1	55,583.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	55,583.00
2	134,802.00	37	ASSESSMENT SUPERVISOR	2	136,138.00
5	297,960.00	37	STAFF ASSISTANT 3	5	300,215.00
7	376,641.00	35	STAFF ASSISTANT 2	7	365,673.00
1	45,418.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	26,016.00
2	111,061.00	32	STAFF ASSISTANT 1	2	104,150.00
2	93,063.00	30	HEAD CLERK	2	96,890.00
35	\$ 2,200,870.00		TOTAL REGULAR SALARIES	35	\$ 2,127,482.00
	-		EM INCENTIVE PAY		4,943.00
	-		INTERDEPARTMENTAL CHARGE		-
	(294,354.00)		VACANCY FACTOR		(294,354.00)
35	\$ 1,906,516.00	<b>31S-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	35	\$ 1,838,071.00
	\$ 1,182,679.00		ORDINARY MAINTENANCE		\$ 1,182,679.00
	\$ 1,182,679.00	<b>31S-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 1,182,679.00
	\$ -		CAPITAL PURCHASE		\$ -
	\$ -	<b>31S-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ -
	\$ 352,348.00		HEALTH INSURANCE		\$ 383,718.00
	229,991.00		RETIREMENT		222,394.00
	\$ 582,339.00	<b>31S-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ 606,112.00
	\$ 3,671,534.00		<b>TOTAL CENTRAL CAREER CENTER BUDGET</b>		\$ 3,626,862.00
	\$ (3,671,534.00)		<u>FUNDING SOURCES:</u>		\$ (3,626,862.00)
	\$ (3,671,534.00)		FEDERAL GRANTS		\$ (3,626,862.00)
			TOTAL FUNDING SOURCES		\$ (3,626,862.00)
	\$ -		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ -



This Page is Intentionally Left Blank

## PUBLIC SCHOOLS

### Maureen F. Binienda - Superintendent

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

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

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 234,374,145	\$ 241,436,038	145,980,183.02	\$ 244,769,317
Overtime	1,181,855	1,330,841	635,807.51	240,115
Ordinary Maintenance	44,268,727	40,333,922	25,150,226.65	39,102,056
Capital Outlay	1,117,771	352,000	31,101.87	353,428
Fringe Benefits	68,503,834	72,368,614	54,298,762.38	76,626,906
<b>Total Expenditures</b>	<b>\$ 349,446,333</b>	<b>\$ 355,821,415</b>	<b>226,096,081.43</b>	<b>\$ 361,091,822</b>
<b>Non Net School Spending</b>				
Salaries	\$ 4,343,955	\$ 4,668,190	2,747,886.34	\$ 5,194,507
Overtime	497,995	686,000	14,099.34	713,714
Ordinary Maintenance	15,247,044	11,223,064	5,191,701.77	19,215,099
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 20,088,994</b>	<b>\$ 16,577,254</b>	<b>7,953,687.45</b>	<b>\$ 25,123,320</b>
<b>Total Worcester Public Schools Budget</b>	<b>\$ 369,535,327</b>	<b>\$ 372,398,669</b>	<b>234,049,768.88</b>	<b>\$ 386,215,142</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$386,215,142, which is an increase of \$13,816,473, or 3.7% from the Fiscal 2021 amount of \$372,398,669. The budget increase represents an \$11.6 million increase in Chapter 70 state aid and charter school reimbursement, \$3.7 million increase in City contribution, offset by a \$1.5 million increase in charter school tuition, school choice and state special education assessments. The Fiscal 2022 budget includes the first year of funding under the Student Opportunity Act (SOA), although these funds were originally proposed but then postponed in FY21.

The Fiscal 2022 budget presents the Public School budget in two organizations, separating those appropriations that are considered “educational expenses” by the Department of Elementary and Secondary Education, which count toward Net School Spending from those that are non-educational expenditures, and

## PUBLIC SCHOOLS

---

therefore not counted toward the state's Net School Spending levels. The final allocation of appropriations for these two organizations is completed by the School Committee, which has appropriating authority over the Public School budget.

Based on the Governor's recommended budget, this general fund allows the district budget to restore the funding for the one-time savings that were made to balance the \$16.1 million reduction in the FY21 budget in August 2020. Aside from restoring these costs, the Worcester Public Schools will utilize federal stimulus funds to sustain technology and personal protective equipment (PPE) purchases into next school year, provide bridge funding for an expected kindergarten and grade 1 enrollment increase after an unprecedented pandemic-related enrollment decline last year at these grade levels, provide accelerated funds for Student Opportunity Act initiatives, provide additional funds for building ventilation system replacement and building renovation projects, provide robust summer school and afterschool recovery and acceleration programs, and provide additional professional learning for staff. In total, the district will utilize \$40 million of federal stimulus funds in FY22 to support these initiatives that align with the district's Strategic Plan.

The non-net school spending increase of approximately \$8.5M is primarily due restoring the one-time savings that were used to balance the FY21 \$16.1 million budget reduction in August 2020, such as student transportation and crossing guards, as the district was fully remote until March 2021. These costs have been restored to the FY22 budget. Other cost increases are associated with new leased property, such as the new Dual Language School at the former St. Stephen's School, new leased space for the Facilities Department (that was previously provided at no cost to the city at St. Gobain), as well as increased costs associated with the Alternative School at St. Casimir's and the Transportation Department move from Fremont Street to NE Cutoff location.

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

**MAUREEN F. BINIENDA, SUPERINTENDENT**

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**WORCESTER PUBLIC SCHOOLS - DEPARTMENT #500 and #540**

**Net School Spending Funding**

APPROVED FY21 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY22 AMOUNT
\$ 241,436,038.00		REGULAR SALARIES	\$ 244,769,317.00
\$ 241,436,038.00	500-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	\$ 244,769,317.00
\$ 1,330,841.00		OVERTIME	\$ 240,115.00
\$ 1,330,841.00	500-97000	<b>TOTAL RECOMMENDED OVERTIME</b>	\$ 240,115.00
\$ 40,333,922.00		ORDINARY MAINTENANCE	\$ 39,102,056.00
\$ 40,333,922.00	500-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	\$ 39,102,056.00
\$ 352,000.00	500-93000	<b>TOTAL CAPITAL OUTLAY</b>	\$ 353,428.00
\$ 72,368,614.00	500-96000	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	\$ 76,626,906.00
\$ 355,821,415.00		<b>TOTAL RECOMMENDED BUDGET TAX LEVY</b>	\$ 361,091,822.00

**Non Net School Spending Funding**

APPROVED FY21 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY22 AMOUNT
\$ 4,668,190.00		REGULAR SALARIES	\$ 5,194,507.00
\$ 4,668,190.00	540-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	\$ 5,194,507.00
\$ 686,000.00		OVERTIME	\$ 713,714.00
\$ 686,000.00	540-97000	<b>TOTAL RECOMMENDED OVERTIME</b>	\$ 713,714.00
\$ 11,223,064.00		ORDINARY MAINTENANCE	\$ 19,215,099.00
\$ 11,223,064.00	540-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	\$ 19,215,099.00
\$ 16,577,254.00		<b>TOTAL RECOMMENDED BUDGET TAX LEVY</b>	\$ 25,123,320.00
\$ 372,398,669.00			\$ 386,215,142.00





This Page is Intentionally Left Blank

## PUBLIC LIBRARY

### Jason Homer, Head Librarian

3 Salem Square  
Worcester, MA 01608  
508-799-1690

#### Mission:

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

#### Vision:

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

#### Departmental Goals:

1. Connect patrons with the technology to meet the demands of a 21st century community and workforce
2. Provide community space
3. Satisfy curiosity and stimulate learning and imagination
4. Share information with the community

#### Goal 1: Connect patrons with the technology to meet the demands of a 21<sup>st</sup> century community and workforce

Objectives	Initiatives	Performance Indicators
Establish a Library technology lending program to provide opportunities for patrons to use up to date technology in an accessible format	<ul style="list-style-type: none"> <li>▪ Create a "Library of Things," a catalog of technology and tools, designed to bridge the gaps in access to our community</li> <li>▪ Create a full set of classes designed to train patrons on "maker" programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Track checkouts of the new "things" collections as baseline for subsequent years</li> <li>▪ Increase attendance of library programs by 5% over FY2019 statistics</li> </ul>
Promote the preservation of Worcester and its family history	<ul style="list-style-type: none"> <li>▪ Open Digital Studio to enable library patrons to digitize and preserve their family history</li> <li>▪ Create a comprehensive set of classes designed to train patrons on use of preservation materials</li> </ul>	<ul style="list-style-type: none"> <li>▪ Track usage of Digital Studio</li> <li>▪ Increase attendance of library programs</li> </ul>

#### Goal 2: Provide community space

Objectives	Initiatives	Performance Indicators
Introduce community to renovated Main Library	Create a comprehensive set of programs designed to welcome patrons back into the library	<ul style="list-style-type: none"> <li>▪ Increase attendance of library programs by 5% over FY2019</li> <li>▪ Increase attendance in library system over pre-pandemic statistics</li> </ul>

<b>Objectives</b>	<b>Initiatives</b>	<b>Performance Indicators</b>
Ensure equity of service at all library locations and in all neighborhoods of the City	<ul style="list-style-type: none"> <li>▪ Analyze service across all branches and make adjustments for improved services</li> <li>▪ Plan service updates to the Great Brook Valley Branch to coincide with the Worcester Housing Authority's economic opportunity center</li> <li>▪ Continue to perform diversity audit of library collection with an emphasis on eBooks and other digital lending</li> </ul>	<ul style="list-style-type: none"> <li>▪ Track usage of space across all branches</li> <li>▪ Track growth in library cards through GIS study of library cards per city neighborhood</li> <li>▪ Increase eBook lending by 15% over FY2020</li> </ul>

### **Goal 3: Satisfy curiosity and stimulate learning and imagination**

<b>Objectives</b>	<b>Initiatives</b>	<b>Performance Indicators</b>
Build a diverse set of programs to engage and meet the interests of the community	<ul style="list-style-type: none"> <li>▪ Seek out underserved populations and determine how the library could be helpful to them in their daily lives, supporting formal and informal learning, development of job skills, services to immigrant and non-English language populations, and other similar areas of need</li> <li>▪ Increase services to teens and families</li> <li>▪ Analyze and address gaps in service to specific populations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase attendance of library programs for teens by 10%</li> <li>▪ Increase material lending across all formats</li> </ul>
Ensure the library's collection meets the needs of the community	Perform an audit of library collections, including but not limited to addressing gaps in information available to public and ensuring diverse voices throughout all library collections	Increase material lending across all formats

### **Goal 4: Share Information with the community**

<b>Objectives</b>	<b>Initiatives</b>	<b>Performance Indicators</b>
Communicate library programs and opportunities to the community	<ul style="list-style-type: none"> <li>▪ Promote library programs in both traditional print means and social media</li> <li>▪ Partner with local organizations to expose library patrons to the services available throughout the City</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase attendance of library programs</li> <li>▪ Increase meeting opportunities between community partners and staff</li> </ul>
Strengthen community partnerships	Develop new approaches to sharing resources throughout the City	The creation of new initiatives in long standing partners

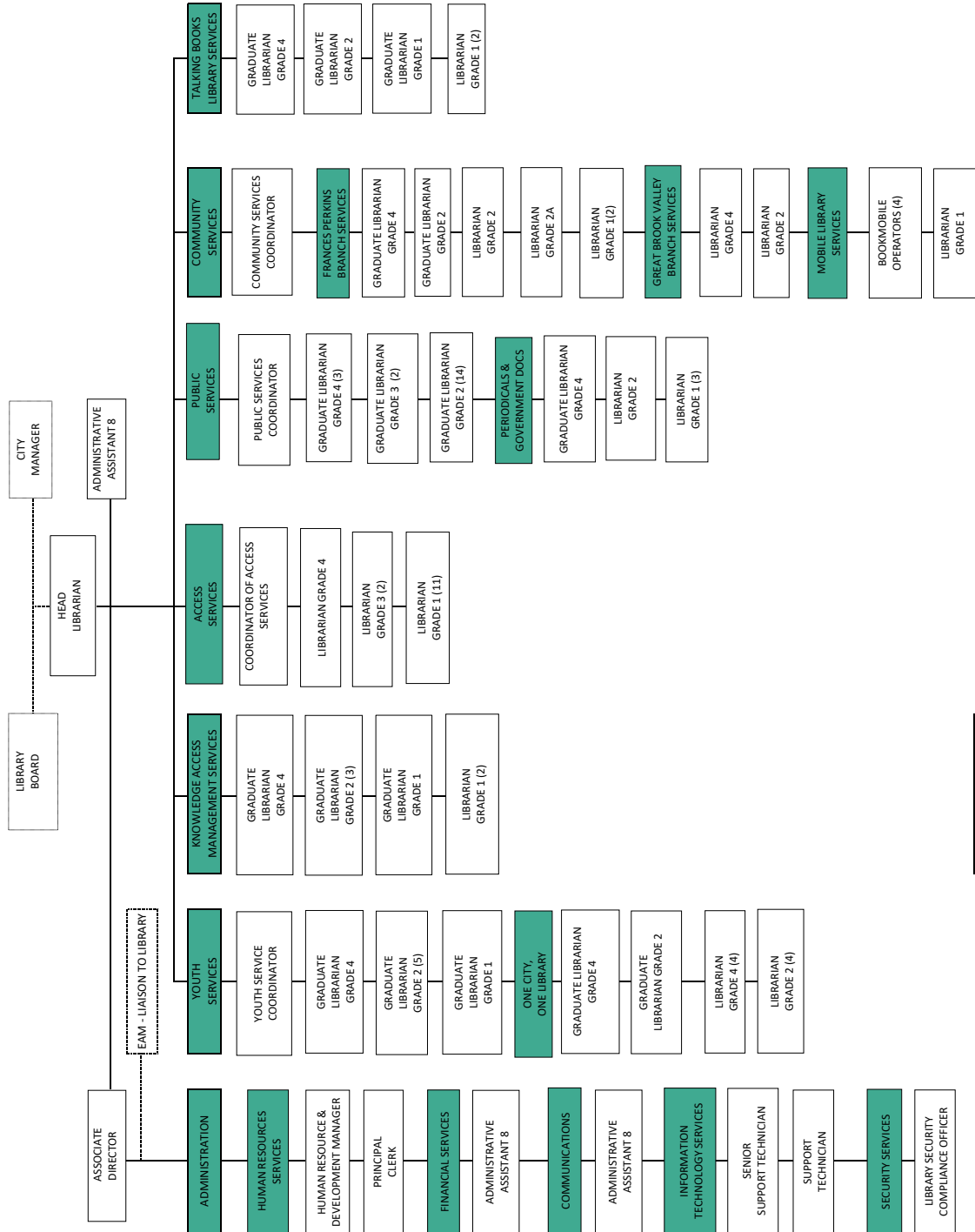
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Budget for</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 3,944,603.73	\$ 4,170,433.00	\$ 2,636,210.04	\$ 4,250,285.00
Overtime	103,444.07	126,795.00	24,001.79	123,795.00
Ordinary Maintenance	1,707,181.62	1,918,942.00	1,099,975.98	1,897,948.00
Capital Outlay	7,142.00	-	-	5,500.00
<b>Total</b>	<b>\$ 5,762,371.42</b>	<b>\$ 6,216,170.00</b>	<b>\$ 3,760,187.81</b>	<b>\$ 6,277,528.00</b>
<b>Total Positions</b>	93	93	93	94

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 for the Public Library is recommended to be funded at \$6,277,528, which is an increase of \$61,358 from the Fiscal 2021 amount of \$6,216,170. The salary increase is mainly due to an additional Graduate Librarian, 2 being added to the table of organization for the new teen room, step increases for employees that are not at maximum pay, and three position regrades. Ordinary Maintenance and Overtime costs were decreased to offset the Personal Services costs and reflect actual prior year spending. Capital Outlay was also funded at \$5,500 to purchase a Dell Server.

**WORCESTER PUBLIC LIBRARY  
ORGANIZATIONAL CHART**



94 POSITIONS

**JASON L. HOMER, HEAD LIBRARIAN**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**WORCESTER PUBLIC LIBRARY- DIVISION #550**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 125,001.00	53EM	HEAD LIBRARIAN	1	\$ 132,505.00
1	104,568.00	48M	ASSOCIATE DIRECTOR	1	104,568.00
1	89,042.00	44M	YOUTH SERVICES COORDINATOR	1	90,286.00
1	90,286.00	44M	COMMUNITY SERVICES COORDINATOR	1	90,286.00
1	90,286.00	44M	PUBLIC SERVICE COORDINATOR	1	90,286.00
0	-	44M	COORDINATOR OF ACCESS SERVICES	1	68,800.00
6	453,722.00	40P	GRADUATE LIBRARIAN, GRADE 4	6	459,015.00
1	74,635.00	39M	HUMAN RESOURCE & DEVELOPMENT MANAGER	1	75,294.00
4	270,407.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	3	213,346.00
2	146,244.00	37P	GRADUATE LIBRARIAN, GRADE 3	2	146,244.00
21	1,234,633.00	36P	GRADUATE LIBRARIAN, GRADE 2	22	1,310,056.00
2	114,319.00	31P	GRADUATE LIBRARIAN, GRADE 1	2	114,319.00
1	75,753.00	40	SENIOR SUPPORT TECHNICIAN	1	75,753.00
1	68,069.00	37	SUPPORT TECHNICIAN	1	68,069.00
2	109,219.00	31	LIBRARIAN, GRADE 4	2	110,360.00
0	-	29	LIBRARIAN, GRADE 3	1	45,561.00
1	44,016.00	27	PRINCIPAL CLERK	1	45,561.00
2	88,894.00	27	BOOKMOBILE OPERATOR	2	84,607.00
1	44,765.00	26	LIBRARIAN, GRADE 2A	1	44,892.00
4	168,590.00	25	LIBRARIAN, GRADE 2	3	115,479.00
18	637,051.00	21	LIBRARIAN, GRADE 1	18	622,573.00
1	40,879.00	24	LIBRARY SECURITY COMPLIANCE OFFICER	1	42,200.00
72	\$ 4,070,379.00		TOTAL REGULAR SALARIES WITHOUT PAGES	73	\$ 4,150,060.00
1	\$ 74,132.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 76,820.00
1	55,427.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	57,450.00
1	51,348.00	31	LIBRARIAN, GRADE 4	1	53,190.00
3	148,008.00	31	LIBRARIAN, GRADE 4	3	152,029.00
2	92,882.00	27	BOOKMOBILE OPERATOR	2	94,058.00
4	152,445.00	25	LIBRARIAN, GRADE 2	4	157,263.00
1	34,749.00	21	LIBRARIAN, GRADE 1	1	35,711.00
13	\$ 608,991.00		REGULAR SALARIES	13	\$ 626,521.00
85	\$ 4,679,370.00		REGULAR SALARIES	86	\$ 4,776,581.00
	116,816.00		TOTAL PAGES SALARIES		116,816.00
	362,594.00		BUILDING OPERATION		366,664.00
	(49,356.00)		VACANCY FACTOR		(50,788.00)
85	\$ 5,109,424.00		TOTAL RECOMMENDED SALARIES	86	\$ 5,209,273.00
	(731,183.00)		FUNDING SOURCES:		(744,469.00)
	(80,000.00)		PILOT		(80,000.00)
	(127,808.00)		BOOKMOBILE FUNDING		(134,519.00)
	(938,991.00)		LIBRARY RESOURCE FUNDING-SALARIES		(958,988.00)
85	\$ 4,170,433.00	550-91000	TOTAL RECOMMENDED PERSONAL SERVICES	86	\$ 4,250,285.00
FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	\$ 25,658.00		REGULAR OVERTIME		\$ 22,658.00
	66,137.00		SUNDAY OVERTIME		66,137.00
	\$ 91,795.00		TOTAL OVERTIME		\$ 88,795.00
	\$ 35,000.00		BUILDING OPERATIONS		\$ 35,000.00
	\$ 126,795.00	550-97000	TOTAL RECOMMENDED OVERTIME		\$ 123,795.00

**JASON L. HOMER, HEAD LIBRARIAN**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**WORCESTER PUBLIC LIBRARY- DIVISION #550**

\$ 1,904.00		AUTO FUEL	\$ 1,904.00
3,382.00		BUILDING SUPPLIES	3,382.00
2,500.00		CLEANING SERVICES	2,500.00
1,888.00		COPY PAPER	1,888.00
5,178.00		CUSTODIAL SUPPLIES	5,178.00
4,200.00		FOOD SUPPLIES	4,200.00
17,600.00		HARDWARE NETWORK SUPPORT	17,600.00
50,766.00		HARDWARE/DEVICES	50,766.00
720.00		INSURANCE	720.00
11,200.00		LEASES & RENTALS	11,200.00
3,485.00		LICENSES	3,485.00
2,800.00		MAINTENANCE REPAIR EQUIPMENT	2,800.00
6,030.00		MAINTENANCE REPAIR VEHICLE	6,030.00
80,775.00		MAINTENANCE SYSTEM SOFTWARE	80,775.00
86,248.00		MEDIA/LIBRARY SUPPLIES	71,248.00
100.00		MEDICAL SUPPLIES	100.00
194,000.00		MEMBERSHIP DUES	194,000.00
7,200.00		NEWSPAPER ADVERTISEMENT	7,200.00
19,000.00		OFFICE SUPPLIES	19,000.00
5,300.00		OTHER CHARGES & EXPENDITURES	5,300.00
2,600.00		OTHER PERSONAL SERVICES	2,600.00
14,013.00		POSTAGE	7,116.00
13,850.00		PRINTING	13,850.00
21,000.00		PRINTING SUPPLIES	21,000.00
2,400.00		REGISTRATION FEES	2,400.00
7,130.00		RENTAL/NETWORK STORAGE	7,130.00
31,000.00		SECURITY SERVICES	31,000.00
20,354.00		TELEPHONE	20,354.00
500.00		UNIFORMS	500.00
856,819.00		LIBRARY MATERIALS	867,722.00
<u>\$ 1,473,942.00</u>		ORDINARY MAINTENANCE	<u>\$ 1,462,948.00</u>
445,000.00		BUILDING OPERATIONS	435,000.00
<u>\$ 1,918,942.00</u>		TOTAL ORDINARY MAINTENANCE	<u>\$ 1,897,948.00</u>
<u>\$ 1,918,942.00</u>	<b>550-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 1,897,948.00</u>
\$ -		CAPITAL OUTLAY	\$ 5,500.00
<u>\$ -</u>	<b>550-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>	<u>\$ 5,500.00</u>
\$ 41,335.00		HEALTH INSURANCE	\$ 52,104.00
9,449.00		RETIREMENT	9,543.00
<u>\$ 50,784.00</u>		TOTAL FRINGE BENEFITS	<u>\$ 61,647.00</u>
		<b>FUNDING SOURCES:</b>	
\$ (50,784.00)		LIBRARY RESOURCE FUNDING-FRINGE BENEFITS	\$ (61,647.00)
<u>\$ -</u>	<b>550-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ -</u>
<u>\$ 6,216,170.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 6,277,528.00</u>

**JASON L. HOMER, HEAD LIBRARIAN**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**WORCESTER PUBLIC LIBRARY- DIVISION #550**

1	\$	75,182.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$	77,912.00
1		63,089.00	36P	GRADUATE LIBRARIAN, GRADE 2	1		65,446.00
0		-	29	LIBRARIAN, GRADE 3	1		42,491.00
1		38,569.00	25	LIBRARIAN, GRADE 2	0		-
3	\$	176,840.00		REGULAR SALARIES	3	\$	185,849.00
		34,507.00		FRINGE BENEFITS			33,450.00
	\$	211,347.00		<b>TOTAL EXPENSES- LIBRARY RESOURCES</b>		\$	219,299.00
		(176,840.00)		<u>FUNDING SOURCES-STATE REVENUES:</u>			
		(34,507.00)		SALARIES			(185,849.00)
		(211,347.00)		FRINGE BENEFITS			(33,450.00)
				TOTAL CREDITS- LIBRARY RESOURCES			(219,299.00)
	\$	-		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$	-

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT	
1	\$	73,904.00	40P GRADUATE LIBRARIAN, GRADE 4	1	\$	76,575.00
1		37,537.00	36P GRADUATE LIBRARIAN, GRADE 2	1		38,775.00
1		59,112.00	31P GRADUATE LIBRARIAN, GRADE 1	1		59,112.00
2		78,844.00	21 LIBRARIAN, GRADE 1	2		78,844.00
5	\$	249,397.00	REGULAR SALARIES	5	\$	253,306.00
		3,000.00	OVERTIME			3,000.00
		157,943.00	ORDINARY MAINTENANCE			163,167.00
		57,877.00	FRINGE BENEFITS			62,791.00
	\$	468,217.00	<b>TOTAL EXPENSES- TALKING BOOKS</b>		\$	482,264.00
		(249,397.00)	<u>FUNDING SOURCES-STATE REVENUES:</u>			
		(3,000.00)	SALARIES			(253,306.00)
		(157,943.00)	OVERTIME			(3,000.00)
		(57,877.00)	ORDINARY MAINTENANCE			(163,167.00)
		(468,217.00)	FRINGE BENEFITS			(62,791.00)
	\$	-	TOTAL CREDITS- TALKING BOOKS		\$	(482,264.00)
	\$	-	<b>TOTAL RECOMMENDED TAX LEVY</b>		\$	-





This Page is Intentionally Left Blank

## HEALTH AND HUMAN SERVICES

### Dr. Matilde Castiel, Commissioner

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

#### Mission:

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

#### Vision:

Worcester will be a place where all voices contribute equitably to the creation of a vibrant, healthy community in which barriers to maintaining high quality of life are eliminated.

#### Departmental Goals:

1. Addressing City-Wide Homelessness
2. Community Response Teams
3. Re-entry
4. Better Connected Services
5. Assessment
6. COVID Response
7. Quality Improvement
8. Expand Resources

#### Goal 1: Addressing City-Wide Homelessness

Objectives	Initiatives	Performance Indicators
Increased housing options available for chronic homelessness	<ul style="list-style-type: none"> <li>▪ Providing intensive medical and mental health services to shelters</li> <li>▪ Hub Initiative</li> <li>▪ Homeless Strategist/ Recovery Coach/Outreach Workers</li> </ul>	<ul style="list-style-type: none"> <li>▪ 103 units of new housing</li> <li>▪ Tracking data outcomes for Hub Initiative</li> </ul>

#### Goal 2: Community Response Teams

Objectives	Initiatives	Performance Indicators
Community-focused policy changes with a focus on health equity	<ul style="list-style-type: none"> <li>▪ Governance Council</li> <li>▪ Mayor's Mental Health Task Force</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1 new policy/systems change during FY22</li> <li>▪ Increased city-wide mental health response</li> <li>▪ Pipeline for BIPOC clinicians</li> </ul>
Connecting individuals and families at acutely elevated risk to appropriate services	<ul style="list-style-type: none"> <li>▪ Collaboration with partner agencies through Hub Initiative</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tracking data outcomes for Hub Initiative</li> </ul>

**Goal 3: Re-entry**

Objectives	Initiatives	Performance Indicators
Decrease recidivism	<ul style="list-style-type: none"> <li>▪ Housing, education, jobs and health subgroups within Re-entry Task Force</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased medically assisted treatment</li> <li>▪ Increased mental health and addiction care</li> <li>▪ Improved access to jobs</li> <li>▪ Increased access to housing</li> </ul>

**Goal 4: Better Connected Services**

Objectives	Initiatives	Performance Indicators
Better connected services and communication within HHS	<ul style="list-style-type: none"> <li>▪ Facilitate division heads monthly meetings</li> <li>▪ Host and facilitate quarterly HHS departmental staff meeting</li> </ul>	<ul style="list-style-type: none"> <li>▪ # Meetings for department heads and the department</li> <li>▪ Increased # of cross-sectoral projects, events, initiatives, trainings, grants, etc</li> </ul>
Better connected HHS services outside of department	<ul style="list-style-type: none"> <li>▪ Host and facilitate annual HHS community Town Hall/Forum</li> <li>▪ Hold annual join boards and commissions meeting</li> </ul>	<ul style="list-style-type: none"> <li>▪ # Meetings hosted with community</li> <li>▪ Increased utilization of community needs surveys and focus groups in various topics, projects, Division-specific client needs</li> </ul>

**Goal 5: Assessment**

Objectives	Initiatives	Performance Indicators
Increase shared data across HHS Divisions	<ul style="list-style-type: none"> <li>▪ Develop data sharing process for across divisions</li> <li>▪ Create HHS initiatives and priorities grid to share with aforementioned division head's monthly check-in meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ # of monthly data shares for all divisions (Department head mtgs/departmental quarterly meetings)</li> </ul>

**Goal 6: COVID Response**

Objectives	Initiatives	Performance Indicators
Increased vaccine access to BIPOC community	<ul style="list-style-type: none"> <li>▪ Equity vaccine clinics</li> </ul>	<ul style="list-style-type: none"> <li>▪ Herd immunity for BIPOC community</li> </ul>

**Goal 7: Quality Improvement**

Objectives	Initiatives	Performance Indicators
Create an HHS department-wide employee onboarding process	<ul style="list-style-type: none"> <li>▪ Develop departmental-wide tools and materials to be utilized for new hire onboarding processes</li> <li>▪ Develop departmental-wide employee assessment check-in processes</li> </ul>	<ul style="list-style-type: none"> <li>▪ New hire retention</li> </ul>
Clarify and edit HR, Budget, and Economic Development communication processes, to efficiently expedite HHS-related work.	<ul style="list-style-type: none"> <li>▪ Develop revised process to streamline efficient inter-departmental procedures as they affect HHS staff</li> <li>▪ Incorporate clear inter-departmental procedures and processes as they pertain to HR, Budget, Economic Development, Purchasing, etc. for new hire onboarding</li> </ul>	<ul style="list-style-type: none"> <li>▪ New hire retention, increase in budget efficiency</li> </ul>

Objectives	Initiatives	Performance Indicators
Create HHS Employee Resource Group	<ul style="list-style-type: none"> <li>▪ Survey HHS for needed resources</li> <li>▪ Incorporate information into shared drive</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased utilization of resources</li> </ul>
Identify and Empower Diversity Liaison for HHS to implement ongoing dialogue about race and equity for all current HHS staff and new hires.	<ul style="list-style-type: none"> <li>▪ Review all position listings to ensure equitable and inclusive language</li> <li>▪ Share resources for recruitment of diverse candidates</li> <li>▪ Share strategies to overcome cultural and linguistic barriers</li> <li>▪ Provide relevant training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased diversity in HHS</li> <li>▪ Increased retention in BIPOC HHS staff</li> </ul>

### Goal 8: Expand Resources

Objectives	Initiatives	Performance Indicators
Funding	<ul style="list-style-type: none"> <li>▪ Map HHS funding sources</li> <li>▪ Collaborate on HHS grants</li> <li>▪ Develop resource folder on shared drive</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase grant funding for all divisions</li> </ul>
Build internal capacity	<ul style="list-style-type: none"> <li>▪ Academic Health Collaborative-continue HHS utilizations</li> <li>▪ Increase social media/virtual presence of HHS</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased utilization of college interns</li> <li>▪ Increased community engagement through social media/virtual engagement</li> </ul>

### Department Allocation Summary

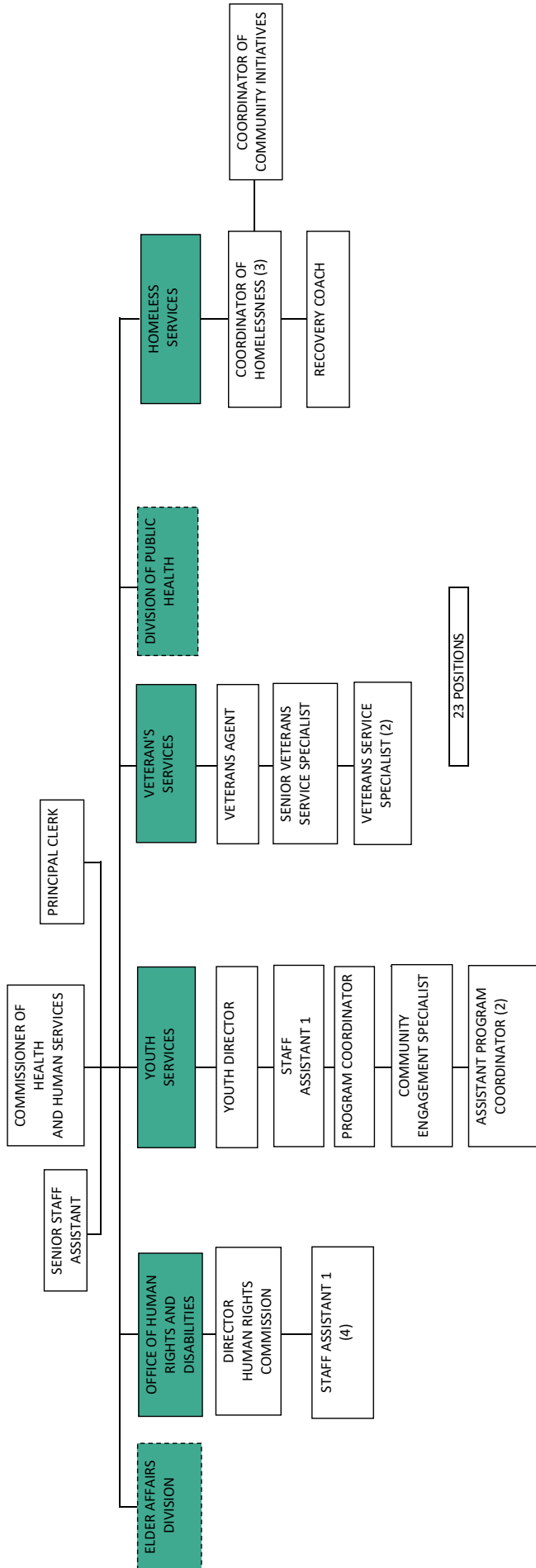
	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2020</u>	<u>Fiscal 2021</u>	<u>3/31/21</u>	<u>Fiscal 2022</u>
Salaries	\$ 723,364.72	\$ 702,222.00	\$ 599,975.56	\$ 999,979.00
Ordinary Maintenance	1,779,525.83	2,021,411.00	1,149,422.36	3,038,656.00
Overtime	3,385.64	-	982.40	-
<b>Total</b>	<b>\$ 2,506,276.19</b>	<b>\$ 2,723,633.00</b>	<b>\$ 1,750,380.32</b>	<b>\$ 4,038,635.00</b>
<b>Total Positions</b>	19	19	19	23

### Operating Budget Highlights

The Fiscal 2022 operating budget for the Department is recommended to be funded at \$4,038,635, which is an increase of \$1,315,002 from Fiscal 2021 amount of \$2,723,633. The salary increase is due to step increases for employees who are not at maximum pay, an increase to the Commissioner's pay as well as regrades to four staff positions. There were also three new positions that were created during the Fiscal 2021 year, two Coordinator of Homelessness positions and a part time Recovery Coach that will continue to be funded through ESG/Remillard grant funds and will remain in the office for Fiscal 2022. Additionally, a part time position was added in the Veteran's office table of organization. This will total 4 new positions under Health and Human Services. Offsetting these increases is the elimination of the Community Relations Specialist in the Human Rights Division.

The increase in Ordinary Maintenance is due to contracted services for translation/interpretation services of \$32,445 for the department and \$1,000,000 in funding for mental health consultants to help the police during mental health crises. Offsetting these Ordinary Maintenance increases are reductions in various Veteran's Office line items based on prior year spending.

# DIVISION OF HEALTH AND HUMAN SERVICES ORGANIZATIONAL CHART



**MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2022**  
**DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES**  
**DIVISION OF ADMINISTRATION- DIVISION #331**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
<b>HEALTH AND HUMAN SERVICES</b>					
1	\$ 127,014.00	58CM	COMMISSIONER OF HEALTH AND HUMAN SERVICES	1	\$ 132,474.00
0	-	39M	SENIOR STAFF ASSISTANT	1	68,800.00
1	65,046.00	37P	COORDINATOR OF HOMELESSNESS	3	166,183.00
0	-	37P	COORDINATOR OF COMMUNITY INITIATIVES	1	56,290.00
1	62,601.00	35	STAFF ASSISTANT II	0	-
0	-	33P	RECOVERY COACH	1	22,738.00
1	48,150.00	27	PRINCIPAL CLERK	1	48,150.00
4	\$ 302,811.00		TOTAL REGULAR SALARIES	8	\$ 494,635.00
	2,555.00		EM INCENTIVE PAY		5,139.00
	305,366.00		TOTAL SALARIES		499,774.00
	\$ -		FUNDING SOURCES:		\$ (22,738.00)
	(32,523.00)		REMILLARD GRANT		(132,477.00)
	(32,523.00)		EMERGENCY SHELTER GRANT		(155,215.00)
	\$ (32,523.00)		TOTAL HHS PERSONAL SERVICES		\$ (155,215.00)
4	\$ 272,843.00	331-91000	TOTAL RECOMMENDED PERSONAL SERVICES- HHS	8	\$ 344,559.00
	\$ 500.00		COPY PAPER		\$ 500.00
	1,000.00		HARDWARE DEVICES		1,000.00
	-		HUMAN RIGHTS EQUITY FUND		-
	-		HUMAN RIGHTS PROGRAMMING		-
	500.00		MAINTENANCE SYSTEM SOFTWARE		500.00
	-		MEMBERSHIPS		-
	300.00		NEWSPAPER ADVERTISEMENT		300.00
	1,000.00		OFFICE SUPPLIES		1,000.00
	800.00		PREPARED MEALS		800.00
	-		PRINTING SUPPLIES		-
	2,000.00		REGISTRATION FEES		2,000.00
	2,000.00		TELEPHONE		2,000.00
	1,500.00		TRAVEL		1,500.00
	-		CONSULTANTS		1,000,000.00
	500.00		WATER		500.00
	\$ 10,100.00	331-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE- HHS		\$ 1,010,100.00
<b>OFFICE OF HUMAN RIGHTS AND DISABILITIES</b>					
1	\$ 75,377.00	42EM	EXECUTIVE DIRECTOR HUMAN RIGHTS COMMISSION	1	\$ 75,377.00
4	143,075.00	32	STAFF ASSISTANT 1	4	144,449.00
1	41,573.00	31	COMMUNITY RELATIONS SPECIALIST, HUMAN RIGHTS	0	-
6	\$ 260,025.00		TOTAL REGULAR SALARIES	5	\$ 219,826.00
	1,083.00		EM INCENTIVE PAY		1,733.00
6	\$ 261,108.00		TOTAL SALARIES	5	\$ 221,559.00
	\$ (42,972.00)		FUNDING SOURCES:		\$ (42,972.00)
	(75,000.00)		WORCESTER FAIR HOUSING PROJECT		(75,000.00)
	(117,972.00)		CONSUMER AID PROGRAM		(117,972.00)
	\$ (117,972.00)		TOTAL FUNDING SOURCES		\$ (117,972.00)
6	\$ 143,136.00	3311-91000	TOTAL RECOMMENDED PERSONAL SERVICES- HUMAN RIGHTS	5	\$ 103,587.00
	\$ 800.00		COPY PAPER		\$ 800.00
	1,300.00		FOOD SUPPLIES		1,300.00
	100.00		HARDWARE DEVICES		100.00
	20,000.00		HUMAN RIGHTS EQUITY FUND		20,000.00
	2,000.00		HUMAN RIGHTS PROGRAMMING		2,000.00
	2,100.00		LEASE & RENTALS		2,100.00
	500.00		MAINTENANCE SYSTEM SOFTWARE		500.00
	600.00		NEWSPAPER ADVERTISING		600.00
	2,000.00		OFFICE SUPPLIES		2,000.00
	100.00		OTHER SUPPLIES		100.00
	500.00		PREPARED MEALS		500.00
	500.00		PRINTING		500.00
	4,000.00		PRINTING SUPPLIES		4,000.00
	700.00		REGISTRATION FEES		700.00
	1,000.00		TELEPHONE		1,000.00
	11,000.00		TRANSLATION/INTERPRETATION		43,445.00
	100.00		TRAVELING		100.00
	\$ 47,300.00	3311-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE- HUMAN RIGHTS		\$ 79,745.00

**MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2022**  
**DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES**  
**DIVISION OF ADMINISTRATION- DIVISION #331**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
<b>OFFICE OF VETERANS SERVICES</b>					
1	\$ 65,027.00	42EM	VETERANS AGENT	1	\$ 65,027.00
1	55,834.00	35	SENIOR VETERANS SERVICE SPECIALIST	1	55,834.00
1	46,193.00	30	VETERANS SERVICE SPECIALIST	2	66,953.00
3	\$ 167,054.00		TOTAL REGULAR SALARIES	4	\$ 187,814.00
	-		EM INCENTIVE PAY		1,121.00
3	\$ 167,054.00	3312-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES- VETERANS</b>	4	\$ 188,935.00
	\$ 100.00		COPY PAPER		\$ 100.00
	29,600.00		FLAGS & WREATHS FOR VETERAN'S GRAVES		29,600.00
	1,500.00		HARDWARE DEVICES		500.00
	42,000.00		LEASE & RENTAL		28,400.00
	500.00		MAINTENANCE SYSTEM SOFTWARE		3,000.00
	200.00		MEMBERSHIP DUES		200.00
	1,800.00		OFFICE SUPPLIES		1,700.00
	7,000.00		OTHER PERSONAL SERVICES		4,000.00
	500.00		PRINTING		500.00
	1,800,000.00		VETERAN'S BENEFITS		1,800,000.00
	\$ 1,883,200.00	3312-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE- VETERANS</b>		\$ 1,868,000.00
<b>YOUTH SERVICES</b>					
1	\$ 75,294.00	42EM	YOUTH DIRECTOR	1	\$ 75,294.00
1	56,940.00	32	STAFF ASSISTANT 1	1	56,940.00
1	48,150.00	29	PROGRAM COORDINATOR	1	48,985.00
1	38,649.00	26	COMMUNITY ENGAGEMENT SPECIALIST	1	45,589.00
2	79,877.00	24	ASST. PROGRAM COORDINATOR	2	82,268.00
6	\$ 298,910.00		TOTAL REGULAR SALARIES	6	\$ 309,076.00
	709,523.00		YOUTH PROGRAM TEMPORARY STAFF		842,043.00
	(136,836.00)		RECREATION WORCESTER VACANCY FACTOR		(236,306.00)
	-		EM INCENTIVE PAY		(865.00)
6	\$ 871,597.00		TOTAL SALARIES	6	\$ 913,948.00
	\$ (192,408.00)		<b>FUNDING SOURCES:</b>		\$ (431,050.00)
	(400,000.00)		RECREATION WORCESTER STATE GRANT FUNDING		-
	(160,000.00)		CDBG GRANT FUNDING		(120,000.00)
	\$ (752,408.00)		RECREATION WORCESTER SUMMER PROGRAM DONATIONS		\$ (551,050.00)
6	\$ 119,189.00	3314-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES- YOUTH SERVICES</b>	6	\$ 362,898.00
	\$ 15,481.00		LEASE & RENTALS		\$ 15,481.00
	-		NEWSPAPER ADVERTISING		-
	8,000.00		OFFICE SUPPLIES		8,000.00
	300.00		PRINTING		300.00
	36,000.00		RECREATIONAL PROGRAMING		36,000.00
	49,500.00		RECREATIONAL SUPPLIES		49,500.00
	4,000.00		TELEPHONE		4,000.00
	1,980.00		TRAINING COSTS		1,980.00
	2,500.00		TRAVEL		2,500.00
	2,000.00		YOUTH COUNCIL		2,000.00
	\$ 119,761.00		TOTAL ORDINARY MAINTENANCE		\$ 119,761.00
	\$ (38,950.00)		<b>FUNDING SOURCES:</b>		\$ (38,950.00)
	\$ (38,950.00)		RECREATION WORCESTER STATE GRANT FUNDING		\$ (38,950.00)
	\$ 80,811.00	3314-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE- YOUTH SERVICES</b>		\$ 80,811.00
	\$ 4,764.00		HEALTH INSURANCE		\$ 25,823.00
	3,399.00		RETIREMENT		16,060.00
	\$ 8,163.00		TOTAL FRINGE BENEFITS		\$ 41,883.00
	\$ (8,163.00)		<b>FUNDING SOURCES:</b>		\$ (41,883.00)
	\$ (8,163.00)		FEDERAL GRANTS		\$ (41,883.00)
	\$ -	3314-96000	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ -
19	\$ 2,723,633.00		<b>TOTAL RECOMMENDED TAX LEVY</b>	23	\$ 4,038,635.00

## PUBLIC HEALTH

### Karyn E. Clark, Director

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

### Mission

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

### Vision

The City of Worcester and CMRPHA is a region where community voice is valued and all people have the opportunity to be healthy.

### Departmental Goals

1. Improve and increase organizational capacity to better support staff and provide optimum services to the communities of the Central MA Regional Public Health Alliance.
2. Cultivate and strengthen relationships with internal and external partners.
3. Ensure a Sustainable Public Health Infrastructure.
4. Collaborate with the Coalition for a Healthy Greater Worcester to implement and evaluate the 2021 Community Health Improvement Plan (CHIP) and develop the 2021 Community Health Assessment (CHA).

### Goal 1: Improve and increase organizational capacity to better support staff and provide optimum services to the communities of the Central MA Regional Public Health Alliance

Objective	Initiative	Performance Indicator
To provide clear direction to staff regarding roles, responsibilities and communication flows	<ul style="list-style-type: none"> <li>▪ Develop a more streamlined organizational structure for staff.</li> <li>▪ Re-evaluate and set clear job functions, responsibilities and duties for present and future staff.</li> <li>▪ Re-evaluate position titles and paygrades to better align with job qualifications and duties in order to become more competitive and improve staff retention.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Distribution of a streamlined table of organization by the end of FY22.</li> <li>▪ By the end of FY22, all job descriptions will be reviewed, updated and distributed to all staff.</li> <li>▪ Collaborate with HR and Budget Office to develop a plan and timeline to assign staff to the appropriate titles and paygrades.</li> </ul>
To improve staff retention	<ul style="list-style-type: none"> <li>▪ Increase morale through team building activities.</li> <li>▪ Implement a multimodal communication structure to include in person, virtual and written communication.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Schedule a quarterly activity for staff.</li> <li>▪ A) Weekly staff/supervisor one on one B) Weekly Chief/Director/Deputy Director one on one C) Weekly team meeting D) Minimum of 1 staff meeting per month</li> </ul>
Evaluate opportunities for public health to align with the anti-racism work currently being	<ul style="list-style-type: none"> <li>▪ Work with staff to reestablish the WDPH Anti-Racism Council with a more sustainable structure for research, planning and implementation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A) Schedule reoccurring council meetings based on group preference. B) Identify clearly defined roles and responsibilities of council members</li> </ul>



developed and implemented in the City.	<ul style="list-style-type: none"> <li>▪ Educate WDPH staff on the City Manager’s Executive Order to Assess and Address Structural and Institutional Racism</li> <li>▪ Educate WDPH Staff on the City Manager’s Recommendations on addressing racial inequities in the City of Worcester</li> </ul>	<p>C) Establish goals and objectives of the council that are in alignment with the City and the CHIP.</p> <ul style="list-style-type: none"> <li>▪ Provide an in-service at a monthly WDPH staff meeting</li> <li>▪ Provide an in-service at a monthly WDPH staff meeting</li> </ul>
Adopt recommendations from the Special Commission on Local and Regional Public Health in regards to credentialing and staff support	<ul style="list-style-type: none"> <li>▪ Review and update the WDPH workforce development plan to ensure alignment with the Special Commission on Local and Regional Public Health recommendations.</li> <li>▪ Assess current staff credentials and identify gaps.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revise Workforce Development Plan by end of FY 22</li> <li>▪ Provide professional development opportunities to staff to mitigate these gaps</li> </ul>

## Goal 2: Cultivate and strengthen relationships with internal and external partners

Objective	Initiative	Performance Indicator
Ensure alignment between Alliance community expectations and WDPH service capacity	<ul style="list-style-type: none"> <li>▪ Conduct an assessment of the Division’s COVID response and address any gaps</li> <li>▪ Schedule and facilitate quarterly meetings with the BOH admin staff in each of the Alliance communities</li> <li>▪ Schedule and facilitate quarterly meetings with the Town Manager/Administrator and the City Manager in each of the Alliance communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Completed After Action Report (AAR)</li> <li>▪ 4 meetings held per year</li> <li>▪ 4 meetings held per year</li> </ul>
Promote and engage the Alliance (staff, community partners and residents) in the 2021 Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) development and implementation	<ul style="list-style-type: none"> <li>▪ Create a communication and engagement plan</li> <li>▪ Recruit key stakeholders and town officials to participate in the CHA and CHIP</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engagement schedule disseminated</li> <li>▪ At least 1 representative from each Alliance community participates in a CHA and CHIP committee meeting</li> </ul>
Explore opportunities for further collaboration with the Department of Inspectional Services (DIS) to streamline operational effectiveness	<ul style="list-style-type: none"> <li>▪ Analysis of roles, responsibilities, policies and procedures for both WDPH and DIS to identify cross over, gaps and shared needs.</li> <li>▪ Integrate DIS system into WDPH staff workflows for all COVID complaints and tobacco violations.</li> <li>▪ Integrate WDPH permitting process (tobacco, medical marijuana and funeral directors) into the DIS system</li> <li>▪ Integrate WDPH tobacco inspection and foodborne illness investigation process into the DIS system.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Completion of formal gap analysis document.</li> <li>▪ Staff usage of DIS complaint system by end of FY22.</li> <li>▪ Staff usage of DIS permitting system by end of FY 22.</li> <li>▪ Staff usage of DIS inspection software.</li> </ul>

### Goal 3: Ensure a Sustainable Public Health Infrastructure

Objective	Initiative	Performance Indicator
Develop a business plan for the Central MA Regional Public Health Alliance.	<ul style="list-style-type: none"> <li>▪ Secure a consultant to review the current structure (fiscal and organizational), research best practices and identify methods for sustainment.</li> <li>▪ Conduct key informant interviews and focus groups with town officials, BOH members and community partners.</li> <li>▪ Develop a draft business plan to be reviewed and adopted by the Alliance governance council.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Secure consultant by July 1, 2021.</li> <li>▪ Completion of key informant interviews and focus groups by end of October 2021.</li> <li>▪ Approved draft plan by end of December 2021.</li> </ul>
Explore opportunities to become less dependent on grant funding for Division operations.	<ul style="list-style-type: none"> <li>▪ Conduct an annual assessment of current grants to ensure continued alignment with City goals and objectives.</li> <li>▪ Collaborate with City administration to explore opportunities to increase tax levy contributions to support public health infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Completion of assessment by end of November 2021</li> <li>▪ Increase tax levy contributions by 10% for the FY 23 budget.</li> </ul>
Maintain Public Health Accreditation	<ul style="list-style-type: none"> <li>▪ Ensure all accreditation standards and measures are met.</li> <li>▪ Promote and engage Alliance community town officials and BOH members in the accreditation process.</li> <li>▪ Complete and submit an annual report to the Public Health Accreditation Board (PHAB).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hire a consultant to ensure all objectives and measures are submitted in the E-PHAB system by end of January 2022.</li> <li>▪ Provide PHAB updates at quarterly Alliance Governance Meetings.</li> <li>▪ Submission prior to March 31, 2022 deadline</li> </ul>

### Goal 4: Collaborate with the Coalition for a Healthy Greater Worcester to implement and evaluate the 2021 Community Health Improvement Plan (CHIP) and develop the 2021 Community Health Assessment (CHA).

Objective	Initiative	Performance Indicator
To ensure all WDPH expertise and programing is embedded in the CHIP.	<ul style="list-style-type: none"> <li>▪ Identify key WDPH personnel to represent WDPH on the Coalition for a Healthy Greater Worcester steering committee and CHIP working groups.</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least 1 member of the WDPH team is an active member of the steering committee and assigned to each working group.</li> </ul>
Promote and engage the Central MA Regional Public Health Alliance (staff, community partners and residents) in the 2021 Community Health Assessment (CHA) and 2021 Community Health Improvement Plan (CHIP) development and implementation.	<ul style="list-style-type: none"> <li>▪ Create a communication and engagement plan for the Central MA Regional Public Health Alliance (CMRPHA).</li> <li>▪ Recruit key CMRPHA stakeholders and town officials to participate in the CHA and CHIP.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engagement schedule disseminated to the CMRPHA.</li> <li>▪ At least 1 representative from each Alliance community participates in a CHA and CHIP committee meeting.</li> </ul>

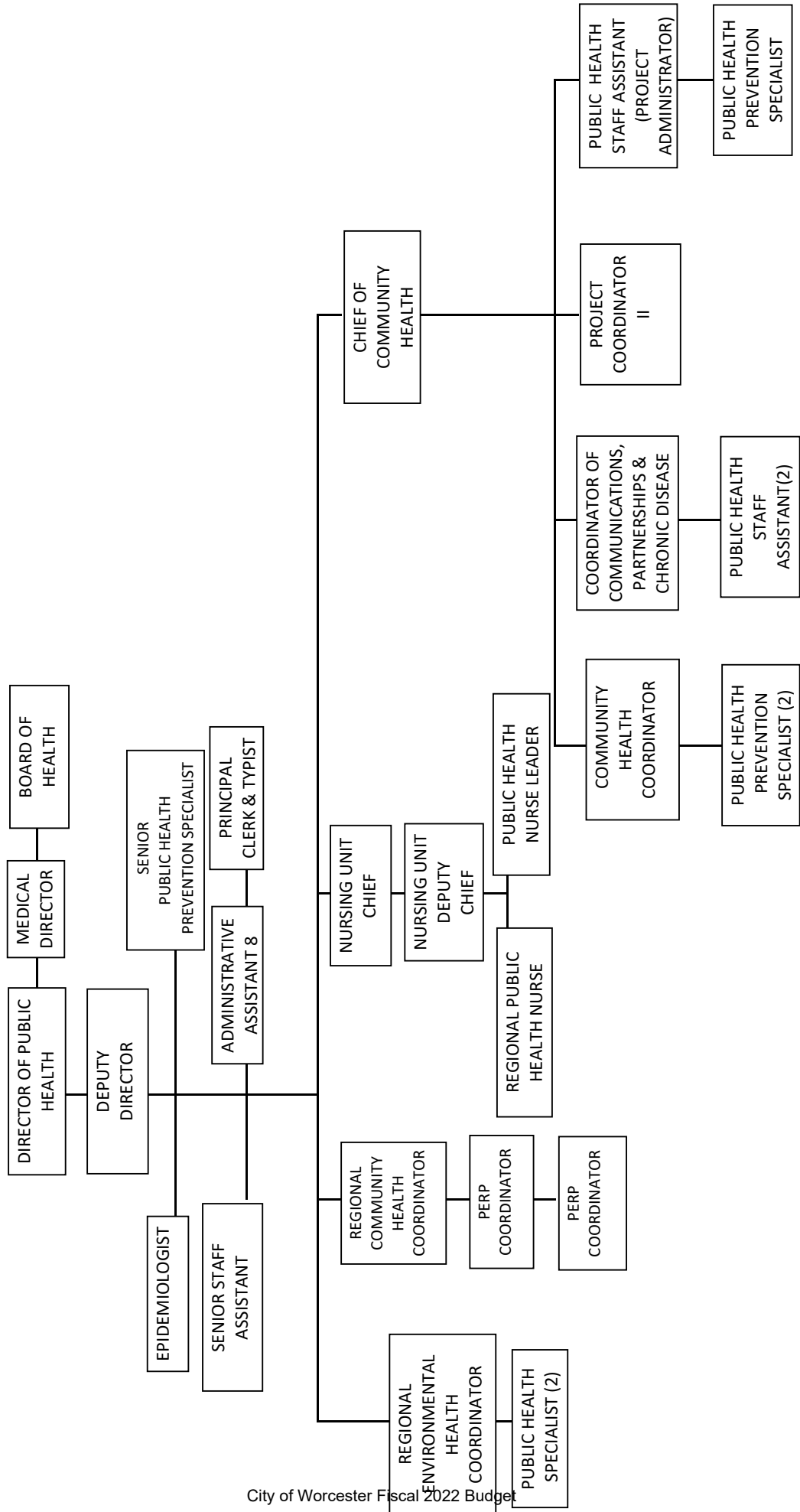
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 595,376.56	\$ 709,454.00	\$ 593,356.36	\$ 800,300.00
Overtime	(5,057.23)	500.00	1,663.63	500.00
Ordinary Maintenance	74,255.84	123,400.00	49,033.22	123,400.00
<b>Total</b>	<b>\$ 664,575.17</b>	<b>\$ 833,354.00</b>	<b>\$ 644,053.21</b>	<b>\$ 924,200.00</b>
<b>Total Positions</b>	25	27	27	28

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$924,200, which is an increase of \$90,846 from the Fiscal 2021 amount of \$833,354. This is mainly due to step increases for employees who are not at maximum pay, a tobacco program temporary employee stipend, a tax levy increase for a grant funded position (Regional Community Health Coordinator) and an additional position being added to the department; a Senior Staff Assistant. This position will serve as a Chief Information Officer and will assist with coordinating the public health messages to the constituents in an effective and timely manner.

# DIVISION OF PUBLIC HEALTH ORGANIZATIONAL CHART



28 POSITIONS

**KARYN E. CLARK, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022  
DIVISION OF PUBLIC HEALTH -#330**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 103,753.00	52EM	DIRECTOR OF PUBLIC HEALTH	1	\$ 103,753.00
1	46,511.00	50EM	MEDICAL DIRECTOR	1	46,511.00
1	93,668.00	45M	DEPUTY DIRECTOR OF PUBLIC HEALTH	1	93,668.00
1	76,505.00	43M	CHIEF OF EPIDEMIOLOGIST & HEALTH PROTECTION	1	78,050.00
0	-	39M	SENIOR STAFF ASSISTANT	1	57,567.00
0	-	38M	SENIOR PUBLIC HEALTH PREVENTION SPECIALIST	1	61,889.00
1	72,684.00	38M	ADMINISTRATIVE ASSISTANT 8	1	72,684.00
1	43,064.00	27	PRINCIPAL CLERK & TYPIST	1	48,150.00
<u>6</u>	<u>\$ 436,185.00</u>		TOTAL SALARIES	<u>8</u>	<u>\$ 562,272.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ (121,783.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (109,344.00)
	<u>\$ (121,783.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (109,344.00)</u>
	<u>\$ 314,402.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES- PUBLIC HEALTH ADMINISTRATION OFFICE</b>		<u>\$ 452,928.00</u>
1	\$ 84,103.00	43M	CHIEF OF COMMUNITY HEALTH	1	\$ 86,376.00
1	69,130.00	42M	COORD. OF COMMUNICATIONS, PARTNERSHIPS & CHRONIC DISEASE	1	61,889.00
1	64,753.00	41M	PROJECT COORDINATOR, PUBLIC HEALTH	1	67,157.00
1	59,571.00	40M	COMMUNITY HEALTH COORDINATOR	1	66,566.00
0	-	40M	PROJECT ADMINISTRATOR II	1	72,113.00
1	59,571.00	38M	SENIOR PUBLIC HEALTH PREVENTION SPECIALIST	0	-
2	108,630.00	34	PUBLIC HEALTH STAFF ASSISTANT	2	115,366.00
2	103,860.00	33P	PUBLIC HEALTH PREVENTION SPECIALIST	3	138,606.00
<u>9</u>	<u>\$ 549,618.00</u>			<u>10</u>	<u>\$ 608,073.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ (404,212.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (537,521.00)
	<u>\$ (404,212.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (537,521.00)</u>
	<u>\$ 145,406.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES- COMMUNITY HEALTH OFFICE</b>		<u>\$ 70,552.00</u>
1	\$ 79,449.00	43M	REGIONAL COMMUNITY HEALTH COORDINATOR	1	\$ 82,122.00
1	59,571.00	38M	PERP COORDINATOR	1	55,583.00
1	60,935.00	38M	CHIEF OF ENVIRONMENTAL HEALTH AND RESPONSE (PERP COORDINATOR)	1	55,583.00
<u>3</u>	<u>\$ 199,955.00</u>		TOTAL SALARIES	<u>3</u>	<u>\$ 193,288.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ (199,955.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (127,590.00)
	<u>\$ (199,955.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (127,590.00)</u>
	<u>\$ -</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES- EMERGENCY PREPAREDNESS OFFICE</b>		<u>\$ 65,698.00</u>
1	\$ 86,966.00	43M	NURSING UNIT CHIEF	1	\$ 86,966.00
1	71,264.00	41M	NURSING UNIT DEPUTY CHIEF	1	68,047.00
1	54,568.00	36	REGIONAL PUBLIC HEALTH NURSE	1	54,121.00
1	64,958.00	80B	PUBLIC HEALTH NURSE LEADER	1	64,958.00
<u>4</u>	<u>\$ 277,756.00</u>		TOTAL SALARIES	<u>4</u>	<u>\$ 274,092.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ (35,981.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (69,781.00)
	<u>\$ (35,981.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (69,781.00)</u>
	<u>\$ 241,775.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES- NURSING UNIT</b>		<u>\$ 204,311.00</u>
1	\$ 86,966.00	43M	CHIEF OF ENVIRONMENTAL HEALTH AND RESPONSE	0	\$ -
1	66,566.00	40M	REGIONAL ENVIRONMENTAL HEALTH COORDINATOR	1	68,800.00
3	162,601.00	33P	REGIONAL PUBLIC HEALTH SPECIALIST	2	106,386.00
<u>5</u>	<u>\$ 316,133.00</u>		TOTAL SALARIES	<u>3</u>	<u>\$ 175,186.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ (311,784.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (175,186.00)
	<u>\$ (311,784.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (175,186.00)</u>
	<u>\$ 4,349.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES- REGIONAL PUBLIC HEALTH OFFICE</b>		<u>\$ -</u>
<u>27</u>	<u>\$ 705,932.00</u>		TOTAL SALARIES	<u>28</u>	<u>\$ 793,489.00</u>

**KARYN E. CLARK, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022  
DIVISION OF PUBLIC HEALTH -#330**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	522.00		PUBLIC HEALTH NURSE STIPENDS		522.00
	-		TOBACCO PROGRAM TEMPORARY EMPLOYEE STIPEND		1,500.00
	<u>12,000.00</u>		REGIONAL HEALTH STIPEND		<u>12,000.00</u>
	<u>12,522.00</u>		TOTAL CONTRACTUAL STIPENDS AND EXTRAS		<u>14,022.00</u>
	(10,000.00)		VACANCY FACTOR		(10,000.00)
	-		EM INCENTIVE PAY		1,789.00
	1,000.00		NURSE UNIFORM CONTRACTUAL ALLOWANCE		1,000.00
	<u>\$ 709,454.00</u>		TOTAL SALARIES		<u>\$ 800,300.00</u>
	<u>\$ 709,454.00</u>	<b>330-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>		<u>\$ 800,300.00</u>
	\$ 3,000.00		OVERTIME - REGIONAL HEALTH	\$	3,000.00
	<u>500.00</u>		OVERTIME - NURSING		<u>500.00</u>
	<u>\$ 3,500.00</u>		TOTAL OVERTIME	\$	<u>3,500.00</u>
	\$ (3,000.00)		FUNDING SOURCES:	\$	(3,000.00)
	<u>(3,000.00)</u>		GRANT & REGIONAL FUNDINGS SOURCES		<u>(3,000.00)</u>
	<u>\$ (3,000.00)</u>		TOTAL FUNDING SOURCES	\$	<u>(3,000.00)</u>
	<u>\$ 500.00</u>	<b>330-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>	\$	<u>500.00</u>
\$	1,100.00		AUTO FUEL	\$	1,100.00
	80,000.00		CONSULTANT		80,000.00
	400.00		COPY PAPER		400.00
	1,000.00		EDUCATIONAL SUPPLIES		1,000.00
	400.00		HARDWARE DEVICES		400.00
	3,000.00		LEASE & RENTALS		3,000.00
	300.00		LICENSES-NURSING		300.00
	2,500.00		MAINTENANCE REPAIR VEHICLE		2,500.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	2,000.00		MEDICAL SUPPLIES-NURSING		2,000.00
	20,400.00		MEMBERSHIP DUES		20,400.00
	200.00		NEWSPAPER ADVERTISEMENT		200.00
	950.00		OFFICE SUPPLIES-NURSING		950.00
	1,000.00		PRINTING		1,000.00
	200.00		PRINTING SUPPLIES		200.00
	150.00		REGISTRATION FEES-NURSING		150.00
	2,500.00		RUBBISH REMOVAL-NURSING		2,500.00
	6,000.00		TELEPHONE		6,000.00
	200.00		TRAVELING		200.00
	100.00		WATER		100.00
	<u>\$ 123,400.00</u>		TOTAL ORDINARY MAINTENANCE	\$	<u>123,400.00</u>
	<u>\$ 123,400.00</u>	<b>330-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	\$	<u>123,400.00</u>
\$	118,519.00		HEALTH INSURANCE	\$	117,649.00
	<u>96,635.00</u>		RETIREMENT		<u>91,749.00</u>
	<u>\$ 215,154.00</u>		TOTAL FRINGE BENEFITS	\$	<u>209,398.00</u>
	\$ (215,154.00)		FUNDING SOURCES:	\$	(209,398.00)
	<u>(215,154.00)</u>		GRANT & REGIONAL FUNDING SOURCES		<u>(209,398.00)</u>
	<u>\$ -</u>	<b>330-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	\$	<u>-</u>
	<u>\$ 833,354.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	\$	<u>924,200.00</u>

**FISCAL YEAR 2022  
DIVISION OF PUBLIC HEALTH  
FUNDING SOURCES**

**OFFICE: ADMIN**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
HMCC	\$ 9,367.00	\$ 987.00	\$ 10,354.00
OVC	2,732.00	589.00	3,321.00
REACH	28,098.00	5,544.00	33,642.00
REGIONALIZATION	17,172.00	2,670.00	19,842.00
UMASS	51,975.00	6,039.00	58,014.00
	<u>\$ 109,344.00</u>	<u>\$ 15,829.00</u>	<u>\$ 125,173.00</u>

**OFFICE: COMMUNITY HEALTH**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
MASS IN MOTION	\$ 8,638.00	\$ 1,483.00	\$ 10,121.00
MASS CALL 3	73,539.00	15,326.00	88,865.00
SAPC-OD2A	2,528.00	503.00	3,031.00
SOR-PEC	56,839.00	12,531.00	69,370.00
OVC	14,191.00	3,004.00	17,195.00
REGIONALIZATION	35,608.00	3,733.00	39,341.00
UMASS	3,094.00	587.00	3,681.00
REACH	247,295.00	60,753.00	308,048.00
REACH FLU	95,789.00	13,837.00	109,626.00
	<u>\$ 537,521.00</u>	<u>\$ 111,757.00</u>	<u>\$ 649,278.00</u>

**OFFICE: EMERGENCY PREPAREDNESS & NURSING**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
HMCC	\$ 127,590.00	\$ 28,915.00	\$ 156,505.00
REGIONALIZATION	69,781.00	16,274.00	86,055.00
	<u>\$ 197,371.00</u>	<u>\$ 45,189.00</u>	<u>\$ 242,560.00</u>

**OFFICE: REGIONAL PUBLIC HEALTH**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
REGIONALIZATION	\$ 175,186.00	\$ 36,623.00	\$ 211,809.00
	<u>\$ 175,186.00</u>	<u>\$ 36,623.00</u>	<u>\$ 211,809.00</u>

**DEPARTMENT TOTAL**

	<u><u>\$ 1,019,422.00</u></u>	<u><u>\$ 209,398.00</u></u>	<u><u>\$ 1,228,820.00</u></u>
--	-------------------------------	-----------------------------	-------------------------------

## ELDER AFFAIRS

### Amy Vogel Waters, Director

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

#### Mission:

To enhance the well-being of Worcester's senior population by optimizing services on behalf of mature adults and their families via the Worcester Senior Center which promotes health, social connection, fitness, education and independence.

#### Vision:

To support diverse seniors to maintain and improve their self-determined quality of life as they grow older by providing information, advocacy, programs and activities which address their needs and interests.

#### Departmental Goals:

1. To recover from the impact of the pandemic which caused the temporary closure of the Senior Center facility and a shift to remote services and relationships with the city's seniors

#### Goal 1: To recover from the impact of the pandemic which caused the temporary closure of the Senior Center facility and a shift to remote services and relationships with the city's seniors

Objectives	Initiatives	Performance Indicators
Facilitate the return of seniors to participation at the Senior Center safely.	Refine re-opening plans to reflect the most up to date public health practices.	Re-opening of the Senior Center is implemented with <u>no</u> resulting spread of the virus.
Evaluate lessons learned from the pandemic and incorporate positive findings into Senior Center operations.	Assess the level at which quality remote programming can be maintained to offer a senior center "without walls" while operating the physical hub as re-opened.	The <u>number</u> of programs & services offered remotely or as a hybrid of in- person and remote delivery.
Implement new initiatives to enhance the accomplishment of our mission.	Enhance fitness programming utilizing the new outdoor equipment already installed, as well as the Fitness Center under construction inside the Senior Center.	Fitness professionals retained providing a certain <u>number</u> of program hours utilizing the new equipment and space.



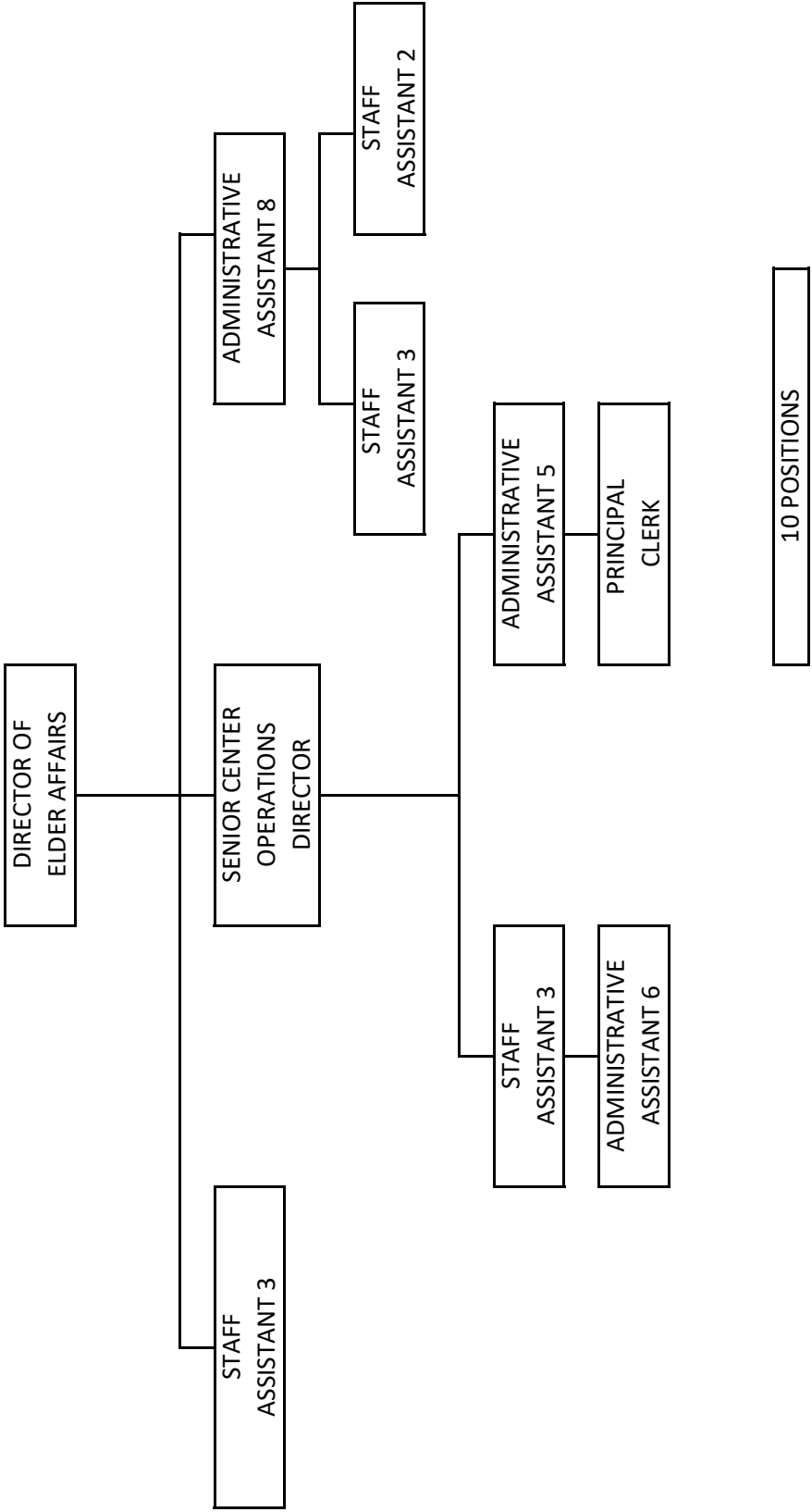
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 439,587.82	\$ 456,100.00	\$ 273,673.31	\$ 508,925.00
Ordinary Maintenance	127,449.50	206,350.00	93,846.55	315,557.00
Capital Outlay	1,622.10		-	-
<b>Total</b>	<b>\$ 568,659.42</b>	<b>\$ 662,450.00</b>	<b>\$ 367,519.86</b>	<b>\$ 824,482.00</b>
Total Positions	8	9	9	10

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$824,482, which is an increase of \$162,032 from the Fiscal 2021 amount of \$662,450.00. The increase is due to salary increases with staff that are not at max steps and one new position, Administrative Assistant 6 which will provide support for seniors to reduce their isolation via technology, as well as to assist with the technical aspects of remote, hybrid and onsite programs. Ordinary Maintenance will increase by \$109,207 to support the new Fitness Center operations.

# DIVISION OF ELDER AFFAIRS ORGANIZATIONAL CHART



**AMY VOGEL WATERS, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****DEPARTMENT OF HEALTH & HUMAN SERVICES****DIVISION OF ELDER AFFAIRS - DIVISION #340**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 96,288.00	44EM	DIRECTOR OF ELDER AFFAIRS	1	\$ 96,299.00
1	86,966.00	43M	SENIOR CENTER OPERATIONS DIRECTOR	1	86,966.00
1	72,684.00	38M	ADMINISTRATIVE ASSISTANT 8	1	72,684.00
3	199,374.00	37	STAFF ASSISTANT 3	3	201,696.00
1	62,950.00	35	STAFF ASSISTANT 2	1	63,309.00
0	-	33	ADMINISTRATIVE ASSISTANT 6	1	48,985.00
1	46,262.00	31	ADMINISTRATIVE ASSISTANT 5	1	47,965.00
1	37,710.00	27	PRINCIPAL CLERK	1	37,710.00
9	\$ 602,234.00		REGULAR SALARIES	10	\$ 655,614.00
	3,597.00		EM INCENTIVE PAY		3,874.00
9	\$ 605,831.00		TOTAL RECOMMENDED SALARIES	10	\$ 659,488.00
	\$ (149,731.00)		FUNDING SOURCES:		\$ (150,563.00)
	\$ (149,731.00)		STATE COUNCIL ON AGING GRANT		\$ (150,563.00)
			TOTAL FUNDING SOURCES		\$ (150,563.00)
9	\$ 456,100.00	<b>340-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	10	\$ 508,925.00
	\$ 100.00		BUILDING SUPPLIES		\$ 100.00
	500.00		COPY PAPER		500.00
	52,000.00		CONSULTANTS		161,207.00
	150.00		FOOD SUPPLIES		150.00
	3,000.00		HARDWARE/DEVICES		3,000.00
	1,000.00		HIRED SERVICES		1,000.00
	150.00		INSURANCE		150.00
	3,900.00		LEASES & RENTALS		3,900.00
	4,900.00		MAINTENANCE /REPAIR BUILDING		4,900.00
	2,500.00		MAINTENANCE SYSTEM SOFTWARE		2,500.00
	6,000.00		MAINTENANCE/REPAIR EQUIPMENT		6,000.00
	3,000.00		MARKETING		3,000.00
	500.00		NEWSPAPER ADVERTISEMENT		500.00
	5,500.00		OFFICE SUPPLIES		5,500.00
	1,000.00		OTHER SUPPLIES		1,000.00
	600.00		PRINTING		600.00
	1,500.00		PRINTING SUPPLIES		1,500.00
	92,900.00		PROGRAMS		92,900.00
	7,100.00		PROGRAMS-TRANSLATION/INTERPRETATION		7,100.00
	12,200.00		PROGRAMS-TRANSPORTATION		12,200.00
	3,400.00		RECREATION PROGRAMS		3,400.00
	150.00		SECURITY SERVICES		150.00
	600.00		SUBSCRIPTIONS		600.00
	3,500.00		TELEPHONES		3,500.00
	150.00		TRAVELING		150.00
	50.00		WATER		50.00
	\$ 206,350.00		ORDINARY MAINTENANCE		\$ 315,557.00
	\$ 206,350.00	<b>340-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 315,557.00
	\$ -		CAPITAL OUTLAY		\$ -
	\$ -		TOTAL ORDINARY MAINTENANCE		\$ -
	\$ -	<b>340-93000</b>	<b>TOTAL RECOMMENDED TAX LEVY CAPITAL OUTLAY</b>		\$ -

**AMY VOGEL WATERS, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****DEPARTMENT OF HEALTH & HUMAN SERVICES****DIVISION OF ELDER AFFAIRS - DIVISION #340**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	\$ 13,535.00		HEALTH INSURANCE		\$ 25,717.00
	15,647.00		RETIREMENT		15,734.00
	<u>\$ 29,182.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 41,451.00</u>
			FUNDING SOURCES:		
	(29,182.00)		STATE GRANTS		(41,451.00)
	<u>(29,182.00)</u>		TOTAL FUNDING SOURCES		<u>(41,451.00)</u>
	<u>\$ -</u>	<b>340-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 662,450.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 824,482.00</u>



This Page is Intentionally Left Blank

## TECHNICAL SERVICES

### Eileen M. Cazaropoul, Chief Information Officer

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

#### Mission:

The mission of the Technical Services Department is to inspire and drive transformative technology and innovative IT solutions.

#### Vision:

To provide leading edge information technology tools that enhance service quality, efficiency, and collaboration for both internal and external customers.

#### Departmental Goals:

1. Safeguard the City's IT infrastructure and assets by strengthening our cybersecurity posture
2. Expand the Worcester Wi-Fi network to more public buildings and public areas throughout the city
3. Implement the technology recommendations included in the IT Strategic Plan
4. Provide the necessary training to City employees, and Technical services staff, to increase the organization's technological competency and productivity

#### Goal 1: Safeguard the City's IT infrastructure and assets by strengthening our cybersecurity posture

Objectives	Initiatives	Performance Indicators
Update the City's security policies on a regular basis	Perform quarterly reviews of all security policies and update as required	Quarterly checklist of reviewed and updated security policies
Develop a schedule to conduct information security audits	Keep up-to-date with NIST industry-standard security recommendations for internal and external security vulnerability testing	Number of security audits performed on an annual basis

#### Goal 2: Expand the Worcester Wi-Fi network to more public buildings and public areas throughout the city

Objectives	Initiatives	Performance Indicators
Identify City buildings that require additional Wi-Fi access points for increased coverage within buildings	Install additional Wi-Fi access points within City buildings to address "spotty" coverage	Number of municipal buildings with increased Wi-Fi coverage
Identify and prioritize additional public areas throughout the City where the Worcester Wi-Fi could be installed	Install Worcester Wi-Fi in more public areas throughout the City	Number of increased public areas with Wi-Fi coverage

#### Goal 3: Implement the technology recommendations included in the IT Strategic Plan

Objectives	Initiatives	Performance Indicators
Establish an IT Governance Committee to oversee the deliverables of the IT Strategic Plan	Create a prioritized list of strategies and policies that will outline the implementation of the IT Strategic Plan	Number of implemented Plan initiatives

**Goal 4: Provide the necessary training to City employees, and Technical services staff, to increase the organization's technological competency and productivity**

Objectives	Initiatives	Performance Indicators
Develop an end-user technology training program for employees and provide ongoing training opportunities to the technical staff to support and enhance their knowledge and skillsets	<ul style="list-style-type: none"> <li>▪ Train all City employees on the use of the new cloud-based Learning Management System (LMS)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of employees trained</li> </ul>

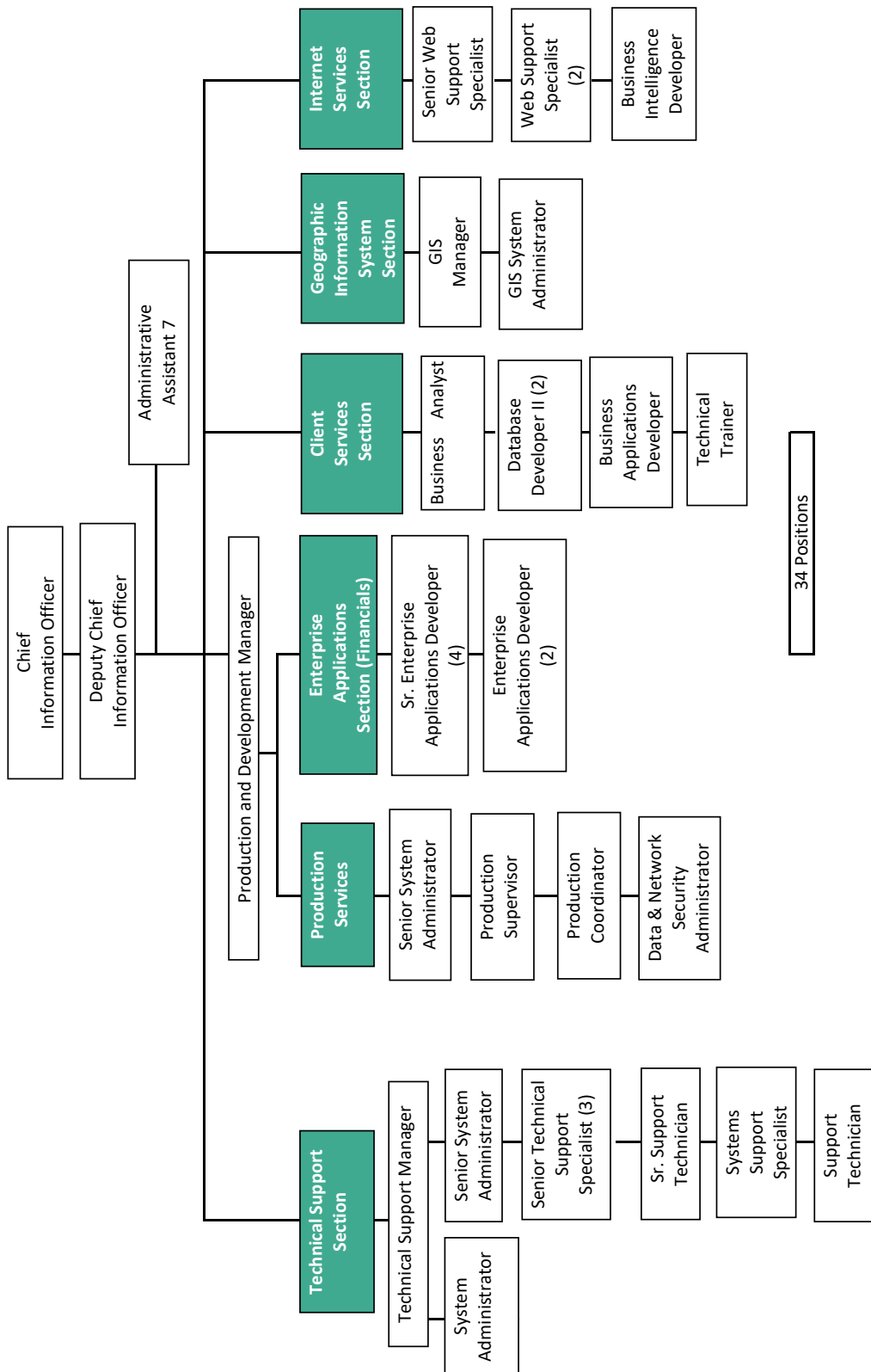
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 2,716,640.17	\$ 2,896,591.00	\$ 1,997,742.16	\$ 2,962,406.00
Overtime	23,635.40	30,000.00	15,081.54	20,000.00
Ordinary Maintenance	2,798,088.67	2,534,003.00	2,680,581.17	2,780,230.00
Capital Outlay	271,210.60	300,000.00	-	300,000.00
<b>Total</b>	<b>\$ 5,809,574.84</b>	<b>\$ 5,760,594.00</b>	<b>\$ 4,693,404.87</b>	<b>\$ 6,062,636.00</b>
<b>Total Positions</b>	34	34	34	34

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$6,062,636, which is an increase of \$302,042 from the Fiscal 2021 amount of \$5,760,594. The salary increase is due to step increases for employees who are not at maximum pay, and a position regrade to re-align pay with current responsibilities. In addition, the increase in Ordinary Maintenance of \$246,227 is mainly due to increases in system software renewals such as Microsoft Assurance agreement, software for PC imaging, financial system forms design software maintenance, Viewpoint Cloud ePermitting software, citywide network hardware maintenance renewal, network configuration and analytics software, network endpoint protection, service agreement for security cameras, Windows directory services audit software, network performance monitor software and VOIP phone system managed services. These increases are offset by a reduction of \$10,000 in Overtime.

# TECHNICAL SERVICES DIVISION ORGANIZATIONAL CHART



34 Positions



**EILEEN M. CAZAROPOUL, CHIEF INFORMATION OFFICER**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**  
**DEPARTMENT OF ADMINISTRATION & FINANCE**  
**DIVISION OF TECHNICAL SERVICES- DIVISION #680**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 129,686.00	53EM	CHIEF INFORMATION OFFICER	1	\$ 129,686.00
1	118,766.00	48EM	DEPUTY CHIEF INFORMATION OFFICER	1	118,766.00
1	116,949.00	47EM	PRODUCTION AND DEVELOPMENT MANAGER	1	116,949.00
1	116,949.00	47EM	TECHNICAL SUPPORT MANAGER	1	116,949.00
2	212,726.00	50P	SENIOR SYSTEM ADMINISTRATOR	2	220,870.00
2	209,136.00	48P	SENIOR DATABASE DEVELOPER	2	197,611.00
2	200,100.00	48P	SENIOR CLIENT SERVER DATABASE ANALYST	2	204,017.00
1	79,449.00	48P	SENIOR ENTERPRISE APPLICATIONS DEVELOPER	1	83,245.00
1	103,619.00	48P	NETWORK ADMINISTRATOR	1	104,568.00
1	86,572.00	48P	SYSTEM ADMINISTRATOR	1	89,867.00
3	302,224.00	48P	SENIOR TECHNICAL SUPPORT SPECIALIST	3	305,808.00
4	336,786.00	48P	SENIOR CLIENT SERVER PROGRAMMER/ANALYST	4	384,759.00
1	85,274.00	44P	SENIOR WEB SUPPORT SPECIALIST	1	88,532.00
2	170,548.00	44P	DATABASE DEVELOPER II	2	162,343.00
1	83,771.00	42P	CLIENT SERVER PROGRAMMER/ANALYST	1	83,771.00
2	153,930.00	42P	WEB SUPPORT SPECIALIST	2	156,450.00
1	81,138.00	42P	SYSTEM SUPPORT SPECIALIST	1	83,164.00
1	70,499.00	40P	BUSINESS INTELLIGENCE DEVELOPER	1	73,021.00
1	59,571.00	40P	PRODUCTION SUPERVISOR	1	76,516.00
0	-	40P	PRODUCTION SUPPORT SPECIALIST	1	68,800.00
1	75,753.00	40	SENIOR SUPPORT TECHNICIAN	1	75,753.00
1	70,679.00	38	PRODUCTION COORDINATOR	1	57,942.00
1	68,069.00	37	SUPPORT TECHNICIAN	1	68,069.00
1	63,309.00	35	ADMINISTRATIVE ASSISTANT 7	1	63,309.00
1	63,210.00	35	PRODUCTION SUPPORT SPECIALIST	0	-
<b>34</b>	<b>\$ 3,058,713.00</b>		<b>REGULAR SALARIES</b>	<b>34</b>	<b>\$ 3,130,765.00</b>
	14,700.00		EM INCENTIVE PAY		12,311.00
	(23,390.00)		VACANCY FACTOR		(23,390.00)
	20,000.00		TEMPORARY STAFF		20,000.00
<b>34</b>	<b>\$ 3,070,023.00</b>		<b>TOTAL RECOMMENDED SALARIES</b>	<b>34</b>	<b>\$ 3,139,686.00</b>
			<b>FUNDING SOURCES:</b>		
	\$ (3,380.00)		GOLF REVENUES		\$ (3,454.00)
	(67,604.00)		SEWER REVENUES		(69,090.00)
	(102,448.00)		WATER REVENUES		(104,736.00)
	<b>\$ (173,432.00)</b>		<b>TOTAL FUNDING SOURCES</b>		<b>\$ (177,280.00)</b>
<b>34</b>	<b>\$ 2,896,591.00</b>	<b>680-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>34</b>	<b>\$ 2,962,406.00</b>
	\$ 30,000.00		OVERTIME		\$ 20,000.00
	<b>\$ 30,000.00</b>	<b>680-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<b>\$ 20,000.00</b>
	\$ 30,000.00		ELECTRICITY		\$ 30,000.00
	100,000.00		LEASE AND RENTALS		100,000.00
	150,000.00		TELEPHONES		150,000.00
	300.00		POSTAGE		300.00
	5,000.00		NEWSPAPER ADVERTISEMENT		5,000.00
	500.00		SECURITY SERVICES		500.00
	8,000.00		REGISTRATION FEES & TRAINING CERTIFICATIONS		8,000.00
	10,000.00		OFFICE SUPPLIES		10,000.00
	800.00		OTHER SUPPLIES		800.00
	3,500.00		COPY PAPER		3,500.00
	4,300.00		PRINTING & PRINTING SUPPLIES		4,300.00
	37,000.00		MAINTENANCE/REPAIR BUILDINGS		37,000.00
	5,000.00		MEMBERSHIP DUES		5,000.00
	5,000.00		TRAVELING		5,000.00
	1,846,849.00		REGULAR SYSTEM MAINTENANCE		2,113,345.00
	261,578.00		MICROSOFT LICENSES--ASSURANCE AGREEMENT		261,578.00
	88,653.00		NETWORK HARDWARE		88,653.00
	48,395.00		NETWORK SOFTWARE SUPPORT		48,395.00
	94,229.00		EMC DATA STORAGE SUPPORT		94,229.00

**EILEEN M. CAZAROPOUL, CHIEF INFORMATION OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**DEPARTMENT OF ADMINISTRATION & FINANCE**

**DIVISION OF TECHNICAL SERVICES- DIVISION #680**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	96,420.00		EMC BACKUP HW/SW SUPPORT		96,420.00
	49,000.00		GIS HARDWARE/SOFTWARE		49,000.00
	26,500.00		VIDEO SURVEILLANCE SOFTWARE SUPPORT		26,500.00
	36,000.00		SQL ORDINARY MAINTENANCE		36,000.00
	<u>\$ 2,907,024.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 3,173,520.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (151,916.00)		CREDIT INET		(151,916.00)
	(2,189.00)		CREDIT FROM GOLF		(2,390.00)
	(88,537.00)		CREDIT FROM SEWER		(96,653.00)
	(130,379.00)		CREDIT FROM WATER		(142,331.00)
	<u>\$ (373,021.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (393,290.00)</u>
	<u>\$ 2,534,003.00</u>	<b>680-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 2,780,230.00</u>
	\$ 300,000.00		FURNITURE & EQUIPMENT		\$ 300,000.00
	<u>\$ 300,000.00</u>	<b>680-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 300,000.00</u>
	<u>\$ 5,760,594.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 6,062,636.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

## HUMAN RESOURCES

### Dori A. Vecchio, Director

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

#### Mission:

The Office of Human Resources is responsible for a comprehensive human resource program, including: recruitment of qualified candidates into a more diverse workforce, employment and orientation services, administration of employee benefits, policy development and administration, job classification compensation, civil service administration, employee relations, wellness and training, labor relations, and processing of Workers Compensation and Injured on Duty. The Office of Human Resources is committed to providing high quality service to all City of Worcester employees, retirees and prospective candidates.

#### Vision:

To be the employer of choice for the City of Worcester.

#### Departmental Goals:

1. Promote the City of Worcester as an employer of choice through ongoing advertising and education about the City's services and benefits.
2. Maintain a classification structure that encourages career growth and flexibility and classification specifications that accurately reflect the needed qualifications, knowledge, skills, and abilities.
3. Establish collaborative partnerships with the City's departments to plan, anticipate, and respond in a cost effective way to changes and priorities in classification, compensation, recruitment and selection, including staffing trends, City's initiatives, and succession management efforts.
4. Maximize the use of technology to streamline the recruitment and selection process. Enhance HR services and transparency, increase efficiencies and maintain the integrity of HR information through user-friendly and up-to-date technology. Provide accurate and timely reporting and analysis of workforce information and data and HR metrics.

#### Goal 1: Promote the City of Worcester as an employer of choice through ongoing advertising and education about the City's services and benefits.

Objectives	Initiatives	Performance Indicators
Increase the number of qualified applicants for City job openings	Increase the number of job opportunity fairs; Establish partnership with Colleges/Universities for internship programs and entry level professional jobs.	Number of qualified applicants; Number of recruitments; Number of hires (Permanent, Seasonal & Temporary)

#### Goal 2: Maintain a classification structure that encourages career growth and flexibility and classification specifications that accurately reflect the needed qualifications, knowledge, skills, and abilities.

Objectives	Initiatives	Performance Indicators
Reduce turnover rate	Update the job descriptions periodically; Conduct salary surveys and job market analysis; Create training & professional development programs; Encourage internal promotions	<ul style="list-style-type: none"> <li>▪ Percent of employees leaving City employment (Retirement; Within 1 year of employment; Other)</li> <li>▪ Turnover rate; Cost per Recruitment</li> </ul>

**Goal 3: Establish collaborative partnerships with the City's departments to plan, anticipate, and respond in a cost effective way to changes and priorities in classification, compensation, recruitment and selection, including staffing trends, City's initiatives, and succession management efforts.**

Objectives	Initiatives	Performance Indicators
Reduce the time to fill the City's vacancies; Streamline recruitment & selection process	File a petition for Home Rule Legislation which shall exempt all positions in the official & labor service in the City of Worcester, including WPS but excluding police officers & firefighters below the rank of chief, from Ch. 31 MGL	Percent of departments satisfied with new hires after six months; Time-to-Fill vacancies (internal & external hiring)

**Goal 4: Maximize the use of technology to streamline the recruitment and selection process. Enhance HR services and transparency, increase efficiencies and maintain the integrity of HR information through user-friendly and up-to-date technology. Provide accurate and timely reporting and analysis of workforce information and data and HR metrics.**

Objectives	Initiatives	Performance Indicators
Expand technological capabilities that streamline recruitment & selection procedures, enhance HR services & transparency, increase efficiency	Implementation of the new HR Management System (ERP Software) Integrate the civil service certification process in the pre-employment selection process; Connect HRD NeoGov System with the City's hiring process	Provide accurate & timely HR reports & analysis Ability to generate civil service reports Ability to track current & past employee history by job classification & civil service status Generate salary projections & estimated costs based on collective bargaining negotiations; calculate retroactive payments for wage increases

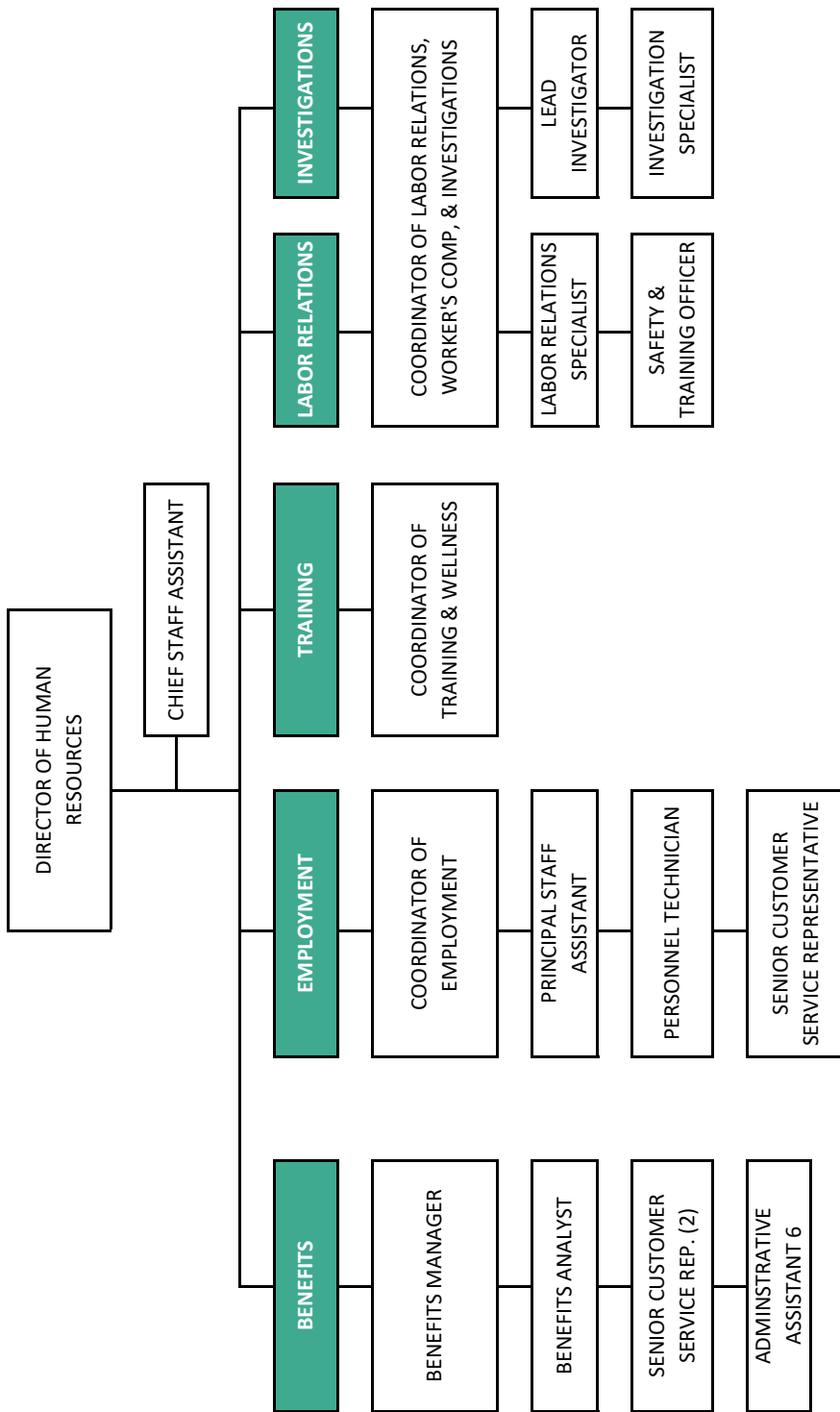
### Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Fiscal 2020	Budget for	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2020</u>	<u>Fiscal 2021</u>	<u>3/31/21</u>	<u>Fiscal 2022</u>
Salaries	\$ 1,036,195.59	\$ 1,007,519.00	\$ 620,671.44	\$ 1,137,344.00
Overtime	5,176.19	3,000.00	922.66	5,000.00
Ordinary Maintenance	369,883.39	436,101.00	259,961.38	411,549.00
<b>Total</b>	<b>\$ 1,411,255.17</b>	<b>\$ 1,446,620.00</b>	<b>\$ 881,555.48</b>	<b>\$ 1,553,893.00</b>
<b>Total Positions</b>	17	15	15	17

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be funded at \$1,553,893, which is an increase of \$107,273 from Fiscal 2021. The salary increase is mainly due to three position regrades to re-align pay with new responsibilities, step increases for employees who are not at maximum pay, and the creation of the Investigation Unit adding a Lead Investigator and Investigation Specialist to the table of organization. The Ordinary Maintenance decrease is due to the transfer of \$25,000 to Diversity & Inclusion for Professional Development. Overtime increased by \$2,000 for anticipated costs associated with health insurance open enrollment.

# HUMAN RESOURCE DEPARTMENT ORGANIZATIONAL CHART



17 POSITIONS

**DORI VECCHIO, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****HUMAN RESOURCES DEPARTMENT - DEPARTMENT #170**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
<b>ADMINISTRATION:</b>					
1	\$ 127,014.00	58CM	DIRECTOR HUMAN RESOURCES	1	\$ 132,474.00
1	75,174.00	42M	CHIEF STAFF ASSISTANT	1	79,449.00
2	\$ 202,188.00			2	\$ 211,923.00
1	\$ 97,113.00	42EM	COORDINATOR OF EMPLOYMENT	1	\$ 97,113.00
1	60,681.00	40M	PRINCIPAL STAFF ASSISTANT	1	62,949.00
1	68,069.00	38M	PERSONNEL TECHNICIAN	1	68,069.00
1	49,196.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	1	45,537.00
4	\$ 275,059.00			4	\$ 273,668.00
1	\$ 104,568.00	49M	COORD. LABOR RELATIONS, WORKER'S COMP, & INVESTIGATIONS	1	\$ 106,363.00
1	93,668.00	45M	LABOR RELATIONS SPECIALIST	1	93,668.00
1	79,736.00	42M	SAFETY & TRAINING OFFICER	1	82,305.00
3	\$ 277,972.00			3	\$ 282,336.00
1	\$ 83,861.00	44M	BENEFITS MANAGER	1	\$ 87,072.00
1	50,565.00	35	BENEFIT ANALYST	1	48,854.00
1	46,863.00	33	ADMINISTRATIVE ASSISTANT 6	1	48,611.00
2	94,372.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	2	95,950.00
5	\$ 275,661.00			5	\$ 280,487.00
1	\$ 90,286.00	44M	COORD. OF TRAINING, DEVELOP. AND WELLNESS PROGRAMS	1	\$ 90,286.00
1	\$ 90,286.00			1	\$ 90,286.00
0	-	45M	LEAD INVESTIGATOR	1	71,264.00
0	-	42M	INVESTIGATION SPECIALIST	1	64,102.00
0	\$ -			2	\$ 135,366.00
15	\$ 1,121,166.00		REGULAR SALARIES	17	\$ 1,274,066.00
	\$ 92,400.00		INTERNSHIP PROGRAM		\$ 92,400.00
	-		EM INCENTIVE PAY		3,095.00
	(3,373.00)		VACANCY FACTOR		(3,491.00)
	\$ 1,210,193.00		TOTAL RECOMMENDED SALARIES		\$ 1,366,070.00
	\$ (968.00)		FUNDING SOURCES:		\$ (1,092.00)
	(87,494.00)		CREDIT FROM GOLF COURSE		(98,741.00)
	(114,212.00)		CREDIT FROM SEWER		(128,893.00)
	\$ (202,674.00)		CREDIT FROM WATER		\$ (228,726.00)
			TOTAL FUNDING SOURCES		
15	\$ 1,007,519.00	170-91000	TOTAL RECOMMENDED PERSONNEL SERVICES	17	\$ 1,137,344.00
	\$ 3,000.00		OVERTIME		\$ 5,000.00
	\$ 3,000.00	170-97000	TOTAL RECOMMENDED OVERTIME		\$ 5,000.00

**DORI VECCHIO, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****HUMAN RESOURCES DEPARTMENT - DEPARTMENT #170**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	\$ 2,000.00		BOOKS		\$ 2,000.00
	2,000.00		CONSTABLES		2,000.00
	66,000.00		CONSULTANTS		66,000.00
	1,100.00		COPY PAPER		1,100.00
	1,000.00		HARDWARE/DEVICES		1,000.00
	4,500.00		LEASES & RENTALS		4,500.00
	207,050.00		LEGAL CONSULTANTS		207,050.00
	6,000.00		LEGAL FILING FEES		6,000.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	1,400.00		MEMBERSHIP DUES		1,400.00
	34,000.00		NEWSPAPER ADVERTISING		34,000.00
	4,000.00		OFFICE SUPPLIES		4,000.00
	1,000.00		OTHER SUPPLIES		1,000.00
	12,000.00		PHYSICIANS/SURGEONS		12,000.00
	100.00		POSTAGE		100.00
	2,000.00		PREPARED MEALS		2,000.00
	6,000.00		PRINTING		6,000.00
	1,000.00		PRINTING SUPPLIES		1,000.00
	1,500.00		PROFESSIONAL DEVELOPMENT-RECREATIONAL PROGRAM		1,500.00
	6,000.00		PROFESSIONAL DEVELOPMENT-REGISTRATION FEES		6,000.00
	1,500.00		PROFESSIONAL DEVELOPMENT-SUBSCRIPTIONS		1,500.00
	55,000.00		PROFESSIONAL DEVELOPMENT-TRAINING CERTIFICATIONS		30,000.00
	12,000.00		PROFESSIONAL DEVELOPMENT-TRAVELING		12,000.00
	10,000.00		PROFESSIONAL DEVELOPMENT-TUITION		10,000.00
	5,000.00		PSYCHOLOGIST/BEHAVIORAL SERVICES		5,000.00
	4,345.00		SECURITY SERVICES		4,345.00
	1,000.00		TELEPHONE		1,000.00
	17,000.00		TRANSLATION/INTERPRETATION		17,000.00
	8,500.00		TRAVELING		8,500.00
	500.00		WATER		500.00
	100.00		LICENSES		100.00
	<u>\$ 474,595.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 449,595.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (3,848.00)		CREDIT FROM SEWER		\$ (3,645.00)
	(4,646.00)		CREDIT FROM WATER		(4,401.00)
	(30,000.00)		INTERDEPARTMENTAL CREDIT		(30,000.00)
	<u>\$ (38,494.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (38,046.00)</u>
	<u>\$ 436,101.00</u>	<b>170-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 411,549.00</u>
	<u>\$ 1,446,620.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,553,893.00</u>





The City of  
**WORCESTER**

This Page is Intentionally Left Blank

## WORKERS' COMPENSATION

---

### Dori A. Vecchio, Director

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

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Budget for</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Ordinary Maintenance	\$ 22,613.72	\$ 91,359.00	\$ 52,765.40	\$ 91,359.00
Fringe Benefits	252,940.86	1,098,301.00	606,792.44	1,155,641.00
<b>Total</b>	<b>\$ 275,554.58</b>	<b>\$ 1,189,660.00</b>	<b>\$ 659,557.84</b>	<b>\$ 1,247,000.00</b>

### Operating Budget Highlights

The total Worker's Compensation budget for Fiscal 2022 is recommended to be \$1,247,000, which is an increase of \$57,340 from the Fiscal 2021 amount of \$1,189,660. The State Workers' Compensation statute is designed to be a wage replacement system for the benefit of those who sustain injuries arising out of, and in the course of, their employment with the City, per the workers' compensation M.G. L Chapter 152.

**DORI VECCHIO, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****DEPARTMENT OF HUMAN RESOURCES****DIVISION OF WORKERS' COMPENSATION - DIVISION #171**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ 91,359.00	ADMINISTRATIVE SERVICES	\$ 91,359.00
<u>\$ 91,359.00</u>	<b>171-92000</b> <b>TOTAL ORDINARY MAINTENANCE</b>	<u>\$ 91,359.00</u>
\$ 1,323,981.00	BASIC WORKERS' COMPENSATION	\$ 1,381,321.00
<u>\$ 1,323,981.00</u>	<b>171-96000</b> <b>TOTAL FRINGE BENEFITS</b>	<u>\$ 1,381,321.00</u>
	<b>FUNDING SOURCES:</b>	
\$ (120,000.00)	CREDIT FROM WATER	\$ (120,000.00)
(60,000.00)	CREDIT FROM SEWER	(60,000.00)
<u>(45,680.00)</u>	CREDIT FROM SCHOOLS	<u>(45,680.00)</u>
<u>\$ (225,680.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (225,680.00)</u>
<u>\$ 1,189,660.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 1,247,000.00</u>

## INJURED ON DUTY CLAIMS

---

### Dori A. Vecchio, Director

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

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Budget for</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Ordinary Maintenance	\$ 98,550.00	\$ 98,550.00	82,124.00	\$ 98,550.00
Fringe Benefits	669,695.05	703,386.00	396,002.20	703,386.00
<b>Total</b>	<b>\$ 768,245.05</b>	<b>\$ 801,936.00</b>	<b>\$ 478,126.20</b>	<b>\$ 801,936.00</b>

### Operating Budget Highlights

The City incurs salary expenses for uniformed police officers and firefighters when they have been injured in the line of duty. This account pays for all non-salary costs of uniformed police and fire personnel who are injured in the line of duty. The total tax levy appropriation for Fiscal 2022 is recommended to be \$801,936, which is level funded from Fiscal 2021.

**DORI VECCHIO, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****DIVISION OF PUBLIC SAFETY INJURED ON DUTY (IOD) CLAIMS- DIVISION #174**

APPROVED FY21 AMOUNT		TITLE	RECOMMENDED FY22 AMOUNT
\$ 98,550.00	174-92000	ADMINISTRATIVE SERVICES	\$ 98,550.00
<u>\$ 98,550.00</u>	<b>174-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 98,550.00</u>
\$ 333,399.00	1741	POLICE DEPARTMENT IOD CLAIMS	\$ 333,399.00
369,987.00	17412	FIRE DEPARTMENT IOD CLAIMS	369,987.00
<u>\$ 703,386.00</u>	<b>174-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ 703,386.00</u>
<u>\$ 801,936.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 801,936.00</u>

## UNEMPLOYMENT COMPENSATION

### Dori A. Vecchio, Director

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

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Fringe Benefits	\$ 70,936.26	\$ 101,000.00	\$ 3,375.00	\$ 101,000.00
<b>Total</b>	<b>\$ 70,936.26</b>	<b>\$ 101,000.00</b>	<b>\$ 3,375.00</b>	<b>\$ 101,000.00</b>

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

### Operating Budget Highlights

The total Worker's Compensation budget for Fiscal 2022 is recommended to be level funded at \$101,000. Chapter 720 of the Acts of 1977 extended unemployment compensation benefits to eligible state and local government employees. The City of Worcester is self-insured for the payment of benefits awarded by the Massachusetts Department of Employment and Training.

**DORI VECCHIO, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****DEPARTMENT OF HUMAN RESOURCES****DIVISION OF UNEMPLOYMENT COMPENSATION - DIVISION #172**

APPROVED FY21 AMOUNT	ACCOUNT NUMBER	TITLE	RECOMMENDED FY22 AMOUNT
\$ 115,000.00		REGULAR UNEMPLOYMENT COMPENSATION	\$ 115,000.00
<u>\$ 115,000.00</u>		TOTAL UNEMPLOYMENT COMPENSATION	<u>\$ 115,000.00</u>
		FUNDING SOURCES:	
\$ -		CREDIT FROM SEWER	\$ -
(3,000.00)		CREDIT FROM WATER	(3,000.00)
<u>(11,000.00)</u>		CREDIT FROM GOLF	<u>(11,000.00)</u>
\$ (14,000.00)		TOTAL FUNDING CREDITS	\$ (14,000.00)
<u>\$ 101,000.00</u>	<b>172-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ 101,000.00</u>
<u>\$ 101,000.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 101,000.00</u>

## HEALTH INSURANCE

### **Dori A. Vecchio, Director**

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

### **Health Insurance:**

The Human Resources Department is responsible for the administration and direction of all phases of the Health Insurance program for City of Worcester and Worcester Public Schools employees and retirees. The City currently administers five (5) conventional and five (5) Medicare health plans. Great efforts have been made over the last ten years to implement many cost control measures to minimize the cost of health insurance such as self-funding the City's plans, the adoption of Section 18 to shift costs to the Federal Medicare program, carving out prescription drugs and use of a Pharmacy Benefit Management program, adopting GIC-like health plans designed to drive members to lower costs local providers, creating Medical Management programs directed to assist members with complicated medical issues, and introducing Wellness Plans designed to lower claim costs. These reforms have cumulatively saved the City on premium costs, allowing us to redirect these dollars to critical services and control the OPEB liability.

### **Department Allocation Summary**

		<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b><u>Expenditures</u></b>	<b><u>Fiscal 2020</u></b>	<b><u>Fiscal 2021</u></b>	<b><u>3/31/21</u></b>	<b><u>Fiscal 2022</u></b>
Fringe Benefits	\$ 25,602,698.49	\$ 28,157,580.00	\$ 23,868,861.26	\$ 28,711,109.00
<b>Total</b>	<b>\$ 25,602,698.49</b>	<b>\$ 28,157,580.00</b>	<b>\$ 23,868,861.26</b>	<b>\$ 28,711,109.00</b>

### **Operating Budget Highlights**

The Fiscal 2022 tax levy budget for Health Insurance and employee Fringe Benefit costs, excluding Worcester Public Schools is recommended to be funded at \$28,711,109, which is an increase of \$553,529 from Fiscal 2021. The increase is primarily due to a 6% increase in premium costs to conventional plans. The recommended Health Insurance tax levy budget will fund employee and retiree health insurance premiums, and other fringe benefit costs for 3,111 of the 3,503 active and retired City employees that carry the Health Insurance benefit. The other 392 employees are funded by grants, projects and enterprise funds.

### **Medicare Payroll Tax:**

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



**Life Insurance & Disability Coverage:**

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

**Employee Assistance Program:**

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

**Health Insurance Consultant:**

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

**DORI VECCHIO, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****HEALTH INSURANCE - DEPARTMENT #663**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ 646,134.00	BC/ BS PREFERRED	\$ 601,540.00
5,227,636.00	NETWORK BLUE NEW ENGLAND	5,519,064.00
3,120,588.00	CITY OF WORCESTER DIRECT	3,265,566.00
15,369,444.00	CITY OF WORCESTER ADVANTAGE	15,543,571.00
3,737,208.00	BC/ BS MEDEX	3,727,358.00
57,731.00	FALLON MEDICARE PLUS	80,982.00
21,034.00	FALLON MEDICARE CENTRAL	26,779.00
373,875.00	TUFTS MEDICARE PREFERRED	350,550.00
895,637.00	TUFTS MEDICARE SUPPLEMENT	906,831.00
75,000.00	HEALTH INSURANCE CONSULTANT	75,000.00
50,000.00	PBM ADMINISTRATIVE COSTS	60,000.00
298,422.00	HIGH DEDUCTIBLE HEALTH PLAN	346,412.00
<u>\$ 29,872,709.00</u>	<b>TOTAL HEALTH INSURANCE</b>	<u>\$ 30,503,653.00</u>
\$ 136,313.00	LIFE INSURANCE	\$ 133,825.00
2,113,901.00	MEDICARE INSURANCE	2,156,609.00
-	DIABETES CARE PROGRAM	172,200.00
26,500.00	EMPLOYEE ASSISTANCE PROGRAM	26,500.00
26,136.00	WELLNESS PROGRAM	114,738.00
<u>\$ 2,302,850.00</u>	<b>TOTAL OTHER COSTS</b>	<u>\$ 2,603,872.00</u>
80,000.00	RESERVE FOR SETTLEMENTS	164,000.00
<u>\$ 32,255,559.00</u>	<b>TOTAL FRINGE BENEFITS</b>	<u>\$ 33,271,525.00</u>
	<b>FUNDING SOURCES:</b>	
\$ (1,034,255.00)	CREDIT FROM INDIRECT	\$ (1,331,195.00)
(25,087.00)	CREDIT ELDER AFFAIRS	(35,751.00)
(310,542.00)	CREDIT FROM WORKFORCE DEVELOPMENT	(345,981.00)
(74,290.00)	CREDIT DPW- PROJECTS	(77,925.00)
(285,698.00)	CREDIT GRANTS	(314,886.00)
(754,268.00)	CREDIT FROM SEWER	(807,876.00)
(1,528,169.00)	CREDIT FROM WATER	(1,563,416.00)
(40,398.00)	CREDIT FROM GOLF	(42,929.00)
(45,272.00)	CREDIT FROM AIRPORT	(40,457.00)
<u>\$ (4,097,979.00)</u>	<b>TOTAL FUNDING SOURCES</b>	<u>\$ (4,560,416.00)</u>
<u>\$ 28,157,580.00</u>	<b>663-96000 TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ 28,711,109.00</u>
<u>\$ 28,157,580.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 28,711,109.00</u>

**DORI VECCHIO, DIRECTOR**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**  
**HEALTH INSURANCE ENROLLMENT**

	IND. BLUE CARE PREFERRED	FAM. BLUE CARE PREFERRED	IND. NETWORK BLUE N.E.	FAM. NETWORK BLUE N.E.	IND. C. OF W. DIRECT	FAM. C. OF W. DIRECT	IND. C. OF W. ADVANTAGE	FAM. C. OF W. ADVANTAGE	MEDEX (NEW)	FALLON MEDICARE PLUS	FALLON MEDICARE CENTRAL	TUFTS MEDICARE SUPPLEMENT	TUFTS MEDICARE PREFERRED	COW HIGH DEDUCT. INDIVIDUAL	COW HIGH DEDUCT. FAMILY	TOTAL
<b>FISCAL 2022</b>	<b>18</b>	<b>17</b>	<b>157</b>	<b>158</b>	<b>145</b>	<b>122</b>	<b>358</b>	<b>648</b>	<b>1041</b>	<b>24</b>	<b>10</b>	<b>264</b>	<b>108</b>	<b>29</b>	<b>12</b>	<b>3111</b>
CITY OF WORCESTER	0	0	0	0	1	0	2	0	0	0	0	0	0	0	0	3
CABLE SERVICES	0	0	1	0	0	0	3	1	0	0	0	0	0	0	0	5
REGIONAL LIBRARY	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
FINANCE (GRANTS)	0	0	0	1	2	1	3	4	0	0	0	0	0	1	1	13
ECONOMIC DEVELOPMENT (GRANTS)	0	0	2	0	4	0	7	1	0	0	0	0	0	2	0	15
HEALTH (GRANTS)	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	2
INSPECTIONAL SERVICES (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CITY MANAGER (GRANTS)	0	0	0	1	0	0	2	2	0	0	0	0	0	0	0	5
DPW (PROJECTS)	0	0	0	1	0	1	0	1	0	0	0	0	0	0	0	3
ELDER AFFAIRS	0	0	2	2	5	2	4	7	7	1	0	1	1	0	0	38
WORKFORCE DEVELOPMENT	0	0	6	5	11	3	15	14	28	0	0	7	6	0	0	95
SEWER	0	0	16	8	15	9	32	23	62	4	2	20	9	2	0	202
WATER	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	2
GOLF	0	0	0	1	0	1	0	0	0	0	0	0	1	0	0	2
AIRPORT	0	0	0	0	1	1	0	0	3	1	1	1	1	0	0	9
<b>SUB TOTAL</b>	<b>18</b>	<b>17</b>	<b>184</b>	<b>177</b>	<b>185</b>	<b>139</b>	<b>425</b>	<b>703</b>	<b>1141</b>	<b>30</b>	<b>13</b>	<b>299</b>	<b>125</b>	<b>34</b>	<b>13</b>	<b>3503</b>
WORC PUBLIC SCHOOL	31	21	474	477	315	248	781	1067	1818	35	13	569	205	9	12	6075
COBRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SUB TOTAL</b>	<b>31</b>	<b>21</b>	<b>474</b>	<b>477</b>	<b>315</b>	<b>248</b>	<b>781</b>	<b>1067</b>	<b>1818</b>	<b>35</b>	<b>13</b>	<b>569</b>	<b>205</b>	<b>9</b>	<b>12</b>	<b>6075</b>
<b>GRAND TOTAL</b>	<b>49</b>	<b>38</b>	<b>658</b>	<b>654</b>	<b>500</b>	<b>387</b>	<b>1206</b>	<b>1770</b>	<b>2959</b>	<b>65</b>	<b>26</b>	<b>868</b>	<b>330</b>	<b>43</b>	<b>25</b>	<b>9578</b>

	IND. BLUE CARE PREFERRED	FAM. BLUE CARE PREFERRED	IND. NETWORK BLUE N.E.	FAM. NETWORK BLUE N.E.	IND. C. OF W. DIRECT	FAM. C. OF W. DIRECT	IND. C. OF W. ADVANTAGE	FAM. C. OF W. ADVANTAGE	MEDEX (NEW)	FALLON MEDICARE PLUS	FALLON MEDICARE CENTRAL	TUFTS MEDICARE SUPPLEMENT	TUFTS MEDICARE PREFERRED	FALLON SENIOR	COW HIGH DEDUCT. INDIVIDUAL	COW HIGH DEDUCT. FAMILY	TOTAL
<b>FISCAL 2021</b>	<b>23</b>	<b>17</b>	<b>158</b>	<b>161</b>	<b>149</b>	<b>117</b>	<b>365</b>	<b>661</b>	<b>1074</b>	<b>15</b>	<b>8</b>	<b>263</b>	<b>115</b>	<b>30</b>	<b>11</b>	<b>3167</b>	
CITY OF WORCESTER	0	0	0	0	1	0	2	0	0	0	0	0	0	0	0	0	3
CABLE SERVICES	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	0	4
REGIONAL LIBRARY	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1
FINANCE (GRANTS)	0	0	0	1	2	1	1	5	0	0	0	0	0	0	0	0	10
ECONOMIC DEVELOPMENT (GRANTS)	0	0	3	0	2	1	3	2	0	0	0	0	0	2	0	0	13
HEALTH (GRANTS)	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	2
INSPECTIONAL SERVICES (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CITY MANAGER (GRANTS)	0	0	0	1	0	0	2	2	0	0	0	0	0	0	0	0	5
DPW (PROJECTS)	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	2
ELDER AFFAIRS	0	0	2	1	6	2	3	7	8	1	0	6	1	0	0	0	37
WORKFORCE DEVELOPMENT	0	0	5	5	10	3	17	13	28	0	0	7	7	0	0	0	95
SEWER	1	1	16	7	15	9	31	25	62	4	1	18	11	1	0	0	202
WATER	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	2
GOLF	0	0	0	1	0	1	0	0	0	0	0	0	2	0	0	0	2
AIRPORT	0	0	0	0	1	1	0	0	3	1	1	2	2	0	0	0	11
<b>SUB TOTAL</b>	<b>24</b>	<b>18</b>	<b>184</b>	<b>178</b>	<b>187</b>	<b>136</b>	<b>426</b>	<b>718</b>	<b>1175</b>	<b>21</b>	<b>10</b>	<b>296</b>	<b>136</b>	<b>33</b>	<b>11</b>	<b>3553</b>	
WORC PUBLIC SCHOOL	33	18	475	479	298	242	791	1100	1798	21	13	550	208	8	11	6045	
COBRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>SUB TOTAL</b>	<b>33</b>	<b>18</b>	<b>475</b>	<b>479</b>	<b>298</b>	<b>242</b>	<b>791</b>	<b>1100</b>	<b>1798</b>	<b>21</b>	<b>13</b>	<b>550</b>	<b>208</b>	<b>8</b>	<b>11</b>	<b>6045</b>	
<b>GRAND TOTAL</b>	<b>57</b>	<b>36</b>	<b>659</b>	<b>657</b>	<b>485</b>	<b>378</b>	<b>1217</b>	<b>1818</b>	<b>2973</b>	<b>42</b>	<b>23</b>	<b>846</b>	<b>344</b>	<b>41</b>	<b>22</b>	<b>9598</b>	

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

**DORI VECCHIO, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****LIFE INSURANCE & FEDERAL MEDICARE PAYMENTS**

<b>MEDICARE PAYMENTS</b>				
<b>DEPARTMENT</b>	<b>February 21 DEDUCTIONS</b>	<b>AVERAGE WEEKLY</b>	<b>YEARLY AMOUNT</b>	<b>BUDGET FY22</b>
<b>CITY OF WORCESTER</b>	<b>149,192.50</b>	<b>37,298.13</b>	<b>1,946,962.18</b>	<b>1,946,962.18</b>
CABLE SERVICES	273.71	68.43	3,571.92	3,571.92
DIVERSITY & INCLUSION	103.91	25.98	1,356.03	1,356.03
REGIONAL LIBRARY	206.47	51.62	2,694.43	2,694.43
FINANCE (GRANTS)	140.03	35.01	1,827.34	1,827.34
ECONOMIC DEVELOPMENT (GRANTS)	978.24	244.56	12,766.05	12,766.05
HEALTH (GRANTS)	916.95	229.24	11,966.16	11,966.16
INSPECTIONAL SERVICES (GRANTS)	267.51	66.88	3,491.01	3,491.01
HUMAN SERVICES (GRANTS)	-	-	-	-
DPW (PROJECTS)	419.41	104.85	5,473.30	5,473.30
ELDER AFFAIRS	158.03	39.51	2,062.31	2,062.31
WORKFORCE DEVELOPMENT	1,786.21	446.55	23,310.04	23,310.04
AIRPORT	-	-	-	-
GOLF	222.44	55.61	2,902.84	2,902.84
SEWER	4,117.43	1,029.36	53,732.46	53,732.46
WATER	6,474.59	1,618.65	84,493.40	84,493.40
<b>SUB TOTAL</b>	<b>16,064.93</b>	<b>4,016.23</b>	<b>209,647.29</b>	<b>209,647.29</b>
<b>TOTAL COST</b>	<b>165,257.43</b>	<b>41,314.36</b>	<b>2,156,609.47</b>	<b>2,156,609.47</b>
PUBLIC SCHOOL	276,439.61	69,109.90	3,607,536.91	3,607,536.91
<b>TOTAL</b>	<b>441,697.04</b>	<b>110,424.26</b>	<b>5,764,146.38</b>	<b>5,764,146.38</b>

**Comments:**

Expenditures are extracted from the City's IFMS system displaying the actual Federal Medicare cost totals for the various citywide departments. FY22 projections are based on the total cost for February divided by the # of weeks in that month to get a weekly cost. Take the weekly cost x 52.2 weeks.

<b>LIFE INSURANCE</b>				
<b>DEPARTMENT</b>	<b>ACTIVE February 21 ENROLLMENTS</b>	<b>RETIRES February 21 ENROLLMENTS</b>	<b>TOTAL ENROLLMENTS</b>	<b>ENROLLMENTS X RATE 77.76</b>
<b>CITY OF WORCESTER</b>	<b>706.85</b>	<b>807.00</b>	<b>1513.85</b>	<b>117,716.59</b>
CABLE SERVICES	1.00	0.00	1.00	77.76
DIVERSITY & INCLUSION	1.00	0.00	1.00	77.76
REGIONAL LIBRARY	0.00	0.00	0.00	-
FINANCE (GRANTS)	0.95	0.00	0.95	73.87
ECONOMIC DEVELOPMENT (GRANTS)	11.12	0.00	11.12	864.69
HEALTH (GRANTS)	5.56	0.00	5.56	431.96
HEALTH & HUMAN SERVICES	1.00	0.00	1.00	77.76
INSPECTIONAL SERVICES (GRANTS)	1.08	0.00	1.08	83.98
DPW (PROJECTS)	4.00	0.00	4.00	311.04
ELDER AFFAIRS (GRANTS)	0.45	0.00	0.45	34.99
WORKFORCE DEVELOPMENT	14.00	8.00	22.00	1,710.72
SEWER	32.00	24.00	56.00	4,354.56
WATER	41.00	57.00	98.00	7,620.48
AIRPORT	0.00	5.00	5.00	388.80
GOLF	0.00	0.00	0.00	-
<b>SUB TOTAL</b>	<b>113.16</b>	<b>94.00</b>	<b>207.16</b>	<b>16,108.37</b>
<b>TOTAL COST</b>	<b>820.00</b>	<b>901.00</b>	<b>1721.00</b>	<b>133,824.96</b>
PUBLIC SCHOOL	1074.00	1299.00	2373.00	184,524.48
<b>TOTAL</b>	<b>1894.00</b>	<b>2200.00</b>	<b>4094.00</b>	<b>318,349.44</b>

**Comments:**

Expenditures are extracted from the City's IFMS system displaying the actual Life Insurance cost totals for the various citywide departments. FY22 projections are based on the total enrollments for February x the yearly insurance rate.



This Page is Intentionally Left Blank

## LAW

### Michael E. Traynor, Esq., City Solicitor

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

#### Mission:

The mission of the Law Department is to provide the City and its agencies with first class legal advice and representation.

#### Vision:

To provide legal services in a timely and efficient manner.

#### Departmental Goals:

1. Advance the use of technology in the management and delivery of legal services.
2. Create and maintain a more modern and positive workspace for employees.

#### Goal 1: Advance the use of technology in the management and delivery of legal services

Objectives	Initiatives	Performance Indicators
Utilize software to streamline the exchange of documents and information between city departments	<ul style="list-style-type: none"> <li>▪ Acquire and implement electronic data management and workflow system to improve efficiency of document circulation between city departments, and decrease employee time spent logging and scanning paper documents for circulation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Track number of contracts circulated for execution and time required to complete.</li> <li>▪ From receipt of initial claim filing, measure time to initiate first request to other city departments for investigatory document and information.</li> <li>▪ Measure and track time to receive responses back from city departments for requested documents and information for claim investigations.</li> </ul>
Transition the processing of claims from paper intensive to more of an electronic format for filing, sharing of information, and storage	<ul style="list-style-type: none"> <li>▪ Maximize electronic filing system for claims to reduce use of paper filings and requests for information from other city departments.</li> <li>▪ Utilize electronic claims process to improve the turnaround time for the initial requests for investigatory information and documents from other city departments.</li> <li>▪ Migrate claims appeal process from in-person to electronic platform.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Track number of claims filed electronically compared to the number of "paper" filings.</li> </ul>

**Goal 2: Create and maintain a more modern and positive workspace for employees**

Objectives	Initiatives	Performance Indicators
Renovate the office to provide a clean, healthy, and modern work environment	<ul style="list-style-type: none"> <li>Implement office renovation plan initially put on hold due to COVID</li> </ul>	<ul style="list-style-type: none"> <li>Increased available square footage in office</li> </ul>
Reorganize the office to maximize utilization of square footage	<ul style="list-style-type: none"> <li>Archive historical legal documents and files into Laserfiche system to reduce paper in the office and increase available square footage for improved workspaces and a more professional looking work environment.</li> </ul>	<ul style="list-style-type: none"> <li>Create database of archived documents to preserve and improve accessibility to the information.</li> <li>Track amount of files and other items removed from the office and the resultant increased square footage.</li> </ul>

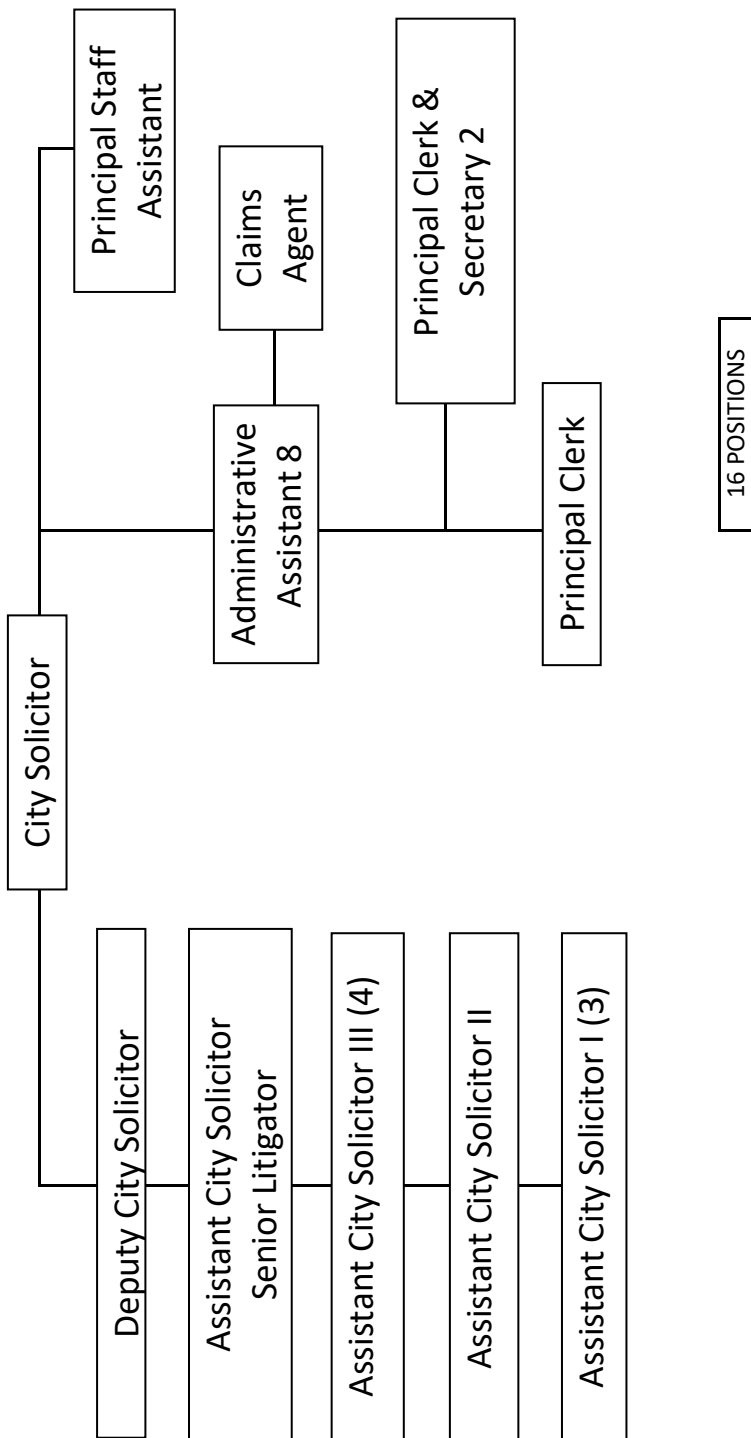
**Department Allocation Summary**

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 1,030,072.80	\$ 1,171,897.00	\$ 759,683.05	\$ 1,184,146.00
Ordinary Maintenance	124,890.04	168,250.00	57,629.72	168,250.00
<b>Total</b>	<b>\$ 1,154,962.84</b>	<b>\$ 1,340,147.00</b>	<b>\$ 817,312.77</b>	<b>\$ 1,352,396.00</b>
<b>Total Positions</b>	15	16	16	16

**Operating Budget Highlights**

The tax levy budget for Fiscal 2022 is recommended to be \$1,352,396, which is an increase of \$12,249 from the Fiscal 2021 amount of \$1,340,147. The salary increase is due to step increases for employees that are not at maximum pay and EM incentive pay.

# LAW DEPARTMENT ORGANIZATIONAL CHART



16 POSITIONS



**MICHAEL E. TRAYNOR, CITY SOLICITOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022  
LAW DEPARTMENT- DEPARTMENT #120**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 168,189.00	58CM	CITY SOLICITOR	1	\$ 168,189.00
1	120,624.00	50EM	DEPUTY CITY SOLICITOR	1	120,624.00
1	120,060.00	48EM	ASSISTANT CITY SOLICITOR HEAD LITIGATOR	1	120,060.00
4	386,552.00	46M	ASSISTANT CITY SOLICITOR 3	4	388,103.00
1	46,678.00	44M	ASSISTANT CITY SOLICITOR 2	1	46,678.00
3	219,863.00	42M	ASSISTANT CITY SOLICITOR 1	3	223,274.00
1	78,050.00	40M	PRINCIPAL STAFF ASSISTANT	1	78,050.00
1	72,684.00	38M	WORKER'S COMPENSATION AGENT	1	72,684.00
1	72,684.00	38M	ADMINISTRATIVE ASSISTANT 8	1	72,684.00
1	43,567.00	31	PRINCIPAL CLERK & SECRETARY 2	1	45,934.00
1	38,798.00	27	PRINCIPAL CLERK	1	40,525.00
16	\$ 1,367,749.00		REGULAR SALARIES	16	\$ 1,376,805.00
	6,766.00		EM INCENTIVE PAY		10,899.00
	(6,375.00)		VACANCY FACTOR		(6,375.00)
16	\$ 1,368,140.00		TOTAL RECOMMENDED SALARIES	16	\$ 1,381,329.00
	(2,128.00)		FUNDING SOURCES:		
	(64,604.00)		GOLF COURSE REVENUES		(2,148.00)
	(73,772.00)		SEWER REVENUES		(65,224.00)
	(55,739.00)		WATER REVENUES		(74,480.00)
	\$ (196,243.00)		CABLE LICENSE REVENUES		(55,331.00)
			TOTAL FUNDING SOURCES		\$ (197,183.00)
16	\$ 1,171,897.00	120-91000	TOTAL RECOMMENDED PERSONAL SERVICES	16	\$ 1,184,146.00
	\$ 3,800.00		LEASES & RENTALS		\$ 3,800.00
	46,000.00		LEGAL CONSULTANTS		46,000.00
	32,000.00		CONSTABLES		32,000.00
	1,000.00		NEWSPAPER ADVERTISING		1,000.00
	6,000.00		REGISTRATION FEES		6,000.00
	30,000.00		LEGAL FILING FEES		30,000.00
	1,800.00		PRINTING		1,800.00
	4,000.00		MAINTENANCE SYSTEM SOFTWARE		4,000.00
	30,000.00		CONSULTANTS		30,000.00
	3,000.00		BOOKS		3,000.00
	5,000.00		OFFICE SUPPLIES		5,000.00
	1,500.00		COPY PAPER		1,500.00
	4,150.00		OTHER CHARGES & EXPENDITURES		4,150.00
	168,250.00	120-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 168,250.00
	\$ 1,340,147.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,352,396.00

## PROPERTY & CASUALTY INSURANCE

### Michael E. Traynor, Esq., City Solicitor

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

**Property & Casualty Insurance:** The City obtains a grand total of \$337M in insurance for City buildings, structures, equipment, and data components for claims of personal property theft, vandalism, and damage in locations at the Department of Public Works & Parks (DPW&P), Emergency Communications, Cable Services, the City Common Garage, Public Libraries and DCU Vault. There is \$335M in coverage for buildings and contents, electronic data, equipment and \$2.5M in coverage for business income.

### Department Allocation Summary

		<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Ordinary Maintenance	\$ 128,602.44	\$ 146,824.00	116,399.18	\$ 166,824.00
<b>Total</b>	<b>\$ 128,602.44</b>	<b>\$ 146,824.00</b>	<b>\$ 116,399.18</b>	<b>\$ 166,824.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$166,824, which is an increase of \$20,000 from the Fiscal 2021 amount of \$146,824. This increase is due to a 15% projected increase premium costs of insurances.

**General Liability Personal Injury Insurance:** The City continues to obtain general liability insurance to cover claims arising from personal injuries valued between \$100,000 and \$1,000,000 per occurrence at the following locations: polling locations, municipal garages, Public Library, City Hall and Common, and the Senior Center. This policy has various sub-limits based on the type of claim. Claims from third parties, under \$100,000, are handled out of the court judgments/claim account. The DCU Center is covered by policies obtained directly by SMG, as operator, and charged as an expense of the operation under the management agreement. The City also insures against personal injury claims at the New Bond Street maintenance building with a limit of \$200K per occurrence and maintains an excess liability policy for 3 Eaton Place Worcester Common Garage with a limit of \$4M.

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

**Boiler & Machinery Insurance:** The City insures a schedule of values totaling \$472M under its Boiler and Machinery insurance policy. The coverage limit for any one property claim is \$100M. There are also some beneficial sub limited coverages. This policy does not just cover the damage resulting from an explosion of the

vessel (boiler), mechanical breakdown, or electrical arcing; it also covers the insurance carrier coming in and doing the “jurisdictional boiler and pressure vessels inspections” that are required by law each year.

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

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

**MICHAEL E. TRAYNOR, CITY SOLICITOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ 142,900.00	INSURANCE	\$ 162,900.00
3,924.00	LICENSES	3,924.00
<u>\$ 146,824.00</u>	TOTAL PROPERTY AND CASUALTY INSURANCE	<u>\$ 166,824.00</u>
<u>\$ 146,824.00</u>	<b>122-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 166,824.00</u>



This Page is Intentionally Left Blank

## COURT JUDGMENTS

---

### Michael E. Traynor, Esq., City Solicitor

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

### Department Allocation Summary

		<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Ordinary Maintenance	\$ 2,760,655.75	\$ 3,252,000.00	\$ 2,386,019.30	\$ 4,000,000.00
<b>Total</b>	<b>\$ 2,760,655.75</b>	<b>\$ 3,252,000.00</b>	<b>\$ 2,386,019.30</b>	<b>\$ 4,000,000.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be funded at \$4,000,000, which is an increase of \$748,000 from the Fiscal 2021 amount of \$3,252,000. This increase is due to the closure of courts during the pandemic and the backlog of cases outstanding.

**MICHAEL E. TRAYNOR, CITY SOLICITOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****COURT JUDGMENTS - DEPARTMENT #121**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
<u>\$ 3,289,162.00</u>	COURT CLAIMS AND JUDGMENTS	<u>\$ 4,045,614.00</u>
<u>\$ 3,289,162.00</u>	TOTAL CLAIMS AND JUDGMENTS	<u>\$ 4,045,614.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (26,483.00)	SEWER REVENUES	\$ (32,506.00)
<u>(10,679.00)</u>	WATER REVENUES	<u>\$ (13,108.00)</u>
<u>\$ (37,162.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (45,614.00)</u>
<u>\$ 3,252,000.00</u>	<b>121-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 4,000,000.00</u>
<u>\$ 3,252,000.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 4,000,000.00</u>

## AUDITING

### Robert V. Stearns – City Auditor

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

#### Mission:

The mission of the Auditing Department is to keep and have charge of the accounts of the city and, from time to time, audit the books and accounts of all departments, commissions, boards, and offices of the city. The Department is responsible for:

- Perform pre-audit of all invoices and payrolls submitted for payment by City departments;
- Attesting to the availability of funds for construction contracts;
- Auditing the books and accounts of all City departments;
- Producing timely and accurate financial reports; and
- Enforcing the budget as approved by the City Council.

#### Vision:

To keep charge of the accounts of the city with a modern financial accounting system that will improve workflow and boost productivity leading to best practices, better reporting, and transparency with consistent results, and enhances the employee training process.

#### Departmental Goals:

1. To produce timely and accurate financial reports for the public, city departments, and external users
2. To deliver great customer service to city departments using the citywide accounts payable and payroll services
3. To audit the books and records of departments

#### Goal 1: To produce timely and accurate financial reports for the public, city departments, and external users.

Objectives	Initiatives	Performance Indicators
Close the city books and open the new fiscal year by July 15 <sup>th</sup>	<ul style="list-style-type: none"> <li>▪ Promote the year-end closing plan to departments eight weeks prior to year-end</li> <li>▪ Perform year-end procedures</li> </ul>	<ul style="list-style-type: none"> <li>▪ The City opens the books of the new fiscal year to departments by July 15<sup>th</sup></li> </ul>
Close the city books monthly by the 15 <sup>th</sup> day of the following month	<ul style="list-style-type: none"> <li>▪ Perform soft close processes on the books monthly</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly financial reports are available by the 15<sup>th</sup></li> </ul>
Prepare Comprehensive Annual Financial Report (CAFR) and receive an unmodified opinion from the external independent auditor and receive the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association's (GFOA) CAFR peer review program	<ul style="list-style-type: none"> <li>▪ Contract with external independent audit firm</li> <li>▪ Prepare basic financial statements using the accrual basis of accounting for government-wide and business activities</li> <li>▪ Prepare basic financial statements using the modified accrual basis for governmental funds</li> <li>▪ Prepare a flux analysis on the city's financials expressed in dollars and percentages explaining their cause</li> <li>▪ Prepare financial disclosures in accordance with governmental accounting standards</li> </ul>	<ul style="list-style-type: none"> <li>▪ The city receives an unmodified opinion from the external independent auditor</li> <li>▪ The city receives the Certificate of Achievement for Excellence in Financial Reporting from the GFOA</li> </ul>



Objectives	Initiatives	Performance Indicators
	<ul style="list-style-type: none"> <li>▪ Update other supplementary financial reports and statistics</li> </ul>	
Receive an unmodified opinion on the Schedule of Expenditures of Federal Awards and with no instances of material weaknesses, material noncompliance or material questioned costs for major federal awards	<ul style="list-style-type: none"> <li>▪ Contract with external independent audit firm</li> <li>▪ Prepare the Schedule of Expenditures of Federal Awards</li> <li>▪ Identify major programs to be tested each year</li> <li>▪ Schedule audits with departments</li> </ul>	<ul style="list-style-type: none"> <li>▪ The audit report has an unmodified opinion</li> <li>▪ There are no instances of material weaknesses, material noncompliance or material questioned costs</li> <li>▪ Report is filed timely with the Federal Audit Clearinghouse</li> <li>▪ City is designated a low-risk auditee</li> </ul>
Free Cash certified by October 31 <sup>st</sup>	<ul style="list-style-type: none"> <li>▪ File combined balance sheet with state</li> <li>▪ Calculate Free Cash</li> </ul>	<ul style="list-style-type: none"> <li>▪ Free Cash is appropriated and reported on the Tax Recap</li> </ul>
Schedule A is filed November 30 <sup>th</sup>	<ul style="list-style-type: none"> <li>▪ File Schedule A on Gateway by November 30<sup>th</sup></li> </ul>	<ul style="list-style-type: none"> <li>▪ The state approves Schedule A</li> </ul>
Certify WPS's End of Year Report filed with the DESE	<ul style="list-style-type: none"> <li>▪ Receive completed report from WPS</li> <li>▪ Review and reconcile to city books and records</li> </ul>	<ul style="list-style-type: none"> <li>▪ End of Year Report reconciles to the city books and is certified by the City Auditor</li> </ul>

**Goal 2: To deliver great customer service to city departments using the citywide accounts payable and payroll services.**

Objectives	Initiatives	Performance Indicators
Vendors are paid timely	<ul style="list-style-type: none"> <li>▪ Receive completed drafts of invoices for payment from departments on a daily basis</li> <li>▪ Establish pre-audit criteria to be performed on every invoice submitted for payment</li> <li>▪ Perform pre-audit of every invoice submitted for payment</li> <li>▪ Return any invoice failing pre-audit criteria</li> <li>▪ Maintain log of reoccurring errors</li> <li>▪ Promote ongoing training and feedback to departments</li> </ul>	<ul style="list-style-type: none"> <li>▪ 75% of invoices are paid within 45 days</li> <li>▪ 90% of invoices meet pre-audit criteria and are not returned for correction</li> </ul>
1099(s) are filed timely	<ul style="list-style-type: none"> <li>▪ Receive 1099 work file on January 1<sup>st</sup></li> <li>▪ Reconcile amounts reported to checks paid</li> <li>▪ Prepare appropriate form 1099 files</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1099s are issued to recipients on time</li> <li>▪ 1099s are filed with the IRS on time</li> </ul>
Employees are paid timely	<ul style="list-style-type: none"> <li>▪ Establish pre-audit criteria to be performed</li> <li>▪ Perform pre-audit procedures on every departments' payroll</li> <li>▪ Review all changes in employee records to approved forms</li> <li>▪ Provide assistance to departments</li> <li>▪ Validate retroactive payroll adjustments</li> <li>▪ Validate termination pay</li> <li>▪ Review city policies and collective bargaining agreements</li> <li>▪ Maintain record retention of approved payrolls</li> <li>▪ Review for proper use of payroll codes</li> </ul>	<ul style="list-style-type: none"> <li>▪ All employees on the payroll are authorized</li> <li>▪ Employees are paid timely</li> <li>▪ Retroactive payroll is correct</li> <li>▪ Historical records reflect correct pay status</li> </ul>

**Goal 3: To audit the books and records of all departments**

Objectives	Initiatives	Performance Indicators
Test departmental internal controls and procedures	<ul style="list-style-type: none"> <li>▪ Determine departments to undergo testing each year</li> <li>▪ Obtain written procedures from departments</li> <li>▪ Design the scope of testing to be performed by the external auditors and internally</li> <li>▪ Perform the audit tests</li> <li>▪ Maintain a written understanding of internal controls</li> </ul>	<ul style="list-style-type: none"> <li>▪ Management letter has no findings and recommendations</li> </ul>
Control accounts match the Treasurer's records	<ul style="list-style-type: none"> <li>▪ Obtain all general ledger reconciliations as of June 30<sup>th</sup> from the Treasury department and compare to the totals in the general ledger control accounts</li> <li>▪ Examine reconciliations for completion and that all reconciling items have been resolved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Treasurer's books match the control totals</li> <li>▪ No adjustments to Free Cash because of variances</li> </ul>
Transactions to be recorded are authorized, funded, within the current year, and supported by documentation.	<ul style="list-style-type: none"> <li>▪ Perform pre-audit on all expenditures including checks disbursed, payroll, interdepartmental charges, and other adjustments and confirm availability of appropriations</li> <li>▪ Maintain system funding restraints within each department's account setup to prevent payments from exceeding appropriations</li> <li>▪ Enforce the use of the encumbrance system</li> <li>▪ Follow up with departments whenever payments submitted exceed appropriations</li> <li>▪ Override software controls only when allowed and necessary</li> <li>▪ Set up new grant funds and accounts only with the approval of legislative body</li> <li>▪ Maintain a schedule of grants awarded and grants expended</li> <li>▪ Sign all construction contracts that require the certification of the funding</li> <li>▪ Maintain the schedule of loan orders authorized and unissued</li> <li>▪ Record authorized budget and appropriation transfers</li> </ul>	<ul style="list-style-type: none"> <li>▪ There are no instances of expenditures exceeding appropriations at year end</li> </ul>

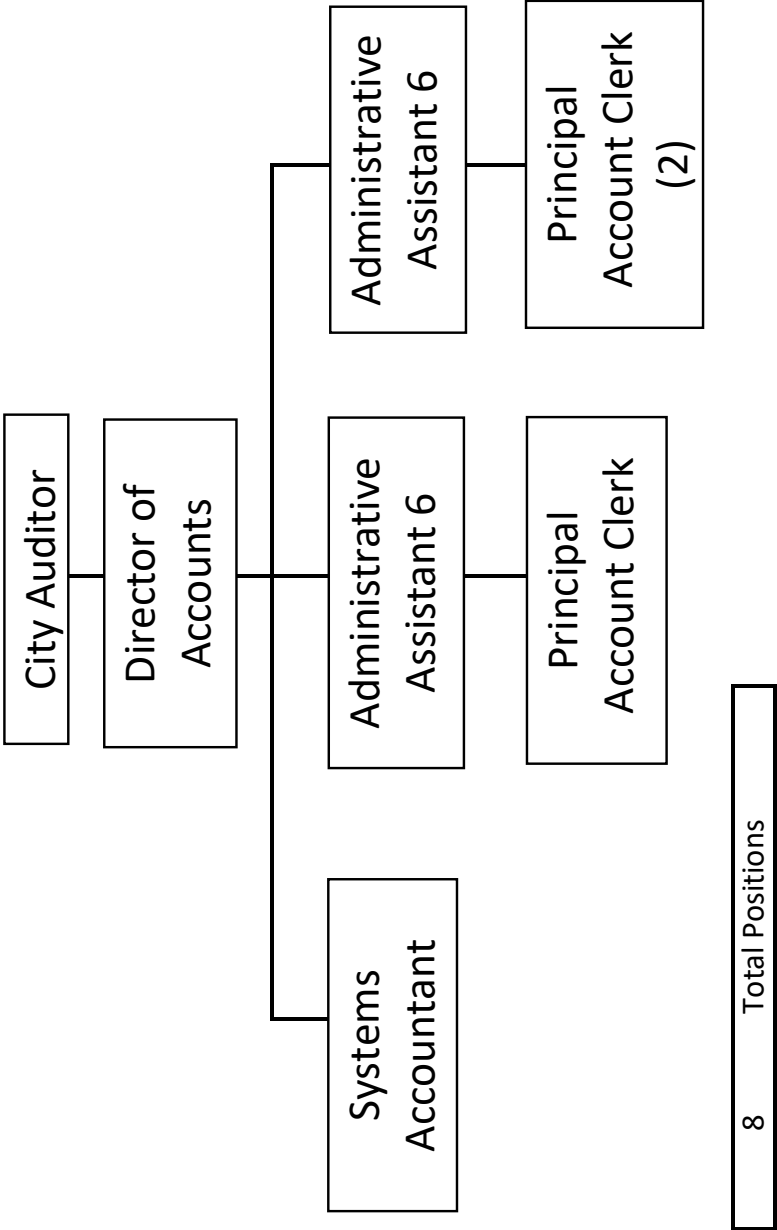
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 525,704.83	\$ 529,135.00	\$ 373,033.16	\$ 537,961.00
Overtime	2,203.61	3,000.00	3,309.75	3,000.00
Ordinary Maintenance	90,062.39	91,735.00	63,095.66	91,735.00
<b>Total</b>	<b>\$ 617,970.83</b>	<b>\$ 623,870.00</b>	<b>\$ 439,438.57</b>	<b>\$ 632,696.00</b>
<b>Total Positions</b>	8	8	8	8

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$632,696 which is an increase of \$8,826 from the Fiscal 2021 amount of \$623,870. The salary increase is due to step increases for employees that are not at maximum pay, EM Incentive pay, and a regrade to the Director of Accounts wages.

# AUDITING DEPARTMENT ORGANIZATIONAL CHART



**ROBERT V. STEARNS, CITY AUDITOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****AUDITING - DEPARTMENT #650**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT
1	\$ 137,871.00	56EM	CITY AUDITOR	1	\$ 137,871.00
0	-	45M	DIRECTOR OF ACCOUNTS	1	93,668.00
1	90,286.00	44M	DIRECTOR OF ACCOUNTS	0	-
1	70,679.00	38	SYSTEMS ACCOUNT	1	70,679.00
2	114,762.00	33	ADMINISTRATIVE ASSISTANT 6	2	116,828.00
3	146,302.00	28	PRINCIPAL ACCOUNT CLERK	3	148,019.00
8	\$ 559,900.00		REGULAR SALARIES	8	\$ 567,065.00
	768.00		CONTRACTUAL STIPENDS AND EXTRAS		765.00
	3,233.00		EM INCENTIVE PAY		5,471.00
	(300.00)		VACANCY FACTOR		(300.00)
8	\$ 563,601.00		TOTAL SALARIES	8	\$ 573,001.00
	(1,394.00)		FUNDING SOURCES:		(1,417.00)
	(13,727.00)		CREDIT FROM GOLF COURSE		(13,956.00)
	(19,345.00)		CREDIT FROM SEWER		(19,667.00)
	(34,466.00)		CREDIT FROM WATER		(35,040.00)
			TOTAL FUNDING SOURCES		
8	\$ 529,135.00	650-91000	TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 537,961.00
	3,000.00		OVERTIME		3,000.00
	3,000.00	650-97000	TOTAL RECOMMENDED OVERTIME		3,000.00
	\$ 2,500.00		LEASES & RENTALS		\$ 2,940.00
	1,100.00		TELEPHONE		1,100.00
	1,500.00		MAINTENANCE SYSTEM SOFTWARE		1,500.00
	81,200.00		CONSULTANT- AUDIT		80,760.00
	3,100.00		OFFICE SUPPLIES		3,100.00
	800.00		COPY PAPER		800.00
	1,000.00		HARDWARE DEVICES		1,000.00
	2,100.00		OTHER CHARGES & EXPENDITURES		2,100.00
	\$ 93,300.00		TOTAL ORDINARY MAINTENANCE		\$ 93,300.00
	(39.00)		FUNDING SOURCES:		(39.00)
	(568.00)		CREDIT FROM GOLF COURSE		(568.00)
	(958.00)		CREDIT FROM SEWER		(958.00)
	(1,565.00)		CREDIT FROM WATER		(1,565.00)
			TOTAL FUNDING SOURCES		
	\$ 91,735.00	650-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 91,735.00
	\$ 623,870.00		TOTAL RECOMMENDED TAX LEVY		\$ 632,696.00

## CONTRIBUTORY PENSIONS

---

### Lisa M. Poske, Executive Secretary

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

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Fringe Benefits	\$ 29,751,387.45	\$ 31,880,419.00	\$ 32,013,796.48	\$ 33,526,380.00
<b>Total</b>	<b>\$ 29,751,387.45</b>	<b>\$ 31,880,419.00</b>	<b>\$ 32,013,796.48</b>	<b>33,526,380.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$33,526,380, which is an increase of \$1,645,961 from the Fiscal 2021 amount of \$31,880,419.

**LISA M. POSKE, EXECUTIVE SECRETARY****CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2022****CONTRIBUTORY PENSIONS- DEPARTMENT #161**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
<u>\$ 35,709,316.00</u>	CONTRIBUTORY PENSIONS	<u>\$ 37,825,598.00</u>
<u>\$ 35,709,316.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 37,825,598.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (55,774.00)	CREDIT FROM GOLF	\$ (59,416.00)
(1,567,251.00)	CREDIT FROM SEWER	(1,660,313.00)
(2,069,414.00)	CREDIT FROM WATER	(2,207,555.00)
(12,556.00)	CREDIT FROM FINANCE GRANTS	(9,768.00)
(88,603.00)	CREDIT FROM ECONOMIC DEVELOPMENT GRANTS	(115,249.00)
(23,442.00)	CREDIT FROM CABLE SERVICES	(23,785.00)
(99,177.00)	CREDIT FROM HEALTH DEPARTMENT GRANTS	(92,018.00)
(13,745.00)	CREDIT FROM ELDER AFFAIRS GRANTS	(13,551.00)
(27,951.00)	CREDIT FROM MASSHIRE CENTRAL REGION WORKFORCE BOARD	(27,934.00)
(94,945.00)	CREDIT FROM WORKFORCE CAREER CENTER	(89,629.00)
<u>\$ (4,052,858.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (4,299,218.00)</u>
<u>\$ 31,656,458.00</u>	<b>161-96000 TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 33,526,380.00</u>

**LISA M. POSKE, EXECUTIVE SECRETARY**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**CONTRIBUTORY PENSIONS- DEPARTMENT #161**

**EARLY RETIREMENT COSTS**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ 439,782.00	EARLY RETIREMENT CONTRIBUTIONS- FY11	\$ -
<u>\$ 439,782.00</u>	TOTAL FRINGE BENEFITS	<u>\$ -</u>
	<u>FUNDING SOURCES:</u>	
\$ (20,463.00)	CREDIT FROM AIRPORT	\$ -
(92.00)	CREDIT FROM GOLF	-
(65,778.00)	CREDIT FROM SEWER	-
(129,488.00)	CREDIT FROM WATER	-
<u>\$ (215,821.00)</u>	TOTAL FUNDING SOURCES	<u>\$ -</u>
<u>\$ 223,961.00</u>	<b>161-96000 TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ -</u>





This Page is Intentionally Left Blank

## NON-CONTRIBUTORY PENSIONS

### Lisa M. Poske, Executive Secretary

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

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

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Budget for</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Fringe Benefits	\$ 22,147.70	\$ 25,981.00	\$ -	\$ -
<b>Total</b>	<b>\$ 22,147.70</b>	<b>\$ 25,981.00</b>	<b>\$ -</b>	<b>\$ -</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is requires no funding due to retiree obligations being met.

**LISA M. POSKE, EXECUTIVE SECRETARY**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**NON-CONTRIBUTORY PENSIONS- DEPARTMENT #162**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ 25,981.00	NON-CONTRIBUTORY PENSIONS	\$ -
\$ 25,981.00	<b>162-96000</b> TOTAL RECOMMENDED FRINGE BENEFITS	\$ -
<hr/>		
\$ 25,981.00	TOTAL RECOMMENDED TAX LEVY	\$ -

## CITY COUNCIL

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

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

**Councilor-At-Large Morris A. Bergman**  
**Councilor-At-Large Donna M. Colorio**  
**Councilor-At-Large Khrystian E. King**  
**Councilor-At-Large Gary Rosen**  
**Councilor-At-Large Kathleen M. Toomey**

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

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 360,463.68	\$ 423,952.00	\$ 275,471.55	\$ 429,578.00
Ordinary Maintenance	24,169.32	24,259.00	6,298.48	24,259.00
<b>Total</b>	<b>\$ 384,633.00</b>	<b>\$ 448,211.00</b>	<b>\$ 281,770.03</b>	<b>\$ 453,837.00</b>
<b>Total Positions</b>	12	12	12	12

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$453,837 which is an increase of \$5,626 from the Fiscal 2021 amount of \$448,211. This increase is due to projected salary increases for the Mayor and the City Councilors for six months in Fiscal 2022 and a step increase for one staff member.

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**  
**CITY COUNCIL- DEPARTMENT #010**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 38,544.00	FL	MAYOR	1	\$ 38,929.00
10	328,760.00	FL	COUNCILOR	10	332,040.00
1	56,648.00	40	CHIEF OF STAFF, CITY COUNCIL	1	58,609.00
<u>12</u>	<u>\$ 423,952.00</u>	<b>010-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>12</u>	<u>\$ 429,578.00</u>
	\$ 10,100.00		TELEPHONE		\$ 10,100.00
	4,242.00		NEWSPAPER ADVERTISING		4,242.00
	1,500.00		PRINTING		1,500.00
	500.00		MAINTENANCE SYSTEM SOFTWARE		500.00
	607.00		TRANSLATION/INTERPRETATION		607.00
	1,400.00		OFFICE SUPPLIES		1,400.00
	500.00		OTHER SUPPLIES		500.00
	2,700.00		PRINTING SUPPLIES		2,700.00
	1,010.00		COPY PAPER		1,010.00
	1,700.00		HARDWARE/DEVICES		1,700.00
	<u>\$ 24,259.00</u>	<b>010-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 24,259.00</u>
	<u>\$ 448,211.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 453,837.00</u>

## MAYOR

---

### Joseph M. Petty, Mayor

City Hall- Room 305

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1153

### Department Allocation Summary

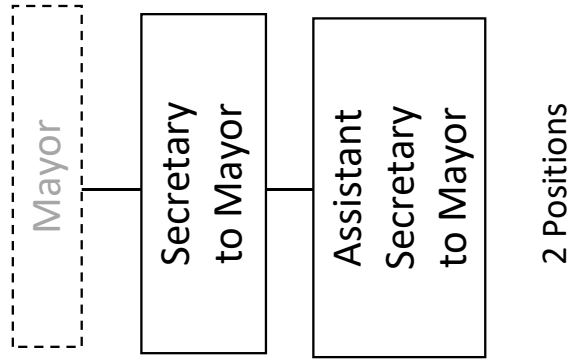
	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 136,952.64	\$ 138,749.00	\$ 99,940.80	\$ 143,676.00
Ordinary Maintenance	9,323.29	10,100.00	4,342.98	10,100.00
<b>Total</b>	<b>\$ 146,275.93</b>	<b>\$ 148,849.00</b>	<b>\$ 104,283.78</b>	<b>\$ 153,776.00</b>
<b>Total Positions</b>	2	2	2	2

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$153,776 which is an increase of \$4,927 from the Fiscal 2021 amount of \$148,849. This is due to step increases to both positions.

# MAYOR

## ORGANIZATIONAL CHART



**JOSEPH M. PETTY, MAYOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022  
OFFICE OF THE MAYOR- DEPARTMENT #030**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 74,271.00	41	SECRETARY TO MAYOR	1	\$ 76,943.00
1	64,478.00	40	ASSISTANT SECRETARY TO MAYOR	1	66,733.00
<u>2</u>	<u>\$ 138,749.00</u>	<b>030-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>2</u>	<u>\$ 143,676.00</u>
	\$ 3,000.00		LEASES & RENTALS		\$ 3,000.00
	2,700.00		PRINTING		2,700.00
	3,600.00		OFFICE SUPPLIES		3,600.00
	300.00		COPY PAPER		300.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	<u>\$ 10,100.00</u>	<b>030-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 10,100.00</u>
	<u>\$ 148,849.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 153,776.00</u>





This Page is Intentionally Left Blank

## CITY CLERK

---

### Nikolin Vangjeli, City Clerk

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

### Mission

The mission of the City Clerk's office is to accept, file, record, and maintain all municipal records. The City Clerk publishes the agenda for all City Council meetings, records all Council actions, and compiles the minutes of Council meetings. The Department also maintains the City Council document system database and publishes all ordinances and amended ordinances on an annual basis. The Clerk, when requested, attests to the validity of City records. These include records of birth, marriage, death, residency, ordinances, City Council actions, voter and business registration and many others.

### Vision

Provide exceptional levels of service to the needs of our broad and diverse citizenry, elected City officials, and new or modified legal mandates at the local, state, and federal levels through innovation, expertise and a cooperative spirit.

### Departmental Goals

1. Operational Excellence and Efficiency
2. Legal Compliance
3. Customer Service

### Goal 1: Operational Excellence and Efficiency

Objective	Initiative	Performance Indicator
Improve City Clerk staffing levels to accommodate virtual meetings, and support active public participation	Perform a customer service level gap analysis.	Onboard new staff member to focus on gap analysis findings.
Design more streamlined organizational structure to provide clear direction to staff of roles, and responsibilities.	Revise organizational structure.	Publish revised org chart to city departments.
Re-evaluate and set clear job function, responsibilities and duties of present and future staff.	Review and update departmental job descriptions based on current and future needs.	100% of current job descriptions revised.
Improve staff retention rate.	Create schedule of team building activities and departmental meetings.	Conduct at least 1 meeting and team building activity per quarter.

**Goal 2: Legal Compliance**

Objective	Initiative	Performance Indicator
Create a City of Worcester archive division	<ul style="list-style-type: none"> <li>▪ Archive and Preservation Commission</li> <li>▪ Archive and Preservation Division</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publish commission charter/mission statement and member list to all city departments</li> <li>▪ Open job requisitions with roles and responsibilities descriptions for all job titles</li> </ul>

**Goal 3: Customer Service**

Objective	Initiative	Performance Indicator
Improve Access to City Council Meetings	To review, create and/or strengthen policies and laws that address the current and future needs of Worcester residents, businesses and organizations	Publish list of revised policies, laws, and procedures.

**Goal 4: Increase accessibility, public awareness, and knowledge of city council process**

Objective	Initiative	Performance Indicator
Initiate public awareness campaign	Work with the Cable Service Division to create city council informational videos	Reach 15k total views on informational videos

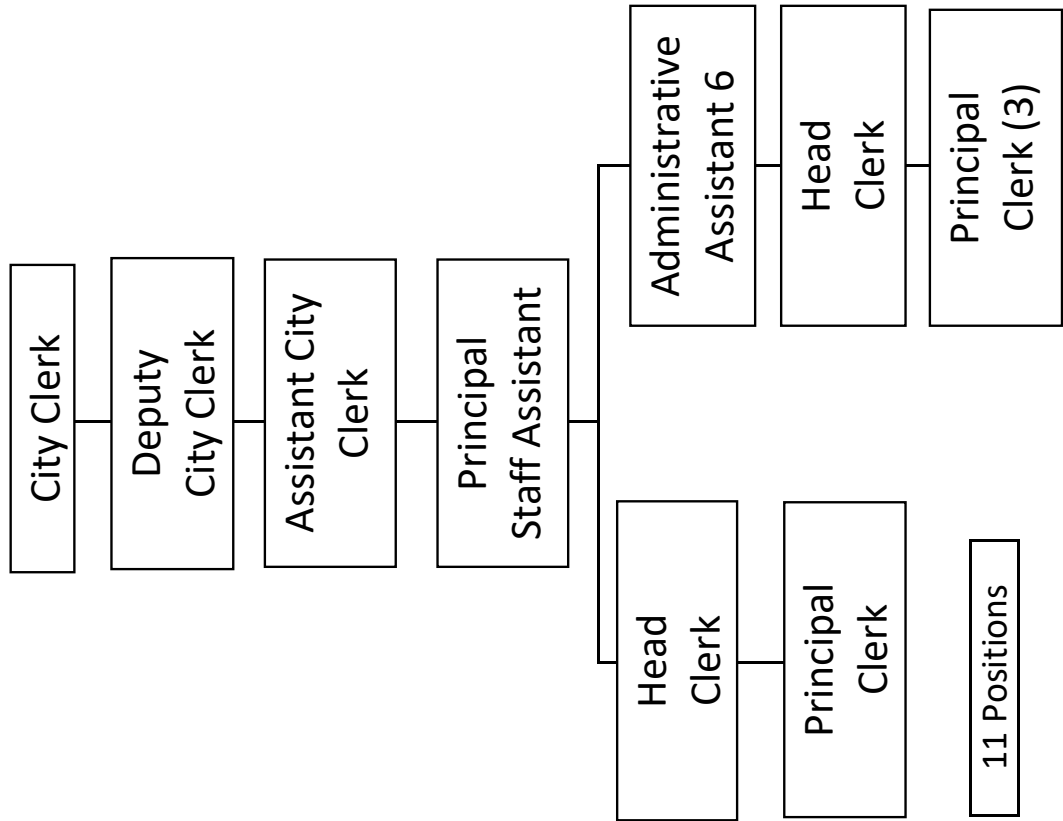
**Department Allocation Summary**

	<b>Actual</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 636,632.37	\$ 589,617.00	463,782.01	\$ 694,296.00
Overtime	589.26	1,000.00	-	1,000.00
Ordinary Maintenance	61,767.27	54,700.00	32,713.83	54,700.00
<b>Total</b>	<b>\$ 698,988.90</b>	<b>\$ 645,317.00</b>	<b>\$ 496,495.84</b>	<b>\$ 749,996.00</b>
<b>Total Positions</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>11</b>

**Operating Budget Highlights**

The tax levy budget for Fiscal 2022 is recommended to be \$749,996.00, which is an increase of \$104,679.00 from the Fiscal 2021 amount of \$645,317.00. The salary increase is due to adding a new Assistant City Clerk position and step increases for other employees. This position will help build capacity for committee work and the hosting of virtual committee meetings.

# CITY CLERK DEPARTMENT ORGANIZATIONAL CHART



**NIKOLIN VANGJELI, CITY CLERK****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****CITY CLERK DEPARTMENT****CITY CLERK DIVISION #100**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 130,000.00	56EM	CITY CLERK	1	\$ 130,000.00
1	110,423.00	50EM	DEPUTY CITY CLERK	1	109,996.00
0	-	45M	ASSISTANT CITY CLERK	1	71,264.00
1	60,255.00	40M	PRINCIPAL STAFF ASSISTANT	1	62,160.00
1	56,488.00	33	ADMINISTRATIVE ASSISTANT 6	1	58,305.00
2	92,869.00	30	HEAD CLERK	2	95,043.00
4	140,832.00	27	PRINCIPAL CLERK	4	165,350.00
10	\$ 590,867.00		TOTAL SALARIES	11	\$ 692,118.00
	-		EM INCENTIVE PAY		4,828.00
	4,000.00		STIPENDS - CITY CLERK, CLERK OF THE CITY COUNCIL		4,000.00
	(5,250.00)		VACANCY FACTOR		(6,650.00)
10	\$ 589,617.00	100-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	11	\$ 694,296.00
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	\$ 1,000.00	100-97000	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 1,000.00
	\$ 26,000.00		LEASES & RENTALS		\$ 26,000.00
	-		HIRE SERVICES		-
	600.00		TELEPHONE		600.00
	20,500.00		PRINTING		20,500.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	300.00		MAINTENANCE/REPAIR EQUIPMENT		300.00
	200.00		MEMBERSHIP DUES		200.00
	2,800.00		OFFICE SUPPLIES		2,800.00
	3,000.00		PRINTING SUPPLIES		3,000.00
	500.00		HARDWARE/DEVICES		500.00
	300.00		TRAVELING		300.00
	1,800.00		LICENSES		1,800.00
	3,700.00		OTHER CHARGES & EXPENDITURES		3,700.00
	\$ 60,700.00		TOTAL ORDINARY MAINTENANCE		\$ 60,700.00
	\$ (6,000.00)		<u>FUNDING SOURCES:</u> PRESERVATION GRANT		\$ (6,000.00)
	\$ (6,000.00)		TOTAL FUNDING SOURCES		\$ (6,000.00)
	\$ 54,700.00	100-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 54,700.00
	\$ 645,317.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 749,996.00

## ELECTIONS

---

### Nikolin Vangjeli– City Clerk

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

#### Mission:

The City Clerk provides operational and administrative support to the Board of Election Commissioners and is the City's primary election and voter registration official. The City Clerk provides appropriate forms for those registering to vote, maintains the official voter registration records for Worcester, and other duties defined in the City Charter and Mass. General Laws. The official voter registration records allow the City Clerk to provide an accurate list of voters to each polling place.

#### Vision:

Ensure the fair and honest conduct of Municipal, State, and Federal elections through the compliance with all applicable municipal, state, and federal elections laws and regulations and a secure, modern, and accessible voting infrastructure.

#### Departmental Goals:

1. Maintain an accurate and up-to-date voter registry
2. Recruit and train poll workers adequately to fulfill duties and provide excellent customer service to voters
3. Increase accessibility, public awareness, and knowledge of the electoral process
4. Leverage technology to improve the efficiency of Election Day

#### Goal 1: Maintain an accurate and up-to-date voter registry

Objective	Initiative	Performance Indicator
To provide all Worcester residents the opportunity to register to vote	Offer voter registration drives in the community and public high schools	Reach 1,000 pre-registrations in the high schools and 4,000 new registered voters
To offer absentee voting to all qualified voters of the City of Worcester who request this service.	Offer the opportunity to request absentee ballot applications thru the mail or in person.	2,000 voters through absentee ballots.
To provide information to the public regarding the administration of elections in Worcester	Work with the Cable Services Division to create election informational videos	Reach 15k total views on informational videos

**Goal 2: Recruit and train poll workers adequately to fulfill duties and provide excellent customer service to voters**

Objective	Initiative	Performance Indicator
Poll worker recruitment	<ul style="list-style-type: none"> <li>▪ Work with the political parties to select names of poll workers for Election Day.</li> <li>▪ Offer an online poll worker application portal</li> <li>▪ Select poll workers that are bilingual to offer translation services on election day</li> </ul>	<ul style="list-style-type: none"> <li>▪ Launch the application portal 6 months before Election Day</li> <li>▪ Staff 1 or more bilingual translators per polling location</li> </ul>
Open all polling places on time on Election Day	Work with the DPW- Parks Department to set up polling places in accordance with state regulations	Open at least 100% of all polling locations on time
Train poll workers on all Election Day procedures	Offer an online training portal to reach 100% training attendance	At least 50% of pool workers trained using the portal
Deliver precinct manuals on Election Day	Procedures and actions are supplied to all precinct workers	Number of manuals distributed

**Goal 3 – Increase accessibility, public awareness, and knowledge of the electoral process**

Objective	Initiative	Performance Indicator
Initiate public awareness campaign	Work with the Cable Services Division to create election informational videos	Reach 15k total views on informational videos
To provide information about the requirements, procedures, and codes governing campaign finance reporting	Works with OCPF to provide candidate trainings and guides.	Schedule 3 OCPF virtual training sessions

**Goal 4 – Leverage technology to improve the efficiency of Election Day**

Objective	Initiative	Performance Indicator
Utilize electronic poll books.	Train poll workers to use electronic poll books for inactive voter procedure and voter lookup on Election Day	100% use of poll pads on Election Day
Ensure the programming of ballots is designed in a timely manner to permit voters to cast and mail ballots to the Election Office before the voting deadline for each election.	Work with vendors to properly plan delivery of ballots and programing of voter tabulators.	Deliver ballots to absentee voters 3 weeks before election day and program voting machines two weeks before election day for testing.

### Department Allocation Summary

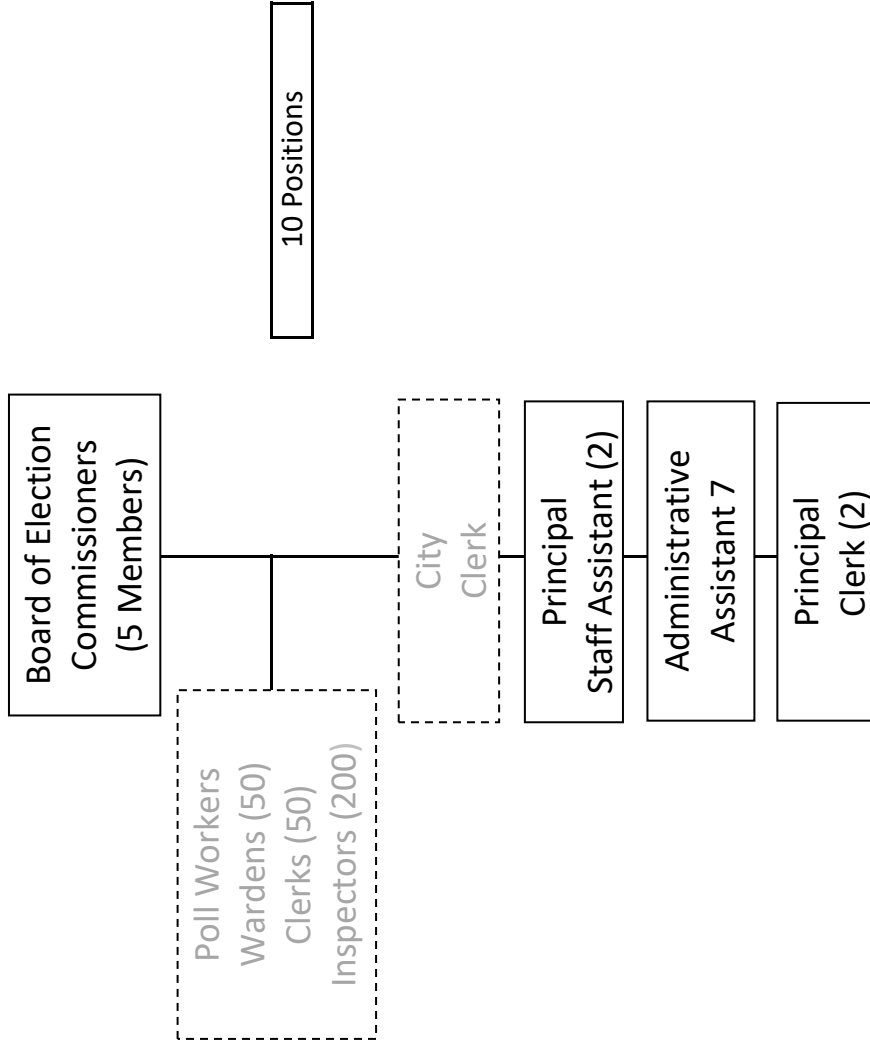
	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 750,425.23	\$ 593,086.00	541,033.90	\$ 649,746.00
Overtime	9,675.48	-	786.72	4,000.00
Ordinary Maintenance	144,310.61	145,925.00	117,428.00	145,925.00
Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 904,411.32</b>	<b>\$ 739,011.00</b>	<b>\$ 659,248.62</b>	<b>\$ 799,671.00</b>
Total Positions	9	10	10	10

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$799,671, which is an increase of \$60,660 from the Fiscal 2021 amount of \$739,011. The increase is due to the fact that the city will not be receiving \$50,000 in state reimbursements because the state only reimburses the city for state elections. Municipal elections are not eligible for state reimbursement. The increase is also due to staff step increases and an addition of \$4,000 to the overtime budget.



# ELECTIONS DEPARTMENT ORGANIZATIONAL CHART



**NIKOLIN VANGJELI, CITY CLERK****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****CITY CLERK DEPARTMENT****ELECTIONS DIVISION #150**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
5	\$ 4,500.00	FL	ELECTION COMMISSIONER	5	\$ 4,500.00
2	129,891.00	40M	PRINCIPAL STAFF ASSISTANT	2	136,555.00
1	63,309.00	35	ADMINISTRATIVE ASSISTANT 7	1	63,309.00
2	84,366.00	27	PRINCIPAL CLERK	2	84,362.00
10	\$ 282,066.00		REGULAR SALARIES	10	\$ 288,726.00
	362,020.00		MISCELLANEOUS SALARIES		362,020.00
	(1,000.00)		VACANCY FACTOR		(1,000.00)
10	\$ 643,086.00		TOTAL SALARIES	10	\$ 649,746.00
	(50,000.00)		FUNDING SOURCES:		-
	(50,000.00)		STATE REIMBURSEMENTS FOR STATEWIDE ELECTION		-
			TOTAL FUNDING SOURCES		-
10	\$ 593,086.00	150-91000	TOTAL RECOMMENDED PERSONAL SERVICES	10	\$ 649,746.00
	\$ -		OVERTIME		\$ 4,000.00
	\$ -	150-97000	TOTAL RECOMMENDED OVERTIME		\$ 4,000.00
	\$ 21,200.00		LEASES & RENTALS		\$ 21,200.00
	4,200.00		TELEPHONE		4,200.00
	44,000.00		POSTAGE		44,000.00
	31,350.00		PRINTING		31,350.00
	30,000.00		MAINTENANCE SYSTEM SOFTWARE		30,000.00
	2,500.00		OFFICE SUPPLIES		2,500.00
	2,300.00		OTHER SUPPLIES		2,300.00
	5,650.00		PRINTING SUPPLIES		5,650.00
	1,000.00		COPY PAPER		1,000.00
	3,725.00		OTHER CHARGES & EXPENDITURES		3,725.00
	\$ 145,925.00	150-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 145,925.00
	\$ 739,011.00		TOTAL RECOMMENDED TAX LEVY		\$ 799,671.00



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

## EXECUTIVE OFFICE OF THE CITY MANAGER

### Edward M. Augustus, Jr., City Manager

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

#### Mission:

To provide efficient, effective, and equitable municipal leadership to the residents and departments of Worcester in a customer friendly, transparent, and inclusive environment.

#### Vision:

To be provide customer friendly, nimble, modern-innovative, and accessible city services.

#### Departmental Goals:

1. Ensure successful completion of departmental initiatives.
2. Execute the reorganization of Energy and Asset Management.
3. Create a more data-driven smart organization (Innovation)
4. To provide the residents of Worcester with innovative and transparent access to their government through video programming on the government access channel as well as online and social platforms (Cable Services)
5. To activate the City of Worcester Cultural Plan, in partnership with the Worcester Cultural Coalition, support equal access to arts and culture for all throughout the city and to execute the programs and administer the affairs of the Worcester Arts Council as established and authorized under these ordinances. (Cultural)

#### Goal 1: Ensure successful completion of departmental initiatives.

Objectives	Initiatives	Performance Indicators
Expand Clean City program	<ul style="list-style-type: none"> <li>▪ Create four additional staff for expanded clean ups in neighborhoods, on/off ramps, street islands and more.</li> <li>▪ Expand Quality of Life team with two additional staff: East and West side teams.</li> <li>▪ Provide new bigger bins with lids to every residential property</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of recycle bins distributed</li> <li>▪ Percentage of tonnage collected by program.</li> </ul>
Coordinate in collaboration with the office of Diversity and Inclusion the implementation of Executive Order and recommendations	<ul style="list-style-type: none"> <li>▪ Review requests for proposals for equity audit and provide feedback and guidance on selection</li> <li>▪ Establish monthly meetings for the development of the Schools safety plan.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of proposals received</li> </ul>

#### Goal 2: Execute the reorganization of Energy and Asset Management.

Split Energy and Asset Management into 2 departments; Office of Sustainability and Department of Public Facilities	<ul style="list-style-type: none"> <li>▪ Hire a talented Chief of Public facilities</li> <li>▪ Move Blue Space into Sustainability</li> <li>▪ Move Architectural Services to Public Facilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of applicants</li> </ul>
--	---	--

**Goal 3: Create a more data-driven smart organization (Innovation)**

Objectives	Initiatives	Performance Indicators
Develop a performance management system	Establish bi-weekly meetings to discuss departmental development plan measures	Number of meetings by department
Identify innovative projects that increase efficiency in the workplace	Analyze departmental measures to identify areas for continuous improvement	Number of innovative projects completed and dollars saved

**Goal 4: To provide the residents of Worcester with innovative and transparent access to their government through video programming on the government access channel as well as online and social platforms (Cable Services)**

Objectives	Initiatives	Performance Indicators
Produce high quality video productions	Replace microphone system in Howland Chamber	New microphone system installed and functioning
Increase accessibility of government videos	Implement Closed-captioning on live programming	Closed and/or Open captioning on 25% of government access programming
Utilize new and innovative equipment to accommodate COVID-19 safety for a return to in-person meetings	Install networked cameras and broadcast systems into remote meeting spaces, reducing the amount of staff required to attend in person	Increase number of in-person meeting coverage

**Goal 5: To activate the City of Worcester Cultural Plan, in partnership with the Worcester Cultural Coalition, support equal access to arts and culture for all throughout the city and to execute the programs and administer the affairs of the Worcester Arts Council as established and authorized under these ordinances. (Cultural)**

Objectives	Initiatives	Performance Indicators
Public events: Identify and activate existing neighborhood nodes that are gathering place for our wide range of geographically and ethnically based communities.	Partner with Parks, Youth Opportunities division and NGOs to promote safe, creative community engagement in the neighborhoods and downtown Worcester	Collaborate with partners on the activation of events in the neighborhoods
Foster cultural and creative expression, <u>for all</u> residents while providing equitable opportunities and access to resources via the Worcester Arts Council	Worcester Arts Council administration of a robust, equitable grant making program, committed to arts and culture for all	Increase the number of fellowships and programming grants to grantees who have never applied in the past.
Infuse the city with attractive, accessible public spaces that incorporate and support multiple and diverse forms of mobility, ways of life, and creative expressions.	Complete the installation of Public Art commissioned by the city in FY19 and expand Worcester's municipal Public Art program	Install Main Street Reimagined, wayfinding and Abby Kelley Foster installations and initiate new public art initiatives.
Expand outreach to promote cultural activities and engagement	Market and Promote the cultural activities, resources and events to the general public, city departments and divisions	<ul style="list-style-type: none"> <li>▪ 25 bi weekly Arts and Culture e-newsletters</li> <li>▪ Increase by 10% social media recipients</li> </ul>

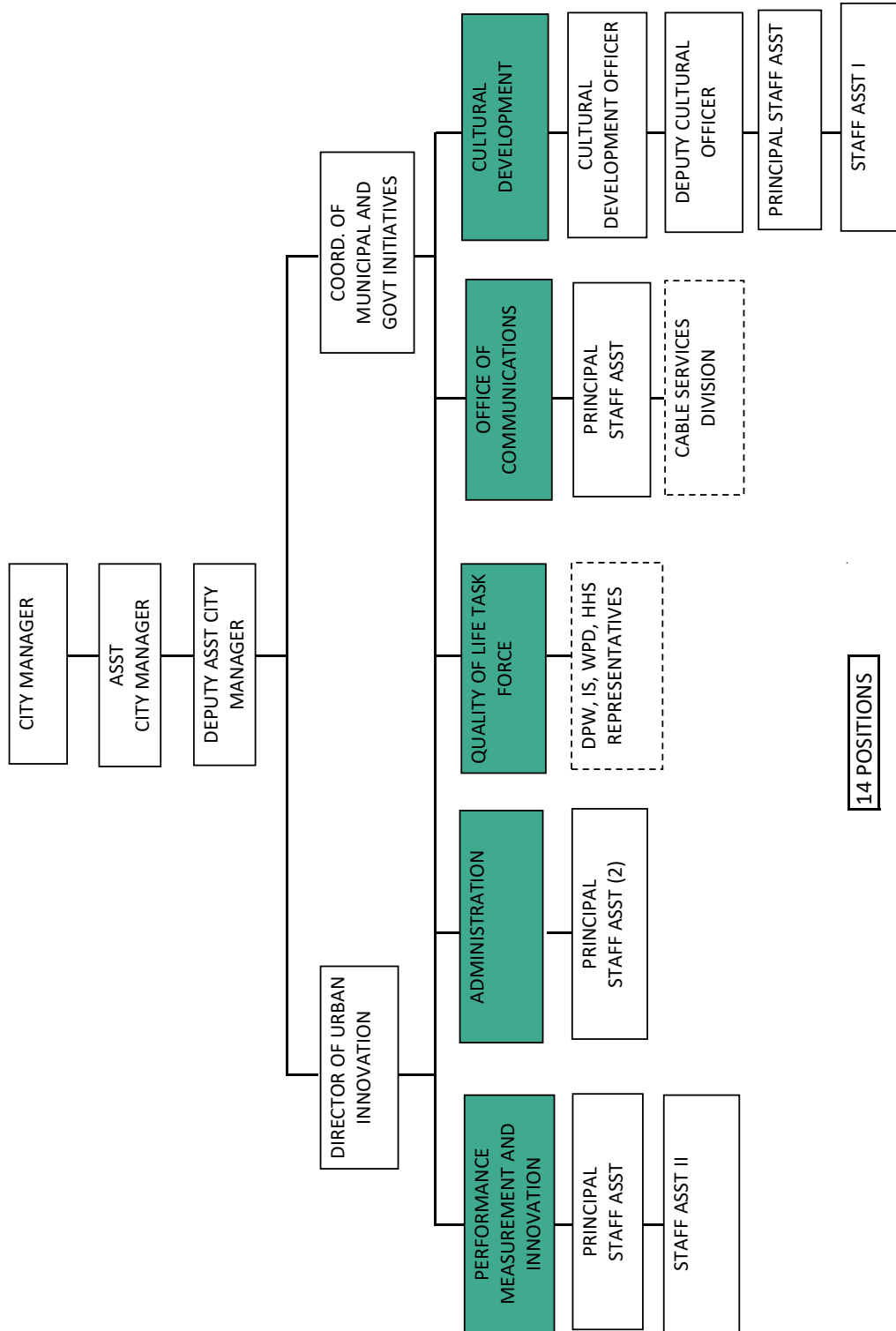
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 1,396,667.08	\$ 1,426,920.00	\$ 1,011,271.59	\$ 1,403,852.00
Overtime	1,825.19	-	-	-
Ordinary Maintenance	200,562.39	232,900.00	93,346.60	252,900.00
Capital Outlay	37,384.00	-	-	-
<b>Total</b>	<b>\$ 1,636,438.66</b>	<b>\$ 1,659,820.00</b>	<b>\$ 1,104,618.19</b>	<b>\$ 1,656,752.00</b>
<b>Total Positions</b>	10	14	14	14

### Operating Budget Highlights

The Fiscal 2022 operating budget for the Executive Office of the City Manager is recommended to be \$1,656,752, which is a decrease of \$3,068 from Fiscal 2021 amount of \$1,659,820. The decrease in Fiscal 2022 is due to open positions filled at a lower pay grade. The Cultural Development Division had one regrade of a position from a Staff Assistant I to a Staff Assistant II. This was due to added roles within the department. Ordinary maintenance increased by \$20,000 for Consultant Services.

# EXECUTIVE OFFICE OF THE CITY MANAGER



**14 POSITIONS**

**EDWARD M. AUGUSTUS JR., CITY MANAGER****CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2022****THE EXECUTIVE OFFICE OF THE CITY MANAGER****DIVISION OF ADMINISTRATION- DIVISION #040**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
<b>EXECUTIVE OFFICE OF CITY MANAGER</b>					
1	\$ 218,428.00	FL	CITY MANAGER	1	\$ 218,428.00
1	171,509.00	58CM	ASSISTANT CITY MANAGER	1	171,509.00
1	124,524.00	50EM	DEPUTY ASST CITY MANAGER	1	124,524.00
1	104,400.00	47EM	COORD. OF MUNICIPAL & INTERGOVERNMENTAL INITIATIVES	1	104,400.00
3	231,394.00	40M	PRINCIPAL STAFF ASSISTANT	3	208,851.00
7	\$ 850,255.00		TOTAL REGULAR SALARIES	7	\$ 827,712.00
	\$ 850,255.00		<b>TOTAL PERSONAL SERVICES- ADMINISTRATION OFFICE</b>		\$ 827,712.00
<hr/>					
1	\$ 93,668.00	45M	CULTURAL DEVELOPMENT OFFICER	1	\$ 93,668.00
1	76,505.00	42M	DEPUTY CULTURAL OFFICER	1	64,102.00
1	74,327.00	40M	PRINCIPAL STAFF ASSISTANT	1	76,799.00
	-	35	STAFF ASSISTANT II	1	57,942.00
1	49,854.00	32	STAFF ASSISTANT I	0	-
4	294,354.00		TOTAL REGULAR SALARIES	4	\$ 292,511.00
	\$ 294,354.00		<b>TOTAL PERSONAL SERVICES- CULTURAL DEVELOPMENT</b>		\$ 292,511.00
<hr/>					
1	\$ 104,400.00	47EM	DIRECTOR OF URBAN INNOVATION	1	\$ 104,400.00
1	72,972.00	40M	PRINCIPAL STAFF ASSISTANT	1	60,010.00
1	56,892.00	35	STAFF ASSISTANT II	1	58,972.00
3	234,264.00		TOTAL REGULAR SALARIES	3	\$ 223,382.00
	\$ 234,264.00		<b>TOTAL PERSONAL SERVICES- URBAN INNOVATION</b>		\$ 223,382.00
<hr/>					
	(5,000.00)		VACANCY FACTOR		(5,000.00)
	\$ 19,500.00		RETIREMENT FUND		\$ 26,000.00
	7,000.00		DISABILITY AND LIFE INSURANCE EXPENSES		7,000.00
	15,600.00		AUTOMOBILE REIMBURSEMENT		15,600.00
	20,000.00		WORCESTER CULTURAL COALITION STIPEND		20,000.00
	\$ 62,100.00		TOTAL STIPENDS		\$ 68,600.00
	\$ 13,437.00		EM INCENTIVE PAY		\$ 19,137.00
	\$ 1,449,410.00		<b>TOTAL SALARIES</b>		\$ 1,426,342.00
<hr/>					
	\$ (2,490.00)		<b>FUNDING SOURCES:</b>		\$ (2,490.00)
	(20,000.00)		CABLE REVENUES		(20,000.00)
	\$ (22,490.00)		WORCESTER CULTURAL COALITION REVENUES		(22,490.00)
			TOTAL FUNDING SOURCES		\$ (22,490.00)
14	\$ 1,426,920.00	<b>040-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	14	\$ 1,403,852.00
<hr/>					
	\$ 8,000.00		LEASES AND RENTALS		\$ 8,000.00
	7,500.00		SPECIAL POLICE		7,500.00
	11,500.00		TELEPHONE		11,500.00
	2,300.00		POSTAGE		2,300.00
	500.00		NETWORK, HARDWARE, SOFTWARE		500.00
	36,100.00		OTHER PERSONAL SERVICES		36,100.00
	300.00		NEWSPAPER ADVERTISING		300.00
	3,000.00		REGISTRATION FEES		3,000.00
	700.00		WATER		700.00
	6,000.00		PRINTING		6,000.00
	2,500.00		MAINTENANCE SYSTEM SOFTWARE		2,500.00
	-		CONSULTANTS		20,000.00
	4,000.00		PREPARED MEALS		4,000.00
	35,000.00		MEMBERSHIP DUES		35,000.00
	500.00		FOOD SUPPLIES		500.00
	7,200.00		OFFICE SUPPLIES		7,200.00
	29,100.00		OTHER SUPPLIES		29,100.00



**EDWARD M. AUGUSTUS JR., CITY MANAGER****CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2022****THE EXECUTIVE OFFICE OF THE CITY MANAGER****DIVISION OF ADMINISTRATION- DIVISION #040**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	4,300.00		PRINTING SUPPLIES		4,300.00
	1,800.00		SUBSCRIPTIONS		1,800.00
	1,000.00		COPY PAPER		1,000.00
	65,600.00		OTHER CHARGES AND EXPENDITURES		65,600.00
	6,000.00		TRAVELING		6,000.00
	<u>\$ 232,900.00</u>	<b>040-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 252,900.00</u>
	<u>\$ -</u>	<b>040-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ -</u>
	<u>\$ 1,659,820.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,656,752.00</u>

## CONTINGENCY

---

### Edward M. Augustus Jr., City Manager

City Hall- Room 309

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

		<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Ordinary Maintenance		\$ 4,228,200.00	\$ -	\$ 7,140,656.00
<b>Total</b>	<b>\$ -</b>	<b>\$ 4,228,200.00</b>	<b>\$ -</b>	<b>\$ 7,140,656.00</b>

### Operating Budget Highlights

The Fiscal 2022 Budget includes \$7,140,656 for the City Manager's Contingency account. This is an increase of \$2,912,456 compared to the Fiscal 2021 amount of \$4,228,200. These funds have been identified to provide funding for cost of living (COLA) increases for City employees (\$5,027,576), L504 union settlements carried over from last fiscal year (\$663,080), reserve for Worcester Fire Department study results (\$500,000), equity pay review (\$750,000), and other City-wide contingency funds as required throughout the fiscal year (\$200,000).

**EDWARD M. AUGUSTUS JR., CITY MANAGER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**CITY MANAGER'S CONTINGENCY - DEPARTMENT #900**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ 4,228,200.00	CONTINGENCY	\$ 7,140,656.00
<u>\$ 4,228,200.00</u>	<b>900-92000</b> <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 7,140,656.00</u>
<hr/>		
<u>\$ 4,228,200.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 7,140,656.00</u>

## CABLE SERVICES

### Judith A. Warren, Director

City Hall  
455 Main Street  
Worcester, MA 01608  
508-799-1385

### Mission:

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

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

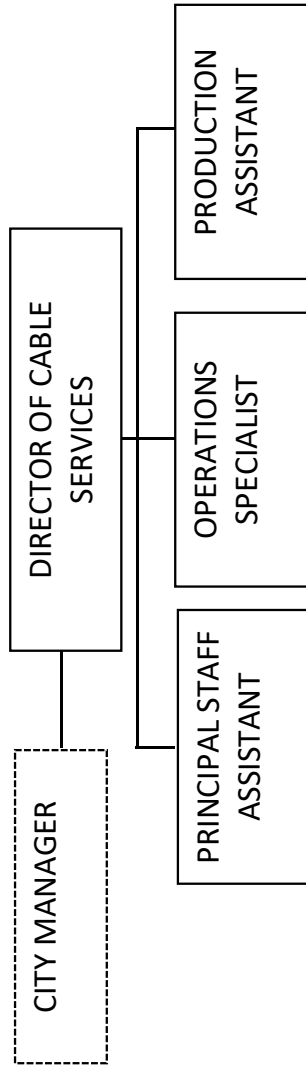
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2021</b>	<b>3/31/2021</b>	<b>Fiscal 2022</b>
Salaries	\$ 297,839.43	\$ 260,467.00	\$ 189,463.36	\$ 264,280.00
Overtime	3,336.64	3,500.00	3,970.55	3,500.00
Ordinary Maintenance	1,335,881.63	6,890.00	651,013.45	2,259.00
Capital Outlay	330,000.00	-	-	-
Fringe Benefits	53,217.50	88,278.00	31,445.61	95,518.00
<b>Total</b>	<b>\$ 2,020,275.20</b>	<b>\$ 359,135.00</b>	<b>\$ 875,892.97</b>	<b>\$ 365,557.00</b>
Cable Revenues	(2,020,275.20)	(359,135.00)	(875,892.97)	(365,557.00)
<b>Net Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

### OPERATING BUDGET HIGHLIGHTS

The Fiscal 2022 operating budget for the Cable Services Division is recommended to be funded at \$365,557, which is an increase from Fiscal 2021 of \$6,422.

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



4 POSITIONS

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022

EXECUTIVE OFFICE OF THE CITY MANAGER

DIVISION OF CABLE SERVICES- DIVISION #04S616

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 93,668.00	45M	DIRECTOR OF CABLE SERVICES	1	\$ 93,668.00
1	76,505.00	40M	PRINCIPAL STAFF ASSISTANT	1	78,050.00
1	50,240.00	29	OPERATIONS SPECIALIST	1	51,324.00
1	40,054.00	25	PRODUCTION ASSISTANT	1	41,238.00
<u>4</u>	<u>\$ 260,467.00</u>		TOTAL RECOMMENDED SALARIES	<u>4</u>	<u>\$ 264,280.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (260,467.00)		CABLE LICENSE REVENUES		\$ (264,280.00)
	<u>\$ (260,467.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (264,280.00)</u>
<u>4</u>	<u>\$ -</u>	<b>04S-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>4</u>	<u>\$ -</u>
	\$ 3,500.00		REGULAR OVERTIME		\$ 3,500.00
	<u>\$ 3,500.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 3,500.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (3,500.00)		CABLE LICENSES REVENUES		\$ (3,500.00)
	<u>\$ (3,500.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (3,500.00)</u>
	<u>\$ -</u>	<b>04S-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ -</u>
	\$ 6,890.00		ORDINARY MAINTENANCE		\$ 2,259.00
	<u>\$ 6,890.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 2,259.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (6,890.00)		CABLE LICENSE REVENUES		\$ (2,259.00)
	<u>\$ (6,890.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (2,259.00)</u>
	<u>\$ -</u>	<b>04S-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ -</u>
	\$ 22,851.00		FRINGE BENEFITS:		
	26,219.00		HEALTH INSURANCE		\$ 22,851.00
	16,123.00		RETIREMENT		26,617.00
	23,085.00		CONTRIBUTORY PENSIONS		23,785.00
	<u>\$ 88,278.00</u>		PENSION OBLIGATION BONDS		<u>22,265.00</u>
			TOTAL FRINGE BENEFITS		<u>\$ 95,518.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (88,278.00)		CABLE LICENSE REVENUES		\$ (95,518.00)
	<u>\$ (88,278.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (95,518.00)</u>
	<u>\$ -</u>	<b>04S-94000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ -</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ -</u>



This Page is Intentionally Left Blank

## DIVERSITY AND INCLUSION

### Stephanie A. Williams, Chief Diversity Officer

City Hall - Room 109  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1175

#### Mission:

To advise on diversity, equity and inclusion (DEI) matters that require cross-functional analysis, and research, including recruitment, retention, talent management, workforce planning and employee engagement efforts for Department-wide DEI. While working closely with executive leaders to advance DEI as core values of the organization and its strategic human capital objectives.

#### Vision:

To be a model employer by leveraging diversity and fostering inclusion to deliver the best public service.

#### Departmental Goals:

1. Recruit for a diverse group of potential applicants to secure a high-performing workforce drawn from all segments of society
2. Cultivate a city workplace culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention
3. Develop structures that equip leaders to manage diversity in a measurable, accountable manner.
4. Analyze and improve the City's own procurement strategies to support and increase opportunities for minority-and women-owned businesses

#### Goal 1: Recruit for a diverse group of potential applicants to secure a high-performing workforce drawn from all segments of society

Objectives	Initiatives	Performance Indicators
Work with HR to create a data-driven approach to sourcing, marketing, recruitment, and hiring of diverse talent	<ul style="list-style-type: none"> <li>▪ Co-create departmental Diversity Recruiting Action Plan (DRAP) with HR and department leadership</li> <li>▪ Implement a reporting procedure to ensure goals of each departmental DRAP are met</li> </ul>	Report on applicant data flow, barrier analysis, and ongoing recruitment efforts
Conduct a City-wide departmental equity audit	Hire a third party to analyze departmental hiring practices, pay practices, and promotion practice	Report on institutional barriers that produce discriminatory trends
Identify current employee opportunities for leadership and professional development	Audit/Revise professional development programs to ensure they are marketed to all segments of the workforce	# of current employees participating in leadership and professional development
Build transparency and trust with the community around DEI core values	Create an annual City Workforce Diversity Profile to share with workforce and community	Report on Worcester's municipal workforce profile focused on benchmarking and informing next steps



**Goal 2: Cultivate a city culture that retains a diverse workforce by encouraging collaboration, flexibility, and fairness**

Objectives	Initiatives	Performance Indicators
Regularly communicate with the City workforce around DEI core values	Create and distribute a monthly e-newsletter	E-newsletter open rate
Create/revise resources available within the city to emphasize employee engagement, psychological safety, workplace inclusion, and a sense of belonging	<ul style="list-style-type: none"> <li>▪ Work with HR to reestablish employee resource groups to empower and support individuals within the municipal workforce</li> <li>▪ Revise internal policies and practices as they relate to human capital. Ensure this information is easily accessible to all of the City's workforce</li> </ul>	# of established community groups within the workforce with executive sponsorship, budget, and organizational support
Enhance employee valuation propositions by providing more opportunities for civic engagement/volunteerism	Identify service day opportunities applicable for the city	# of employees participating in service days/service organizations
Implement training/learning opportunities that support DEI core values	<ul style="list-style-type: none"> <li>▪ Implement "Community Campaigns"</li> <li>▪ Implement RITE training</li> <li>▪ Implement talking circles</li> </ul>	# of employees attending DEI-focused core values

**Goal 3: Develop structures that equip leaders to manage diversity in a measurable, accountable manner.**

Objectives	Initiatives	Performance Indicators
Engage municipal cabinet leadership within all departments in strategic conversations	Create the Executive Office of Diversity and Inclusion Equity Cabinet	Annual report to the Human Rights Commission, Diversity and Inclusion Advisory Board, and the Worcester City Council
Expand the City's professional networks and affiliations	Research applicable professional affiliations and register as a member/affiliate	# of additional resources available for job posting, networking, and training opportunities

**Goal 4: Analyze and improve the City's procurement strategies to support and increase opportunities for minority- and women-owned businesses.**

Objectives	Initiatives	Performance Indicators
Review and assess the city's current procurement practices, policies, and procedure	<ul style="list-style-type: none"> <li>▪ Identify City procurement messaging channels and look for barriers to access for minority and women owned businesses</li> <li>▪ Identify and contact local M/WBE to identify options for utilization and encourage registration in the City's Diverse Business Directory.</li> </ul>	# of minority and women-owned businesses who respond to city procurement messaging

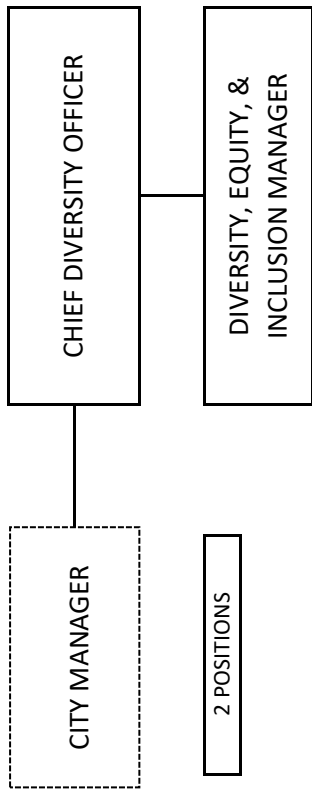
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ -	\$ 79,449.00	\$ 23,040.00	\$ 159,839.00
Ordinary Maintenance	-	-	-	323,800.00
<b>Total</b>	<b>\$ -</b>	<b>\$ 79,449.00</b>	<b>\$ 23,040.00</b>	<b>\$ 483,639.00</b>
<b>Total Positions</b>	0	1		2

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$483,639, which is an increase of \$404,190 from the Fiscal 2021 amount of \$79,449. The salary increase is due to a Diversity, Equity, & Inclusion Manager position being added to the table of organization. The increase in Ordinary Maintenance is a result of registration fees, membership dues, office supplies, trainings, transfer of \$25,000 from Human Resources Department budget to cover professional development costs, and adding three audits anticipated for Health and Human Services, Police Department, and Human Resources. Additionally, there will be \$20,000 funded to cover cost associated with employee resources and program/campaigns.

# EXECUTIVE OFFICE OF DIVERSITY & INCLUSION ORGANIZATIONAL CHART



**WILLIAMS, STEPHANIE, CHIEF DIVERSITY OFFICER****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022  
EXECUTIVE OFFICE OF DIVERSITY & INCLUSION - DEPARTMENT #180**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
<b>ADMINISTRATION:</b>					
1	\$ 79,449.00	58CM	CHIEF DIVERSITY OFFICER	1	\$ 100,224.00
0	\$ -	38M	DIVERSITY, EQUITY, & INCLUSION MANAGER	1	\$ 55,583.00
1	\$ 79,449.00		REGULAR SALARIES DIVERSITY & INCLUSION	2	\$ 155,807.00
	-		EM INCENTIVE PAY		4,032.00
	\$ -		TOTAL REGULAR SALARIES DIVERSITY & INCLUSION		\$ 4,032.00
1	\$ 79,449.00	<b>180-91000</b>	<b>TOTAL RECOMMENDED PERSONNEL SERVICES</b>	2	\$ 159,839.00
	\$ -		CONSULTANTS		\$ 275,000.00
	-		COPY PAPER		200.00
	-		LEASE & RENTALS		700.00
	-		MEMBERSHIP DUES		25,100.00
	-		NETWORK, HARDWARE, SOFTWARE		1,000.00
	-		OFFICE SUPPLIES		1,150.00
	-		OTHER CHARGES & EXPENDITURES		20,000.00
	-		POSTAGE		50.00
	-		REGISTRATION FEES		200.00
	-		TELEPHONE		300.00
	-		TRAVELING		100.00
	\$ -		TOTAL ORDINARY MAINTENANCE		\$ 323,800.00
	\$ -	<b>170-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 323,800.00
	\$ 79,449.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 483,639.00



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

## DEPARTMENT OF SUSTAINABILITY & RESILIENCE

---

### **John W. Odell, Director**

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

### **Mission:**

Work to implement the ambitious and urgent goals and actions of the Green Worcester Sustainability and Resilience Strategic Plan (GWP), a roadmap for making Worcester the greenest mid-size city in the country.

### **Vision:**

To be the most sustainable and climate-resilient mid-sized city in America by 2050.

- 21st century Worcester will be sustainable, resilient, green, livable, prosperous, and equitable.
- Government, residents, businesses and institutions will work together in shared stewardship and mutual care of our city and our planet.
- We will use our resources efficiently and wisely for minimal impact on our environment, while integrating sustainability and resilience into all policies.
- Powered 100% by clean and affordable energy, we will be physically, socially, and economically resilient to the impacts of climate change.
- Our commitment to sustainability and resilience will benefit everyone who lives, works, and studies in Worcester.

### **Department Goals:**

1. Create internal capacity and expertise to design, leverage, and implement high priority projects aligned with the sustainability and resilience goals of the GWP.
2. Utilize a framework for transparent and accountable implementation, by working closely with the Interdepartmental Implementation Committee and the Green Worcester Advisory Committee.
3. Develop project evaluation and selection criteria that incorporate three “lenses”:
  - a. Equity: All people have the same rights to live, work, and play in healthy environments and make decisions about their environments.
  - b. Health: Ensure that policies and actions promote healthy outcomes and avoid harmful health impacts.
  - c. Prosperity: Jobs and economic benefits for all from sustainable policies and initiatives.
4. Advocate for and seek out state, federal, and philanthropic funding for Worcester sustainability and resilience projects.
5. Regularly evaluate and report on the GWP implementation progress; revise this “living plan” as opportunities and needs arise.

**Goal 1: Create internal capacity and expertise to design, leverage, and implement high priority projects aligned with the sustainability and resilience goals of the GWP.**

Objectives	Initiatives	Performance Indicators
Hire capable and enthusiastic people to existing unfilled positions	Work with HR to develop meaningful job application requirements and interview questions	Hire all unfilled positions within six months of funding availability.

**Goal 2: Utilize a framework for transparent and accountable implementation, by working closely with the Interdepartmental Implementation Committee and the Green Worcester Advisory Committee.**

Objectives	Initiatives	Performance Indicators
Develop accessible and transparent Green Worcester Plan reporting systems	Create and work with an internal Interdepartmental Implementation Committee and an external Green Worcester Advisory Committee to develop accessible and transparent reporting structures.	Development of reporting systems.

**Goal 3: Develop project evaluation and selection criteria that incorporate three “lenses”: Equity, Health, and Prosperity.**

Objectives	Initiatives	Performance Indicators
Incorporate the three lenses by discussing all major policies and projects with the representative internal and external groups that will be affected by the policy or project to assure the three goals are met.	Create connections with various internal and external groups that can inform policies and projects regarding the three lenses.	75% or better positive feedback directly from groups contacted

**Goal 4: Advocate for and seek out state, federal, and philanthropic funding for Worcester sustainability and resilience projects.**

Objectives	Initiatives	Performance Indicators
Solicit funds to implement meaningful sustainability or resilience projects	Apply for Green Community and other federal, state, and philanthropic funds as internal resources allow.	Grant responses totaling more than \$300,000

**Goal 5: Regularly evaluate and report on the GWP implementation progress; revise this “living plan” as opportunities and needs arise.**

Objectives	Initiatives	Performance Indicators
Provide an accessible, yet detailed annual report of progress to date on achieving GWP objectives.	Develop a Green Worcester Plan annual report template that allows for community feedback on the potential expansion or retargeting of existing priorities	Develop Annual Report template.

## Department Allocation Summary

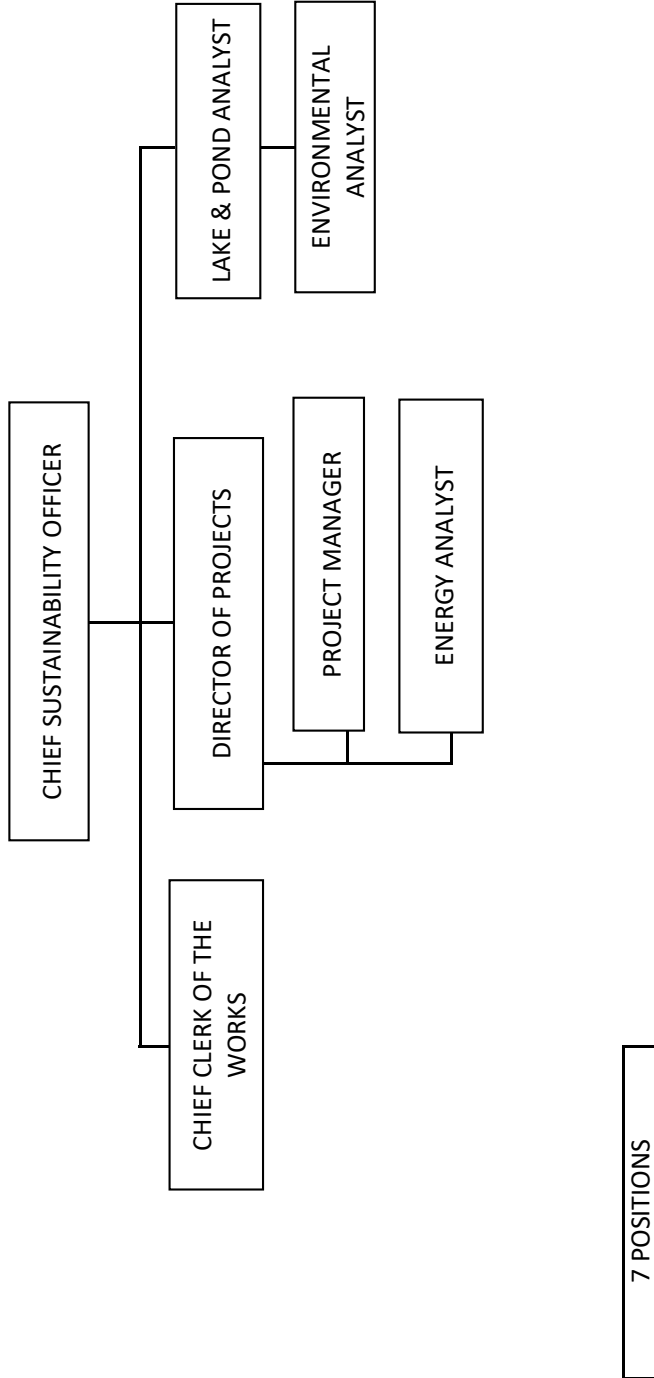
	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ -	\$ 135,617.00	\$ 42,280.44	\$ 123,638.00
Overtime	-	-	-	2,500.00
Ordinary Maintenance	-	96,700.00	39,005.71	172,510.00
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 232,317.00</b>	<b>\$ 81,286.14</b>	<b>\$ 298,648.00</b>
<b>Total Positions</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>7</b>

## Operating Budget Highlights

The Department of Sustainability & Resilience is a new department in Fiscal 2022. This department is comprised of former Energy & Asset Management and the Public Works Blue Space Division personnel. The tax levy budget for Fiscal 2022 is recommended to be \$298,648, which is an increase of \$66,331 from the Fiscal 2021 amount of \$232,317. The salary increase is mainly due to the addition of four positions, of which two positions are new and two positions are transfers from the Public Works Blue Space Division. Two additional positions are being regraded in Fiscal 2022, the Director of Energy & Asset Management and the Sustainability Program Manager. These positions are being regraded to the Chief Sustainability Officer and Director of Projects, respectively. These personnel increases are partially offset by net metering credits. Overtime funding is added to this new department for the Blue Space personnel. The increase to Ordinary Maintenance is primarily the result of the transfer of the Public Works Blue Space Division, which totals \$160,160 in expenses. These expenses have been reduced in the Public Works Administration Division budget. Also, consultant costs increased and are offset by increased net metering and grant credits.



# DEPARTMENT OF SUSTAINABILITY & RESILIENCE ORGANIZATIONAL CHART



**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**DEPARTMENT OF SUSTAINABILITY & RESILIENCE - #113**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
0	\$ -	58CM	CHIEF SUSTAINABILITY OFFICER	1	\$ 125,000.00
1	117,179.00	47EM	DIRECTOR OF ENERGY & ASSET MANAGEMENT	0	-
0	-	45M	DIRECTOR OF PROJECTS	1	91,852.00
1	102,521.00	50M	CHIEF CLERK OF THE WORKS	1	99,180.00
1	83,771.00	42M	SUSTAINABILITY PROJECT MANAGER	0	-
0	-	39	ENERGY ANALYST	1	69,301.00
0	-	39	PROJECT MANAGER	1	69,301.00
0	-	35HC	LAKE & POND ANALYST	1	66,733.00
0	-	33	ENVIRONMENTAL ANALYST	1	50,958.00
3	\$ 303,471.00		REGULAR SALARIES	7	\$ 572,325.00
	-		VACANCY FACTOR		(70,832.00)
	1,684.00		EM INCENTIVE PAY		1,437.00
3	\$ 305,155.00		TOTAL SALARIES	7	\$ 502,930.00
			<u>FUNDING SOURCES:</u>		
	\$ (102,521.00)		DCU FUNDS		\$ -
	(67,017.00)		POWER AGGREGATION FUNDS		(63,236.00)
	-		NET METERING CREDITS		(250,280.00)
	-		GREEN COMMUNITIES GRANT		(6,930.00)
	-		WATER REVENUES		(58,846.00)
	\$ (169,538.00)		TOTAL FUNDING SOURCES		\$ (379,292.00)
3	\$ 135,617.00	<b>113-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	7	\$ 123,638.00
	\$ -		OVERTIME		\$ 2,500.00
	\$ -	<b>113-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 2,500.00
	\$ 84,000.00		CONSULTANTS		\$ 250,000.00
	-		ENVIRONMENTAL SERVICES		170,000.00
	100.00		COPY PAPER		200.00
	2,000.00		HARDWARE/DEVICES		2,000.00
	2,000.00		LEASE & RENTALS		2,000.00
	1,500.00		MAINTENANCE & REPAIR		1,500.00
	2,000.00		MAINTENANCE SYSTEM SOFTWARE		2,000.00
	1,600.00		MEMBERSHIP DUES		1,000.00
	1,000.00		OFFICE SUPPLIES		1,000.00
	-		LABORATORY SUPPLIES		6,000.00
	1,000.00		OTHER CHARGES & EXPENDITURES		1,000.00
	500.00		PRINTING		500.00
	1,000.00		REGISTRATION FEES		1,000.00
	-		TRAVEL		50.00
	-		WATER		100.00
	\$ 96,700.00		TOTAL ORDINARY MAINTENANCE		\$ 438,350.00
			<u>FUNDING SOURCES:</u>		
	\$ -		NET METERING CREDITS		\$ (211,779.00)
	-		MTC GRANT		(38,221.00)
	-		WATER CREDITS		(15,840.00)
	\$ -		TOTAL FUNDING SOURCES		\$ (265,840.00)
	\$ 96,700.00	<b>113-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 172,510.00
	\$ -		<u>FRINGE BENEFITS:</u>		
	-		HEALTH INSURANCE		\$ 74,964.00
	-		RETIREMENT		39,636.00
	\$ -		TOTAL FRINGE BENEFITS		\$ 114,600.00
			<u>FUNDING SOURCES:</u>		
	\$ -		POWER AGGREGATION FUNDS		\$ (19,103.00)
	-		NET METERING CREDITS		(75,886.00)
	-		GREEN COMMUNITIES GRANT		(2,426.00)
	-		WATER CREDITS		(17,185.00)
	\$ -		TOTAL FUNDING SOURCES		\$ (114,600.00)
	\$ -	<b>113-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ -
	\$ 232,317.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 298,648.00



This Page is Intentionally Left Blank

## DEPARTMENT OF PUBLIC FACILITIES

### John W. Odell, Interim Director

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

#### Mission:

The mission of the Department of Public Facilities is to oversee the maintenance and sustainability of some of the largest and most visited City facilities, including City Hall, the Library, Union Station, Senior Center and DCU Center. The Department is responsible for timely and appropriate capital and maintenance projects, which help ensure the work environment for employees maximizes productivity and minimizes discomfort and downtime.

#### Vision:

The vision of the Department of Facilities is to provide great, timely customer service and to provide maximum value to all of our constituents.

#### Departmental Goals:

1. Hire an enthusiastic and highly capable Chief of Facilities who can complete the transition from the former EAM Division into a new Department.
2. Implement plans and processes for the addition of new city facilities over the next two years to the existing Department's portfolio with the long-term goal to create a Public Facilities Department that serves all city-owned facilities.

### Department Allocation Summary

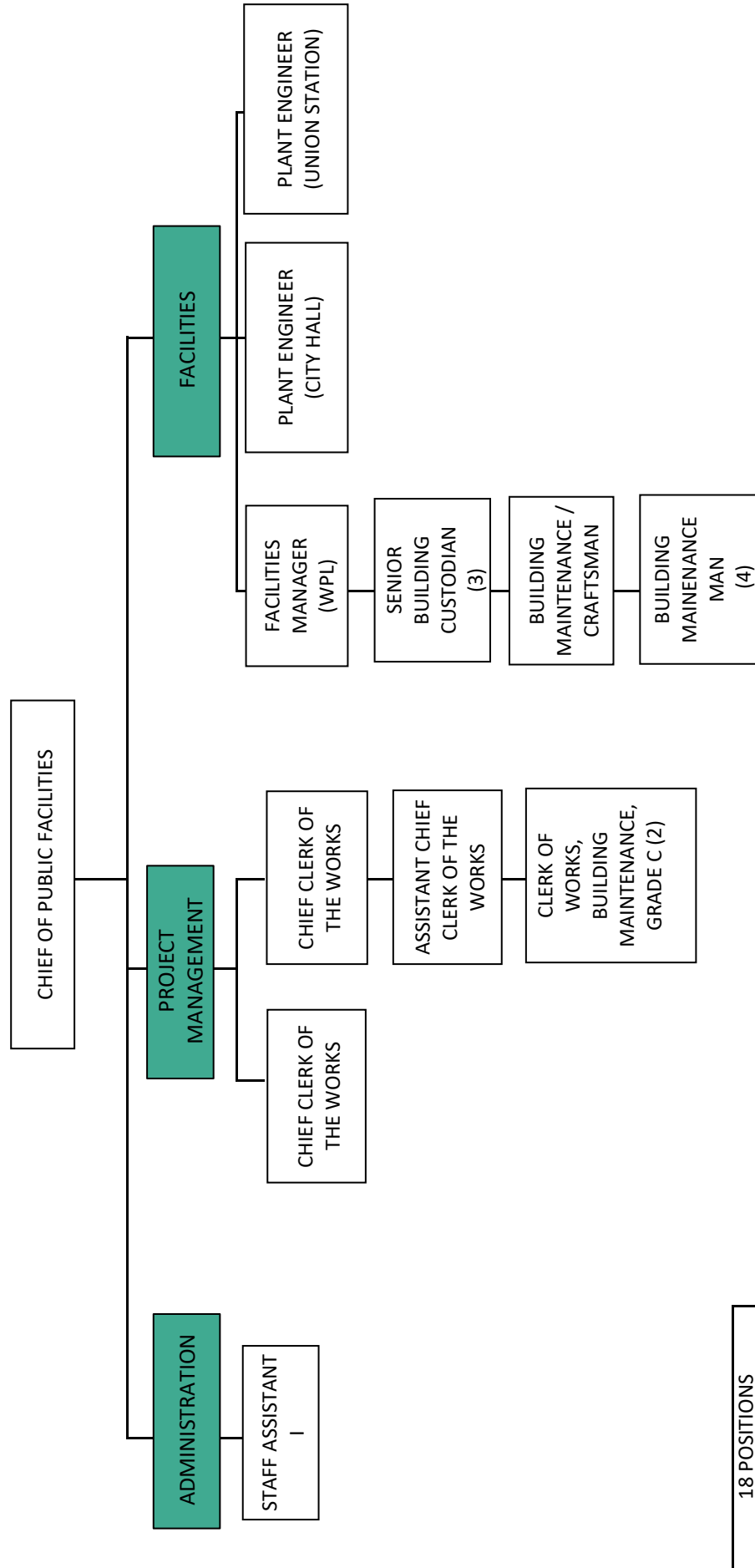
	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ -	\$ 300,877.00	\$ 295,963.05	\$ 641,490.00
Overtime	-	17,100.00	15,467.76	17,100.00
Ordinary Maintenance	-	1,051,716.00	273,039.96	1,129,416.00
Capital Outlay	-	264,000.00	18,414.10	100,000.00
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 1,633,693.00</b>	<b>\$ 602,884.87</b>	<b>\$ 1,888,006.00</b>
<b>Total Positions</b>	<b>0</b>	<b>14</b>	<b>14</b>	<b>18</b>

### Operating Budget Highlights

The Department of Public Facilities is a new department in Fiscal 2022. This department is comprised of former Energy & Asset Management and the Public Works Engineering Division personnel. The tax levy budget for Fiscal 2022 is recommended to be \$1,888,006, which is an increase of \$254,313 from a portion of the Fiscal 2021 Energy & Asset Management amount of \$1,633,693. The salary increase is mainly due to the addition of four positions,

of which two positions are new and two positions are transfers from the Public Works Engineering Division. As part of the salary increase, the Fiscal 2022 budget includes step increases for positions that are not at their maximum pay, some of which is offset by additional project credits associated with specific positions. Overtime is level funded at \$17,100. The increase to Ordinary Maintenance is the result of additional funding for maintenance system software related to a new management software system that is anticipated to be implemented in Fiscal 2022. Offsetting this increase is a reduction in Capital Outlay in the amount of \$164,000.

# DEPARTMENT OF PUBLIC FACILITIES ORGANIZATIONAL CHART



18 POSITIONS

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**  
**DEPARTMENT OF PUBLIC FACILITIES #112**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
0	\$ -	58CM	CHIEF OF PUBLIC FACILITIES	1	\$ 125,000.00
2	223,062.00	50M	CHIEF CLERK OF THE WORKS	2	225,254.00
1	90,286.00	44M	FACILITIES MANAGER	1	90,286.00
0	-	45M	ASSISTANT CHIEF CLERK OF THE WORKS	1	82,122.00
0	-	39	CLERK OF WORKS BUILDING MAINTENANCE GRADE C	2	146,244.00
1	63,309.00	35	PLANT ENGINEER - CITY HALL	1	63,309.00
1	51,824.00	35	PLANT ENGINEER-UNION STATION	1	53,852.00
1	56,359.00	32	STAFF ASSISTANT I	1	56,940.00
3	159,795.00	30	SENIOR BUILDING CUSTODIAN	3	159,795.00
1	46,357.00	30	BUILDING MAINTENANCE/CRAFTSMAN	1	48,067.00
4	172,686.00	26	BUILDING MAINTENANCE MAN	4	175,046.00
14	\$ 863,678.00		REGULAR SALARIES	18	\$ 1,225,915.00
	(13,163.00)		VACANCY FACTOR		(23,807.00)
	-		EM INCENTIVE PAY		-
14	\$ 850,515.00		TOTAL SALARIES	18	\$ 1,202,108.00
	(135,220.00)		<u>FUNDING SOURCES:</u> ESCO PROJECT		(140,102.00)
	(51,824.00)		FTA PREVENTATIVE MAINTENANCE		(53,852.00)
	(362,594.00)		LIBRARY INTERGOVERNMENTAL CHARGE		(366,664.00)
	\$ (549,638.00)		TOTAL FUNDING SOURCES		\$ (560,618.00)
14	\$ 300,877.00	112-91000	TOTAL RECOMMENDED PERSONAL SERVICES	18	\$ 641,490.00
	\$ 52,100.00		OVERTIME		\$ 52,100.00
	\$ 52,100.00		RECOMMENDED OVERTIME		\$ 52,100.00
	\$ (35,000.00)		<u>FUNDING SOURCES:</u> LIBRARY INTERGOVERNMENTAL CHARGE		\$ (35,000.00)
	\$ (35,000.00)		TOTAL FUNDING SOURCES		\$ (35,000.00)
	\$ 17,100.00	112-97000	TOTAL RECOMMENDED OVERTIME		\$ 17,100.00
	\$ 1,700.00		AUTO FUEL		\$ 1,700.00
	100.00		AUTOMOTIVE SUPPLIES		200.00
	100,000.00		BUILDING MAINTENANCE SERVICES		100,000.00
	19,000.00		BUILDING SUPPLIES		19,000.00
	6,000.00		CHEMICAL SUPPLIES		6,000.00
	239,426.00		CLEANING SERVICES		239,426.00
	200.00		COPY PAPER		200.00
	26,000.00		CUSTODIAL SUPPLIES		26,000.00
	478,000.00		ELECTRICITY		478,000.00
	7,500.00		EXTERMINATOR SERVICES		7,500.00
	1,100.00		HARDWARE/DEVICES		3,100.00
	4,300.00		LEASE & RENTALS		6,300.00
	8,000.00		MAINTENANCE & REPAIR		9,500.00
	4,500.00		MAINTENANCE /REPAIR EQUIPMENT		4,500.00
	1,500.00		MAINTENANCE SYSTEM SOFTWARE		58,500.00
	1,000.00		MAINTENANCE VEHICLE		1,000.00
	341,300.00		MAINTENANCE/REPAIR BUILDING		341,300.00
	-		MEMBERSHIP DUES		1,600.00
	196,840.00		NATURAL GAS		196,840.00
	600.00		OFFICE SUPPLIES		1,600.00
	2,500.00		OTHER CHARGES & EXPENDITURES		3,500.00
	2,500.00		PARTS/EQUIPMENT SUPPLIES		2,500.00
	1,000.00		PRINTING		1,500.00
	2,000.00		REGISTRATION FEES		3,000.00
	12,500.00		RUBBISH REMOVAL		12,500.00
	1,000.00		SAFETY SUPPLIES		1,000.00

## JOHN W. ODELL, INTERIM CHIEF OF PUBLIC FACILITIES

## CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022

## DEPARTMENT OF PUBLIC FACILITIES #112

2,500.00	SAND & GRAVEL SUPPLIES	2,500.00
18,000.00	SECURITY SERVICES	18,000.00
17,000.00	SNOW REMOVAL	17,000.00
50.00	TRAVEL	50.00
500.00	UNIFORMS	500.00
100.00	WATER	100.00
<u>\$ 1,496,716.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 1,564,416.00</u>
	<u>FUNDING SOURCES:</u>	
<u>\$ (445,000.00)</u>	LIBRARY INTERGOVERNMENTAL CHARGE	<u>\$ (435,000.00)</u>
<u>\$ (445,000.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (435,000.00)</u>
<u>\$ 1,051,716.00</u>	<b>112-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 1,129,416.00</u>
<u>\$ 264,000.00</u>	CAPITAL OUTLAY	<u>\$ 100,000.00</u>
<u>\$ 264,000.00</u>	TOTAL CAPITAL OUTLAY	<u>\$ 100,000.00</u>
<u>\$ 264,000.00</u>	<b>112-93000 TOTAL RECOMMENDED TAX LEVY CAPITAL OUTLAY</b>	<u>\$ 100,000.00</u>
<u>\$ 1,633,693.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 1,888,006.00</u>





This Page is Intentionally Left Blank

## DCU CENTER

### John M. Harrity, Commission Chairman

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

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

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Ordinary Maintenance	\$ 1,191,855.72	\$ 1,050,451.00	\$ 2,227,626.19	\$ 1,076,117.00
Debt Service Arena	216,582.57	148,489.00	150,123.36	169,024.00
Debt Service Special District	3,161,225.01	3,302,941.00	2,812,789.15	3,071,265.00
Debt Service Scoreboard	164,707.50	158,613.00	147,641.55	141,726.00
<b>Total Arena</b>	<b>\$ 4,734,370.80</b>	<b>\$ 4,660,494.00</b>	<b>\$ 5,338,180.25</b>	<b>\$ 4,458,132.00</b>
<b>Funding Sources:</b>				
DCU Arena Naming Rights	\$ 460,000.00	\$ 1,200,000.00	\$ 1,200,000.00	\$ 1,200,000.00
DCU Arena Operating Revenue	1,019,398.62	163,000.00	-	296,117.00
Facility Fee Surcharge	93,747.17	60,000.00	147,641.55	60,000.00
DCU Special District Available Funds	3,161,225.01	700,000.00	2,812,789.15	2,902,015.00
DCU Capital Contract Fund	-	200,000.00	-	-
General Fund Revenue	-	2,337,494.00	1,177,749.55	-
<b>Total Funding Sources</b>	<b>\$ 4,734,370.80</b>	<b>\$ 4,660,494.00</b>	<b>\$ 5,338,180.25</b>	<b>\$ 4,458,132.00</b>

### Operating Budget Highlights

The budget for Fiscal 2022 is recommended to be \$4,458,132, which is a decrease of 202,362.00 from the Fiscal 2021 amount of \$4,660,494. This budget will require no tax levy funds for this fiscal year.

**JOHN M. HARRITY, COMMISSION CHAIRMAN****CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2021****DCU CENTER- DIVISION #750**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ 353,654.00	MANAGEMENT FEES	\$ 358,252.00
450,000.00	MANAGEMENT INCENTIVE FEES/CASH FLOW	450,000.00
56,012.00	PROPERTY INSURANCE	57,157.00
1,825.00	BUSINESS INTERRUPTION INSURANCE	2,057.00
3,171.00	BOILER INSURANCE	3,622.00
828.00	VAULT INSURANCE	955.00
149,961.00	LIABILITY INSURANCE	169,074.00
20,000.00	ACCOUNTING CONSULTANT	20,000.00
15,000.00	ORDINARY MAINTENANCE & SUPPLIES	15,000.00
<u>\$ 1,050,451.00</u>	<b>TOTAL ORDINARY MAINTENANCE</b>	<u>\$ 1,076,117.00</u>
	<b>FUNDING SOURCES:</b>	
(780,000.00)	DCU ARENA NAMING RIGHTS	(780,000.00)
(163,000.00)	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	(296,117.00)
<u>(943,000.00)</u>	<b>TOTAL AVAILABLE REVENUES</b>	<u>(1,076,117.00)</u>
<u>\$ 107,451.00</u>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ -</u>
\$ 126,019.00	DEBT BUILDING PRINCIPAL	\$ 148,827.00
22,470.00	DEBT BUILDING INTEREST	20,197.00
1,970,308.00	DEBT- SPECIAL DISTRICT PRINCIPAL	2,114,688.00
1,332,633.00	DEBT- SPECIAL DISTRICT INTEREST	956,577.00
135,312.00	DEBT - SCOREBOARD/SIGNAGE PRINCIPAL	126,562.00
23,301.00	DEBT - SCOREBOARD/SIGNAGE INTEREST	15,164.00
<u>\$ 3,610,043.00</u>	<b>TOTAL DEBT SERVICE</b>	<u>\$ 3,382,015.00</u>
	<b>FUNDING SOURCES:</b>	
(60,000.00)	SCOREBOARD TICKET SURCHARGE REVENUES	(60,000.00)
(700,000.00)	DCU SPECIAL DISTRICT AVAILABLE FUNDS	-
(1,837,494.00)	DCU SPECIAL DISTRICT FINANCING	(2,902,015.00)
(420,000.00)	DCU ARENA NAMING RIGHTS	(420,000.00)
(200,000.00)	DCU CAPITAL CONTRACT FUND	-
-	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	-
<u>(3,217,494.00)</u>	<b>TOTAL AVAILABLE REVENUES</b>	<u>(3,382,015.00)</u>
<u>\$ 392,549.00</u>	<b>TOTAL RECOMMENDED DEBT SERVICE</b>	<u>\$ -</u>
<u>\$ 500,000.00</u>	<b>RECOMMENDED TAX LEVY BUDGET</b>	<u>\$ -</u>

## ADMINISTRATION & FINANCE

### Timothy J. McGourthy, Chief Financial Officer

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

#### Mission:

The mission of the Department of Administration and Finance is to securely raise, manage, and oversee the collection and expenditure of public funds to ensure efficient and cost-effective municipal operations and the strategic fulfillment of long-term City priorities.

#### Vision:

To be recognized as a modern and secure municipal financing arm that provides transparent and high-quality services to the City and the public.

#### Departmental Goals:

1. To strategically plan and manage the City's revenues and expenditures to ensure a solid financial condition now and in the future
2. To advantageously manage municipal resources through the transparent and competitive procurement of goods and services and disposition of municipal assets
3. To fairly, accurately, and equitably value all real and tangible personal property while providing the highest level of customer support
4. To securely manage the collection, investment, and disbursement of municipal funds

#### Goal 1: To strategically plan and manage the City's revenues and expenditures to ensure a solid financial condition now and in the future

Objectives	Initiatives	Performance Indicators
Identify and track key indicators of fiscal condition and embrace new technologies for managing and reporting on financial status	<ul style="list-style-type: none"> <li>▪ Expand efforts to report, both internally and externally, financial information and areas of opportunity and concern, allowing for continuous and iterative actions to ensure financial stability.</li> <li>▪ Ensure that a new Enterprise Resource Planning (ERP) system allows for improved tracking and reporting capabilities.</li> </ul>	Creation of new financial tracking systems and implementation or near-implementation of a new Enterprise Resource Planning (ERP) financial management system.
Evaluate and realign resource allocations to strengthen organization and further City priorities	Review City priorities and strategic plans and map with City funding to identify opportunities to strengthen City capacity, build a more stable and equitable structure, and improve outcomes.	Development of recommendations for new financial and structural systems for implementation through annual budget and ordinance modifications.

#### Goal 2: To advantageously manage municipal resources through the transparent and competitive procurement of goods and services and disposition of municipal assets

Objectives	Initiatives	Performance Indicators
Update systems for managing procurement and cataloguing receipt and inventory of goods and services	Embrace and implement a new Enterprise Resource Planning (ERP) system that provides greater integration of procurement within the City's financial management systems and	Implementation or near implementation of new technologies providing improved

Objectives	Initiatives	Performance Indicators
	increases oversight of the identification, selection, and management of goods and services.	integration within an Enterprise Resource Planning (ERP) system.

**Goal 3: To fairly, accurately, and equitably value all real and tangible personal property while providing the highest level of customer support**

Objectives	Initiatives	Performance Indicators
To ensure conformity with Massachusetts Department of Revenue standards and Massachusetts General Law regarding the valuation of all real estate and personal property within the City.	In cooperation with the Mass. Department of Revenue, undertake a Revaluation Year with a special focus on not-for-profit status and valuations as well as personal property tax assessments.	Successful conclusion of Recertification with approved LA-4 combined with visual status updates of all not-for-profit properties and updated personal property tax calculations.
Improve and standardize operations to ensure transparency and an improved customer experience.	Update and enhance processes, including the embrace of new technologies and improved communication systems, to ensure standardized treatment and clear opportunities for appeal for all taxpayers.	Implementation or near implementation of new technologies providing increased visual inspections and improved integration within an Enterprise Resource Planning (ERP) system. Implementation of new methods of communication including more active utilization of website, social media, and video.
Promote the awareness and utilization of targeted municipal tax exemptions and other tax-based programs.	Enhance communication around available tax relief programs through website updates, informational videos, and public information sessions.	Intentional promotion of new methods of communication including more active utilization of website, social media, and video.

**Goal 4: To securely manage the collection, investment, and disbursement of municipal funds**

Objectives	Initiatives	Performance Indicators
Improve the efficiency of collecting, managing, and disbursing (payroll and vendor) funds through improved processes, technologies, and integrated systems.	Embrace and implement a new Enterprise Resource Planning (ERP) integrated financial management system to improve the security and efficiency of financial transactions and financial tracking.	Implementation or near implementation of new technologies providing improved integration within an Enterprise Resource Planning (ERP) system.
Evaluate and improve financial internal controls, particularly with regard to security of cash transactions.	Further the improvement of internal controls for cash and credit payments received and disbursed by the City and the security of transactions between the City, its employees, and outside entities.	Continued review and development of policies and procedures to enhance the security of transactions and City finances, especially in planning for the implementation and integration of a new Enterprise Resource Planning (ERP) system.

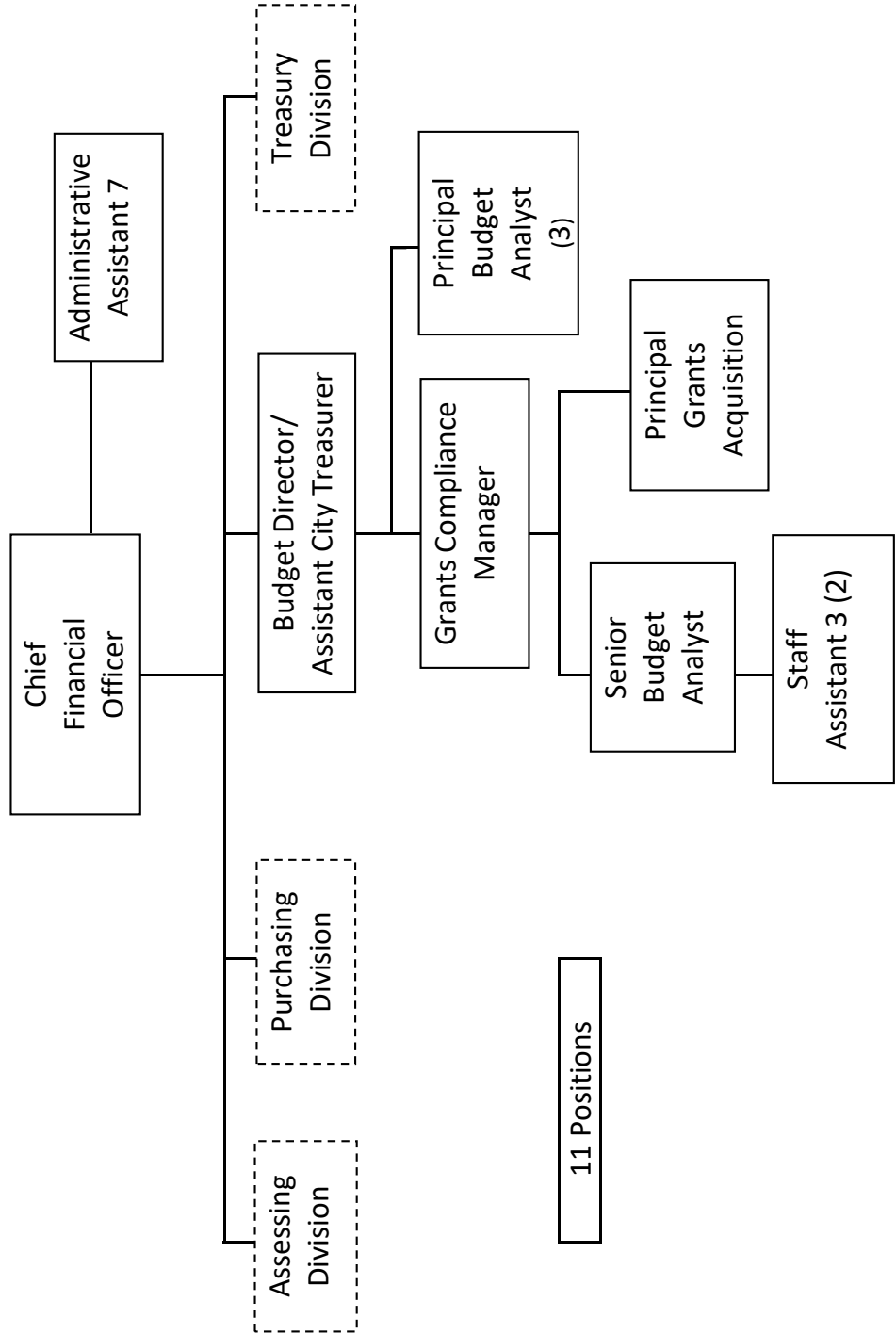
### Department Allocation Summary

		<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 515,285.76	\$ 621,154.00	\$ 361,339.18	\$ 650,373.00
Ordinary Maintenance	33,122.24	43,385.00	27,452.91	132,127.00
<b>Total</b>	<b>\$ 548,408.00</b>	<b>\$ 664,539.00</b>	<b>\$ 388,792.09</b>	<b>\$ 782,500.00</b>
<b>Total Positions</b>	11	11	11	11

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$782,500, which is an increase of \$117,961 from the Fiscal 2021 amount of \$664,539. This increase is due to step increases for employees that are not at maximum pay, EM Incentive Pay, and a decrease in grant funding. Also, the Ordinary Maintenance increase is associated with the billing through UMASS for student Medicare. The outsourcing of billing services is anticipated to generate a general fund revenue, these costs are offset with a decrease to the travel budget based on historical trend, and Inspectional Service no longer needing mileage reimbursement as vehicles will be purchased through the Fiscal 2022 Capital Budget.

# ADMINISTRATION & FINANCE BUDGET OFFICE ORGANIZATIONAL CHART



**TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**ADMINISTRATION AND FINANCE- DEPARTMENT #610**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 157,415.00	58CM	CHIEF FINANCIAL OFFICER	1	\$ 152,111.00
1	87,257.00	47EM	BUDGET DIRECTOR/ASSISTANT CITY TREASURER	1	96,000.00
1	83,771.00	42M	GRANTS COMPLIANCE MANAGER	1	82,122.00
3	215,671.00	40M	PRINCIPAL BUDGET ANALYST	3	220,367.00
1	75,294.00	39M	PRINCIPAL GRANTS ACQUISITION	1	75,294.00
1	75,294.00	39M	SENIOR BUDGET ANALYST	1	62,932.00
2	119,121.00	37	STAFF ASSISTANT 3	2	119,121.00
1	63,309.00	35	ADMINISTRATIVE ASSISTANT 7	1	63,309.00
<b>11</b>	<b>\$ 877,132.00</b>		<b>REGULAR SALARIES ADMIN &amp; FINANCE</b>	<b>11</b>	<b>\$ 871,256.00</b>
	5,880.00		EM INCENTIVE PAY		9,981.00
	2,500.00		WRA FINANCIAL MANAGER STIPEND		2,500.00
	<b>\$ 885,512.00</b>		<b>TOTAL REGULAR SALARIES FINANCE &amp; BUDGET</b>		<b>\$ 883,737.00</b>
			<u>FUNDING SOURCES:</u>		
	\$ (72,919.00)		FEDERAL & STATE GRANTS		\$ (62,878.00)
	(66,353.00)		PUBLIC HEALTH GRANTS		(45,650.00)
	(683.00)		GOLF REVENUES		(682.00)
	(82,559.00)		SEWER REVENUES		(82,394.00)
	(41,844.00)		WATER REVENUES		(41,760.00)
	<b>\$ (264,358.00)</b>		<b>TOTAL FUNDING SOURCES</b>		<b>\$ (233,364.00)</b>
<b>11</b>	<b>\$ 621,154.00</b>	<b>610-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>11</b>	<b>\$ 650,373.00</b>
	\$ 4,500.00		LEASES & RENTALS		\$ 4,500.00
	1,000.00		TELEPHONE		1,200.00
	500.00		POSTAGE		500.00
	200.00		NEWSPAPER ADVERTISEMENT		-
	100.00		REGISTRATION FEES		100.00
	300.00		WATER		500.00
	2,000.00		PRINTING		2,000.00
	300.00		MAINTENANCE & SYSTEM SOFTWARE		300.00
	1,300.00		CONSULTANTS		112,500.00
	300.00		MEMBERSHIP DUES		400.00
	800.00		OFFICE SUPPLIES		1,500.00
	700.00		PRINTING SUPPLIES		1,000.00
	1,200.00		COPY PAPER		1,200.00
	300.00		HARDWARE DEVICES		300.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	30,000.00		TRAVEL		7,500.00
	<b>\$ 44,000.00</b>		<b>TOTAL ORDINARY MAINTENANCE</b>		<b>\$ 134,000.00</b>
			<u>FUNDING SOURCES:</u>		
	\$ (85.00)		SEWER REVENUES		\$ (259.00)
	(530.00)		WATER REVENUES		(1,614.00)
	<b>\$ (615.00)</b>		<b>TOTAL FUNDING SOURCES</b>		<b>\$ (1,873.00)</b>
	<b>\$ 43,385.00</b>	<b>610-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<b>\$ 132,127.00</b>



**TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**ADMINISTRATION AND FINANCE- DEPARTMENT #610**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
			<u>FRINGE BENEFITS:</u>		
	\$ 19,571.00		HEALTH INSURANCE		\$ 18,431.00
	<u>14,554.00</u>		RETIREMENT		<u>11,341.00</u>
	<u>\$ 34,125.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 29,772.00</u>
			<u>FUNDING SOURCES:</u>		
	<u>(34,125.00)</u>		FEDERAL & STATE GRANTS		<u>(29,772.00)</u>
	<u>(34,125.00)</u>		TOTAL FUNDING SOURCES		<u>(29,772.00)</u>
	<u>\$ -</u>	<b>610-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 664,539.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 782,500.00</u>

## ASSESSING

### Samuel E. Konieczny, City Assessor

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

#### Mission:

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

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

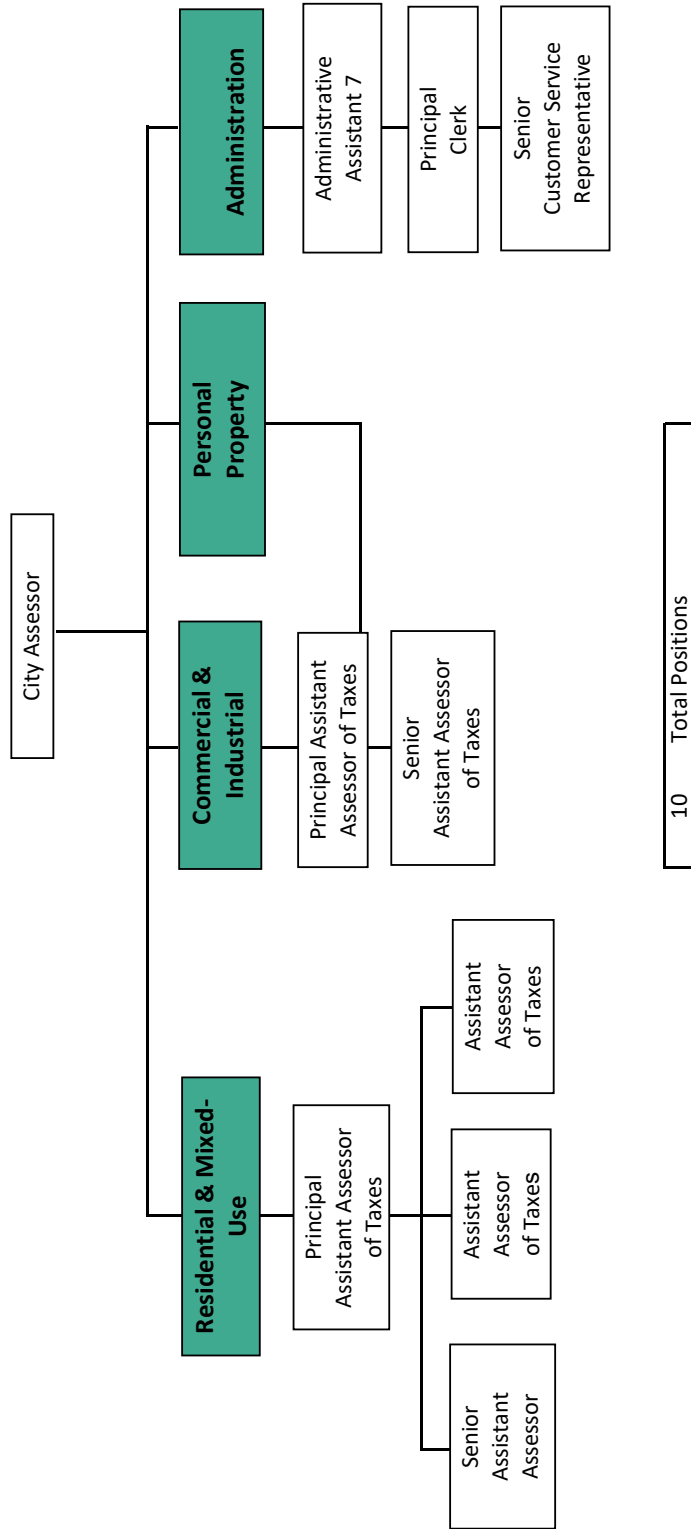
#### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 604,695.27	\$ 657,340.00	\$ 454,559.45	\$ 638,183.00
Overtime	-	1,000.00	-	1,000.00
Ordinary Maintenance	139,883.82	293,751.00	200,838.35	284,989.00
<b>Total</b>	<b>\$ 744,579.09</b>	<b>\$ 952,091.00</b>	<b>\$ 655,397.80</b>	<b>\$ 924,172.00</b>
<b>Total Positions</b>	10	10	10	10

#### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$924,172, which is a decrease of \$27,919 from the Fiscal 2021 amount of \$952,091. The salary decrease is mainly due to filling vacant positions at a lower step and regrade to positions to reflect departmental operations. Ordinary Maintenance decrease of \$8,762 is due to a decrease in consultants for recertification deadline that was postponed due to COVID, and Maintenance System Software. The offset to these decreases are additional funding to membership fees, subscriptions, hardware/devices, and printing.

**DEPARTMENT OF ADMINISTRATION & FINANCE  
ASSESSING DIVISION  
ORGANIZATIONAL CHART**



10 Total Positions

**SAMUEL E. KONIECZNY, CITY ASSESSOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****DEPARTMENT OF ADMINISTRATION & FINANCE****ASSESSING DIVISION - DIVISION #670**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 121,898.00	53EM	CITY ASSESSOR	1	\$ 122,148.00
1	88,532.00	45M	DEPUTY ASSESSOR	0	-
1	73,665.00	40M	PRINCIPAL ASSISTANT ASSESSOR OF TAXES	2	149,978.00
2	134,724.00	39	SENIOR ASSISTANT ASSESSOR OF TAXES	2	123,936.00
1	57,660.00	35	ADMINISTRATIVE ASSISTANT 7	1	61,221.00
2	112,453.00	32	ASSISTANT ASSESSOR OF TAXES	2	94,320.00
1	48,150.00	27	PRINCIPAL CLERK	1	48,150.00
0	-	28	SR. CUSTOMER SERVICE REPRESENTATIVE	1	44,016.00
1	40,758.00	22	SENIOR CLERK AND TYPIST	0	-
10	\$ 677,840.00		TOTAL REGULAR SALARIES	10	\$ 643,769.00
	-		EM INCENTIVE PAY		4,914.00
	(20,500.00)		VACANCY FACTOR		(10,500.00)
10	\$ 657,340.00	<b>670-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	10	\$ 638,183.00
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	\$ 1,000.00	<b>670-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 1,000.00
	\$ 2,700.00		LEASES & RENTALS		\$ 2,700.00
	500.00		TELEPHONE		500.00
	77,062.00		OTHER PERSONAL SERVICES		2,938.00
	500.00		NEWSPAPER ADVERTISING		500.00
	500.00		REGISTRATION FEES		500.00
	200.00		WATER		200.00
	1,500.00		PRINTING		9,000.00
	34,850.00		SOFTWARE MAINTENANCE		97,062.00
	3,989.00		MAINTENANCE/REPAIR VEHICLES		3,989.00
	120,183.00		PERSONAL PROPERTY VALUATION		63,033.00
	18,483.00		RESIDENTIAL PROPERTY VALUATION		18,483.00
	23,484.00		UTILITY VALUATION SERVICES		23,484.00
	1,000.00		MEMBERSHIP DUES		5,000.00
	500.00		BOOKS		500.00
	2,500.00		OFFICE SUPPLIES		2,500.00
	3,000.00		PRINTING SUPPLIES		3,000.00
	600.00		AUTO FUEL		600.00
	700.00		SUBSCRIPTIONS		42,000.00
	500.00		COPY PAPER		500.00
	500.00		HARDWARE DEVICES		8,000.00
	500.00		TRAVELING		500.00
	\$ 293,751.00	<b>670-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 284,989.00
	\$ 952,091.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 924,172.00



This Page is Intentionally Left Blank

## TREASURY

### Sandra J. Flynn, City Treasurer & Collector

City Hall- Room 203  
455 Main Street, Worcester, MA 01608  
508-799-1095

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

The Division timely and accurately bills and collects all City revenues, including taxes on real estate, personal property and vehicles, as well as water, sewer, and all other City services including parking, parks, and public safety. The Division safeguards financial assets and controls disbursement of payroll and warrant payments by the City and the Worcester Retirement System. The Division issues and manages all indebtedness authorized by the City to support capital acquisitions.

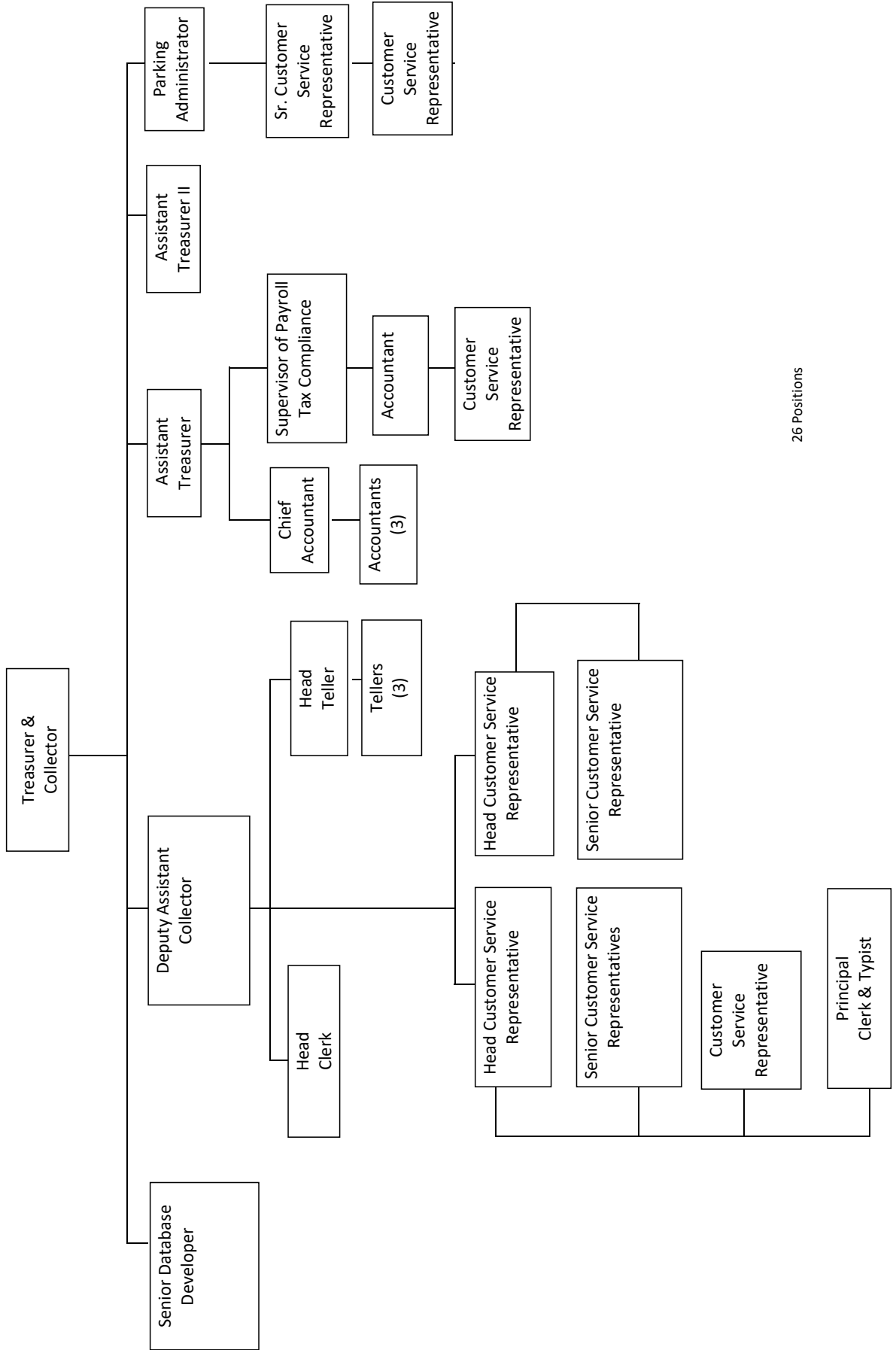
### Department Allocation Summary

		<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 1,069,670.86	\$ 1,171,292.00	\$ 690,388.47	\$ 1,206,417.00
Overtime	18,770.41	30,500.00	13,753.12	30,500.00
Ordinary Maintenance	1,292,539.13	719,605.00	1,591,507.43	719,605.00
Capital Outlay	10,789.05	-	-	-
<b>Total</b>	<b>\$ 2,391,769.45</b>	<b>\$ 1,921,397.00</b>	<b>\$ 2,295,649.02</b>	<b>\$ 1,956,522.00</b>
<b>Total Positions</b>	27	27	27	26

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$1,956,522, which is an increase of \$35,125 from the Fiscal 2021 amount of \$1,921,397. The salary increase is due to step increases for employees who are not at maximum pay, EM incentive pay, and multiple position regrades to re-organize positions that were vacated due to retirements in Fiscal 2021. Ordinary Maintenance and Overtime are recommended to be level funded.

# TREASURY ORGANIZATIONAL CHART



26 Positions

**SANDRA J. FLYNN, CITY TREASURER & COLLECTOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**TREASURY- DEPARTMENT #660**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 122,733.00	53EM	CITY TREASURER & COLLECTOR	1	\$ 122,733.00
1	86,924.00	47EM	ASSISTANT TREASURER	1	86,924.00
1	104,568.00	48P	SENIOR DATABASE DEVELOPER	1	104,568.00
1	90,286.00	44M	DEPUTY ASSISTANT COLLECTOR	1	90,286.00
1	83,771.00	42M	PARKING ADMINISTRATOR	1	83,771.00
0	-	42M	ASSISTANT TREASURER II	1	73,811.00
1	66,519.00	39P	CHIEF ACCOUNTANT	1	64,555.00
1	57,567.00	38M	PAYROLL MANAGER	1	66,566.00
2	131,544.00	36	HEAD CUSTOMER SERVICE REPRESENTATIVE	2	131,544.00
1	59,112.00	33	HEAD TELLER	1	59,112.00
3	157,584.00	32	ACCOUNTANT	4	219,359.00
1	56,940.00	32	TAX-LIEN CLERK	0	-
4	198,833.00	30	TELLER	3	148,957.00
0	-	30	HEAD CLERK	1	47,210.00
3	149,898.00	28	SR. CUSTOMER SERVICE REPRESENTATIVE	3	143,948.00
2	39,597.00	22	PRINCIPAL CLERK & TYPIST	1	40,536.00
4	152,527.00	22	CUSTOMER SERVICE REPRESENTATIVE	3	117,409.00
27	\$ 1,558,403.00		REGULAR SALARIES	26	\$ 1,601,289.00
	-		EM INCENTIVE PAY		3,952.00
	3,500.00		MUNICIPAL HEARING OFFICER STIPEND		3,500.00
	\$ 1,561,903.00		TOTAL SALARIES		\$ 1,608,741.00
			<u>FUNDING SOURCES:</u>		
	\$ (2,370.00)		GOLF REVENUES		\$ (2,441.00)
	(184,216.00)		SEWER REVENUES		(189,740.00)
	(204,025.00)		WATER REVENUES		(210,143.00)
	\$ (390,611.00)		TOTAL FUNDING SOURCES		\$ (402,324.00)
27	\$ 1,171,292.00	<b>660-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	26	\$ 1,206,417.00
	\$ 30,500.00		OVERTIME		\$ 30,500.00
	\$ 30,500.00	<b>660-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 30,500.00



**SANDRA J. FLYNN, CITY TREASURER & COLLECTOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**TREASURY- DEPARTMENT #660**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
	\$ 600.00		LEASES & RENTALS		\$ 600.00
	34,000.00		OTHER PERSONAL SERVICES- TREASURY		34,000.00
	11,500.00		OFFICE SUPPLIES & COPY PAPER- TREASURY		11,500.00
	3,500.00		HARDWARE/DEVICES - TREASURY		3,500.00
	5,200.00		CONSABLES/LEGAL FILING FEES - TREASURY		5,200.00
	1,200.00		NETWORK, HARDWARE, SOFTWARE- TREASURY		1,200.00
	2,000.00		MAINTENANCE SYSTEM SOFTWARE- TREASURY		2,000.00
	1,500.00		MAINTENANCE REPAIR EQUIPMENT- TREASURY		1,500.00
	12,200.00		PRINTING & PRINTING SUPPLIES - TREASURY		12,200.00
	2,600.00		REGISTRATION/MEMBERSHIP/LICENSES- TREASURY		2,600.00
	3,500.00		LEASES & RENTALS- COLLECTORS		3,500.00
	75,180.00		OFFICE SUPPLIES & OTHER CHARGES- COLLECTORS		75,180.00
	2,000.00		TELEPHONE - COLLECTORS		2,000.00
	4,400.00		LEASES & RENTALS- MAILING		4,400.00
	450,000.00		POSTAGE- MAILING		450,000.00
	5,000.00		OTHER PERSONAL SERVICES- MAILING		5,000.00
	48,800.00		PRINTING - MAILING		48,800.00
	4,500.00		OFFICE SUPPLIES- MAILING		4,500.00
	1,000.00		OTHER PERSONAL SERVICES - TAX TITLE		1,000.00
	5,000.00		NEWSPAPER ADVERTISING - TAX TITLE		5,000.00
	7,000.00		MAINTENANCE REPAIR BUILDING- TAX TITLE		7,000.00
	16,500.00		LEGAL FILING FEES - TAX TITLE		16,500.00
	90,000.00		PARKING VIOLATION PROCESSING		90,000.00
	500.00		OFFICE SUPPLIES- PARKING		500.00
	1,000.00		TRAVELING		1,000.00
	<u>\$ 788,680.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 788,680.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (30,701.00)		SEWER REVENUES		\$ (30,701.00)
	(38,374.00)		WATER REVENUES		(38,374.00)
	<u>\$ (69,075.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (69,075.00)</u>
	<u>\$ 719,605.00</u>	<b>660-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 719,605.00</u>
	<u>\$ 1,921,397.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,956,522.00</u>

## PURCHASING

### Christopher J. Gagliastro, Purchasing Agent

City Hall- Room 201  
455 Main Street, Worcester, MA 01608  
508-799-1220

#### Mission:

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

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

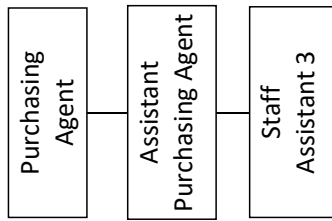
#### Department Allocation Summary

	Actual	Approved	Actuals	Recommended
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2021</b>	<b>03/31/21</b>	<b>Fiscal 2022</b>
Salaries	\$ 217,475.14	\$ 230,139.00	\$ 152,243.20	\$ 216,874.00
Ordinary Maintenance	15,177.61	16,920.00	4,618.63	16,920.00
<b>Total</b>	<b>\$ 232,652.75</b>	<b>\$ 247,059.00</b>	<b>\$ 156,861.83</b>	<b>\$ 233,794.00</b>
<b>Total Positions</b>	3	3	3	3

#### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$233,794, which is a decrease of \$13,265 from the Fiscal 2021 amount of \$247,059. This is due to a vacant position being budgeted at a lower pay grade. Ordinary Maintenance is level funded in Fiscal 2022.

**PURCHASING  
ORGANIZATIONAL CHART**



3 POSITIONS

**CHRISTOPHER GAGLIASTRO, PURCHASING AGENT****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****PURCHASING- DEPARTMENT #600**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT
1	\$ 108,785.00	50EM	PURCHASING AGENT	1	\$ 108,785.00
1	70,462.00	43M	ASSISTANT PURCHASING AGENT	1	72,972.00
1	68,069.00	37	STAFF ASSISTANT 3	1	51,052.00
<u>3</u>	<u>\$ 247,316.00</u>		REGULAR SALARIES	<u>3</u>	<u>\$ 232,809.00</u>
	4,376.00		EM INCENTIVE PAY		4,376.00
	<u>\$ 251,692.00</u>		TOTAL SALARIES		<u>\$ 237,185.00</u>
			FUNDING SOURCES:		
	\$ (447.00)		GOLF REVENUES		\$ (421.00)
	(7,930.00)		SEWER REVENUES		(7,473.00)
	(13,176.00)		WATER REVENUES		(12,417.00)
	<u>\$ (21,553.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (20,311.00)</u>
<u>3</u>	<u>\$ 230,139.00</u>	<b>600-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>3</u>	<u>\$ 216,874.00</u>
	\$ 1,200.00		TELEPHONE		\$ 1,200.00
	500.00		POSTAGE		500.00
	500.00		PREPARED MEALS		500.00
	2,290.00		NEWSPAPER ADVERTISEMENT		2,290.00
	1,800.00		PRINTING		1,800.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		-
	560.00		MEMBERSHIP DUES		560.00
	5,000.00		OFFICE SUPPLIES		6,000.00
	2,500.00		PRINTING SUPPLIES		2,500.00
	1,218.00		SUBSCRIPTIONS		1,218.00
	1,000.00		COPY PAPER		1,000.00
	200.00		TRAVELING		200.00
	500.00		TRAINING CERTIFICATE		500.00
	<u>\$ 18,268.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 18,268.00</u>
			FUNDING SOURCES:		
	\$ (604.00)		SEWER REVENUES		\$ (604.00)
	(744.00)		WATER REVENUES		(744.00)
	<u>\$ (1,348.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (1,348.00)</u>
	<u>\$ 16,920.00</u>	<b>600-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 16,920.00</u>
	<u>\$ 247,059.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 233,794.00</u>



This Page is Intentionally Left Blank

## DEBT SERVICE OBLIGATIONS

### Timothy J. McGourthy, Chief Financial Officer

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

### Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Fiscal 2020	Budget for	as of	Appropriation
Expenditures	Fiscal 2020	Fiscal 2021	3/31/21	Fiscal 2022
Debt Principal	\$ 48,320,551.07	\$ 50,554,456.00	\$ 47,623,455.65	\$ 49,889,807.00
<b>Total Principal</b>	<b>\$ 48,320,551.07</b>	<b>\$ 50,554,456.00</b>	<b>\$ 47,623,455.65</b>	<b>\$ 49,889,807.00</b>
Funding Sources				
CREDIT WATER ENTERPRISE	\$ 4,639,193.22	\$ 4,893,823.00	\$ 4,563,378.00	\$ 4,864,796.00
CREDIT SEWER ENTERPRISE	5,681,105.11	6,481,904.00	6,212,502.12	6,710,363.00
STABILIZATION-BUILDING CAMPAIGN	6,420,550.76	6,020,283.00	6,020,283.26	4,971,657.00
STABILIZATION-NORTH HIGH SCHOOL	847,333.00	850,333.00	850,333.00	520,066.00
STABILIZATION-NEW HIGH SCHOOL		-	306,243.00	305,000.00
MAJOR TAYLOR BOULEVARD GARAGE	34,000.00	34,000.00	33,887.00	22,304.00
CREDIT AIRPORT FUNDS	5,700.00	4,700.00	4,700.00	6,700.00
CREDIT OFF STREET PARKING	342,965.89	712,016.00	702,262.57	869,274.00
CREDIT UNION STATION GARAGE	272,531.00	272,537.00	272,537.00	235,585.00
CREDIT DCU CENTER SPECIAL DISTRICT	2,038,881.49	2,231,639.00	2,235,390.95	2,390,077.00
CREDIT LIBRARY PILOT		-	12,146.00	-
CREDIT CITY SQUARE FUND	1,779,325.00	1,912,893.00	1,074,893.00	2,000,026.00
CREDIT GOLF REVENUES	253,456.00	314,379.00	314,368.00	306,855.00
CREDIT INSTITUTE PARK PROJECTS	126,000.00	126,000.00	125,701.00	120,319.00
CREDIT CSX PARKS PROJECTS	102,000.00	102,000.00	102,000.00	92,212.00
CREDIT UNIVERSITY PARK PROJECTS	106,000.00	106,000.00	106,000.00	53,150.00
CREDIT SOLAR NET METERING	864,229.00	864,229.00	-	864,229.00
CREDIT HUD 108	88,000.00	88,000.00	92,000.00	88,000.00
CREDIT BALLPARK		-	-	177,000.00
<b>Sub-Total Self Supporting Debt</b>	<b>23,601,270.47</b>	<b>25,014,736.00</b>	<b>23,028,624.90</b>	<b>24,597,613.00</b>
GENERAL FUND	24,719,280.60	25,539,720.00	24,594,829.84	25,292,194.00
<b>Total</b>	<b>\$ 48,320,551.07</b>	<b>\$ 50,554,456.00</b>	<b>\$ 47,623,454.74</b>	<b>\$ 49,889,807.00</b>

### Operating Budget Highlights

The total budget for Debt Principal for Fiscal 2022 is recommended to be \$49,889,807, which is a decrease of \$664,649 from the Fiscal 2021 amount of \$50,554,456. Of the Fiscal 2022 allocation, \$24,597,613 is funded through Self Supporting Credits, and \$25,292,194 is General Fund tax levy, an increase of \$247,526 from the Fiscal 2021 tax levy allocation. In March 2021, the City completed a refunding of bonds which is currently being reconciled. Based on this reconciliation, certain Self Supporting Credits and General Fund appropriations may need to be adjusted during Fiscal 2022.

## DEBT SERVICE OBLIGATIONS

### Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Fiscal 2020	Budget for	as of	Appropriation
Expenditures	Fiscal 2020	Fiscal 2021	3/31/21	Fiscal 2022
Debt Interest	\$ 25,378,976.11	\$ 25,380,101.00	\$ 21,473,825.36	\$ 26,163,581.00
<b>Total Interest</b>	<b>\$ 25,378,976.11</b>	<b>\$ 25,380,101.00</b>	<b>\$ 21,473,825.36</b>	<b>\$ 26,163,581.00</b>
<b>Funding Sources</b>				
Credit Water Enterprise	\$ 2,632,599.62	\$ 2,476,035.00	\$ 2,005,060.98	\$ 2,348,901.00
Credit Sewer Enterprise	4,333,253.50	4,217,798.00	3,328,468.24	3,747,241.00
Stabilization- Building Campaign	1,117,534.44	1,167,554.00	613,327.12	612,144.00
Stabilization- North High School	439,474.50	613,941.00	357,189.07	245,983.00
Stabilization-New High School	-	-	386,360.91	190,838.00
Major Taylor Boulevard Garage	25,213.76	23,834.00	12,716.83	902.00
Credit Airport Funds	1,396.26	1,136.00	626.88	1,341.00
Credit Off-Street Parking	496,167.70	674,059.00	634,253.18	762,747.00
Credit Union Station Garage	82,624.20	68,997.00	37,905.46	49,448.00
Credit DCU Center Special District	1,503,633.59	1,375,095.00	875,163.10	991,938.00
Credit Library PILOT	-	-	12,957.51	-
Credit City Square Funds	2,411,235.81	2,333,929.00	1,712,565.08	2,080,829.00
Credit Golf Revenues	124,904.56	105,260.00	93,352.37	81,714.00
Credit Institute Park Credits	32,815.00	27,635.00	18,798.17	23,456.00
Credit CSX Parks Projects	24,890.00	21,830.00	23,476.27	28,190.00
Credit University Park Projects	35,961.26	31,161.00	17,461.54	2,954.00
Credit HUD 108	45,535.30	45,535.00	43,797.30	45,535.00
Credit Baseball Capitalized Interest	1,532,615.79	1,465,324.00	1,565,081.61	3,385,312.00
<b>Sub-Total Self Supporting Debt</b>	<b>14,839,855.29</b>	<b>14,649,123.00</b>	<b>11,738,561.62</b>	<b>14,599,473.00</b>
General Fund	10,539,120.82	10,730,978.00	9,735,263.74	11,564,108.00
<b>Total</b>	<b>\$ 25,378,976.11</b>	<b>\$ 25,380,101.00</b>	<b>\$ 21,473,825.36</b>	<b>\$ 26,163,581.00</b>

### Operating Budget Highlights

The total budget for Debt Interest for Fiscal 2022 is recommended to be \$26,163,581, which is an increase of \$783,480 from the Fiscal 2021 amount of \$25,380,101. Of the Fiscal 2022 allocation, \$14,599,473 is funded through Self Supporting Credits, and \$11,564,108 is General Fund tax levy, an increase of \$833,130 from the Fiscal 2021 tax levy allocation. In March 2021, the City completed a refunding of bonds which is currently being reconciled. Based on this reconciliation, certain Self Supporting Credits and General Fund appropriations may need to be adjusted during Fiscal 2022. A Bond Anticipated Note (BAN) for the remainder of Fiscal Year 2021 is currently being compiled and an estimated BAN interest amount is included in the Fiscal 2022 Budget. Based on the final BAN borrowing amount, this interest amount is subject to change and may require adjustments in Fiscal 2022.

**TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**FINANCE - DEBT SERVICE PRINCIPAL- #661**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ 50,554,456.00	REDEMPTION ON BONDS	\$ 49,889,807.00
<u>\$ 50,554,456.00</u>	TOTAL PRINCIPAL	<u>\$ 49,889,807.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (4,893,823.00)	CREDIT WATER ENTERPRISE	\$ (4,864,796.00)
(6,481,904.00)	CREDIT SEWER ENTERPRISE	(6,710,363.00)
(6,020,283.00)	STABILIZATION-BUILDING CAMPAIGN	(4,971,657.00)
(850,333.00)	STABILIZATION-NORTH HIGH SCHOOL	(520,066.00)
-	STABILIZATION-NEW HIGH SCHOOL	(305,000.00)
(34,000.00)	MAJOR TAYLOR BOULEVARD GARAGE	(22,304.00)
(4,700.00)	CREDIT AIRPORT FUNDS	(6,700.00)
(712,016.00)	CREDIT OFF STREET PARKING	(869,274.00)
(272,537.00)	CREDIT UNION STATION GARAGE	(235,585.00)
(2,231,639.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(2,390,077.00)
(1,912,893.00)	CREDIT CITY SQUARE FUND	(2,000,026.00)
(314,379.00)	CREDIT GOLF REVENUES	(306,855.00)
(126,000.00)	CREDIT INSTITUTE PARK PROJECTS	(120,319.00)
(102,000.00)	CREDIT CSX PARKS PROJECTS	(92,212.00)
(106,000.00)	CREDIT UNIVERSITY PARK PROJECTS	(53,150.00)
(864,229.00)	CREDIT SOLAR NET METERING	(864,229.00)
(88,000.00)	CREDIT HUD 108	(88,000.00)
-	CREDIT BASEBALL	(177,000.00)
<u>\$ (25,014,736.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (24,597,613.00)</u>
<u>\$ 25,539,720.00</u>	<b>661-94000 TOTAL RECOMMENDED PRINCIPAL PAYMENT</b>	<u>\$ 25,292,194.00</u>
<u>\$ 25,539,720.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 25,292,194.00</u>



**TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**FINANCE - DEBT SERVICE INTEREST - #662**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ 23,237,907.00	EXISTING LONG TERM DEBT	\$ 23,685,972.00
2,142,194.00	BAN INTEREST	2,477,609.00
<u>\$ 25,380,101.00</u>	TOTAL INTEREST	<u>\$ 26,163,581.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (2,476,035.00)	CREDIT WATER ENTERPRISE	\$ (2,348,901.00)
(4,217,798.00)	CREDIT SEWER ENTERPRISE	(3,747,241.00)
(1,167,554.00)	STABILIZATION-BUILDING CAMPAIGN	(612,144.00)
(613,941.00)	STABILIZATION-NORTH HIGH SCHOOL	(245,983.00)
0.00	STABILIZATION-NEW HIGH SCHOOL	(190,838.00)
(23,834.00)	MAJOR TAYLOR BOULEVARD GARAGE	(902.00)
(1,136.00)	CREDIT AIRPORT FUNDS	(1,341.00)
(674,059.00)	CREDIT OFF STREET PARKING	(762,747.00)
(68,997.00)	CREDIT UNION STATION GARAGE	(49,448.00)
(1,375,095.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(991,938.00)
(2,333,929.00)	CREDIT CITY SQUARE FUND	(2,080,829.00)
(105,260.00)	CREDIT GOLF REVENUES	(81,714.00)
(27,635.00)	CREDIT INSTITUTE PARK PROJECTS	(23,456.00)
(21,830.00)	CREDIT CSX PARKS PROJECTS	(28,190.00)
(31,161.00)	CREDIT UNIVERSITY PARK PROJECTS	(2,954.00)
(45,535.00)	CREDIT HUD 108	(45,535.00)
(1,465,324.00)	CREDIT BASEBALL	(3,385,312.00)
<u>\$ (14,649,123.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (14,599,473.00)</u>
<u>\$ 10,730,978.00</u>	<b>662-94000 TOTAL RECOMMENDED INTEREST PAYMENT</b>	<u>\$ 11,564,108.00</u>
<u>\$ 10,730,978.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 11,564,108.00</u>

## PENSION OBLIGATION BONDS

### Timothy J. McGourthy, Chief Financial Officer

City Hall- Room 201  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1180

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

### Department Allocation Summary

	<b>Actual</b>	<b>Approved Budget</b>	<b>Totals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>3/31/20</b>	<b>Fiscal 2022</b>
Fringe Benefits	\$11,808,019.00	\$ 11,751,906.00	\$ 11,751,906.00	\$ 11,527,955.00
Credits	(1,366,927.00)	(1,215,178.00)	(1,215,178.00)	\$ (1,196,903.00)
<b>Total</b>	<b>\$10,441,092.00</b>	<b>\$ 10,536,728.00</b>	<b>\$ 10,536,728.00</b>	<b>\$ 10,331,052.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2022 is recommended to be \$10,331,052, which is a decrease of \$205,676 from the Fiscal 2021 amount of \$10,536,728.

**TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**

**DEPARTMENT OF ADMINISTRATION & FINANCE**

**DIVISION OF PENSION OBLIGATION BONDS- DIVISION #665**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ 11,751,906.00	DEBT SERVICE	\$ 11,527,955.00
<u>\$ 11,751,906.00</u>	TOTAL DEBT SERVICE	<u>\$ 11,527,955.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (18,355.00)	CREDIT FROM GOLF	\$ (18,108.00)
(515,781.00)	CREDIT FROM SEWER	(506,007.00)
(681,042.00)	CREDIT FROM WATER	(672,788.00)
<u>\$ (1,215,178.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,196,903.00)</u>
<u>\$ 10,536,728.00</u>	<b>665-94000 TOTAL RECOMMENDED DEBT SERVICE</b>	<u>\$ 10,331,052.00</u>
<hr/>		
<u>\$ 10,536,728.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 10,331,052.00</u>

## FINANCIAL INTEGRITY PLAN FUNDS

**Edward M. Augustus, Jr.**  
**City Manager**  
 City Hall Room 309  
 Worcester, Massachusetts 01608  
 (508) 799-1175

### FY22 Budget Overview

	Actuals	Approved	Totals		Recommended
	Fiscal 2020*	Budget for Fiscal 2021	as of 3/31/2021	Account Number	Appropriation Fiscal 2022
<b>Financial Plan Funds</b>					
Bond Rating Stabilization fund	\$ 2,952,837.00	\$ -	\$ 5,127,069.00	35-921	\$ -
Capital Campaign Stabilization	7,794,612.00	8,107,870.00	9,134,232.00	04D802	8,107,870.00
CitySquare DIF Reserve Fund	3,557,119.00	3,557,119.00	3,557,119.00	04D803	4,134,293.00
North High Construction Fund	-	-	-	04D806	480,000.00
New High School Fund	3,327,500.00	4,325,750.00	5,352,112.00	04D810	4,575,313.00
OPEB Reserve Fund	2,396,499.00	732,050.00	3,788,531.00	04T803	805,255.00
<b>Total Transfers to Funds</b>	<b>\$ 20,028,567.00</b>	<b>\$ 16,722,789.00</b>	<b>\$ 26,959,063.00</b>		<b>\$ 18,102,731.00</b>

### Financial Integrity Plan Funds

The City of Worcester's Five Point Financial Plan, originally 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. This plan was updated in 2017 to improve reserve building and expand long term capital planning and debt management.

#### **Capital Campaign for Worcester Technical High School/other projects:**

The Capital Campaign fund exists to meet the current debt service obligations for major construction projects that have been completed: Worcester Technical High School, Worcester Public Library Renovation, Worcester Senior Center, and Forest Grove Middle School. This fund is also the fund where future projects can be prepared for in advance. The deposit for Fiscal Year 2022 is \$8,107,870, which includes anticipated debt service as well as an additional \$500,000 for the South Division Fire Station.

#### **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 2022 is \$4,134,293, an increase in recognition of the increasing value of the City Square properties.

## FINANCIAL INTEGRITY PLAN FUNDS

---

### **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. In Fiscal Year 2022, \$480,000 is being allocated to this fund and the debt service is paid from this allocation and the reserve built up to date and then funded from the debt service appropriation in future years.

### **The New High School Construction Fund:**

This fund was established for anticipated debt service arising from construction of South High and Doherty High Schools. The deposit for Fiscal Year 2022 \$4,575,313.

### **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. The deposit for Fiscal 2022 is funded at \$805,255, a 10% increase as called for in the Financial Integrity Plan.

**EDWARD M. AUGUSTUS, JR. , CITY MANAGER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022**
**FINANCIAL INTEGRITY PLAN FUNDS**

APPROVED FY21 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
\$ -	BOND RATING STABILIZATION	35-921 \$ -
8,107,870.00	CAPITAL CAMPAIGN STABILIZATION	04D802 8,107,870.00
3,557,119.00	CITY SQUARE DIF RESERVE FUND	04D803 4,134,293.00
4,325,750.00	NEW HIGH SCHOOL FUND	04D810 4,575,313.00
-	NORTH HIGH SCHOOL CONSTRUCTION FUND	04D806 480,000.00
732,050.00	OPEB RESERVE FUND	04T803 805,255.00
<u>\$ 16,722,789.00</u>	TOTAL FINANCIAL INTEGRITY PLAN FUNDS	<u>\$ 18,102,731.00</u>
<hr/>		
<u>\$ 16,722,789.00</u>	TOTAL FINANCIAL INTEGRITY PLAN FUNDS	<u>\$ 18,102,731.00</u>



This Page is Intentionally Left Blank

CITY OF WORCESTER  
FISCAL 2022  
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	429,578.00	24,259.00						453,837.00
MAYOR	030	143,676.00	10,100.00						153,776.00
CITY MANAGER	040	1,403,852.00	252,900.00						1,656,752.00
ECONOMIC DEVELOPMENT	043	1,748,688.00	412,554.00						2,161,242.00
CABLE SERVICES	04S								-
CITY CLERK	100	694,296.00	54,700.00					1,000.00	749,996.00
PUBLIC FACILITIES	112	641,490.00	1,129,416.00	100,000.00				17,100.00	1,888,006.00
SUSTAINABILITY & RESILIENCE	113	123,638.00	172,510.00	0.00			0.00	2,500.00	298,648.00
LAW	120	1,184,146.00	168,250.00						1,352,396.00
COURT JUDGMENTS	121		4,000,000.00						4,000,000.00
PROPERTY & CASUALTY	122		166,824.00						166,824.00
ELECTIONS	150	649,746.00	145,925.00					4,000.00	799,671.00
CONTRIBUTORY PENSIONS	161						33,526,380.00		33,526,380.00
NON CONTRIBUTORY PENSIONS	162						0.00		-
HUMAN RESOURCES	170	1,137,344.00	411,549.00					5,000.00	1,553,893.00
DIVERSITY & INCLUSION	180	159,839.00	323,800.00						483,639.00
WORKERS COMPENSATION	171		91,359.00				1,155,641.00		1,247,000.00
UNEMPLOYMENT COMPENSATION	172						101,000.00		101,000.00
PUBLIC SAFETY IOD	174		98,550.00				703,386.00		801,936.00
POLICE	250	45,316,334.00	2,738,657.00	112,300.00				4,600,000.00	52,767,291.00
FIRE	260	38,523,861.00	1,676,175.00	143,000.00				1,477,176.00	41,820,212.00
COMMUNICATIONS	270	2,450,732.00	1,108,218.00					182,318.00	3,741,268.00
INSPECTIONAL SERVICES	280	3,847,742.00	280,285.00					28,000.00	4,156,027.00
PUBLIC HEALTH	330	800,300.00	123,400.00					500.00	924,200.00
HEALTH & HUMAN SERVICES	331	999,979.00	3,038,656.00						4,038,635.00
ELDER AFFAIRS	340	508,925.00	315,557.00						824,482.00
DPW ADMINISTRATION	4101	450,684.00	474,357.00					31,110.00	956,151.00
DPW ENGINEERING	4102	1,596,045.00	470,700.00					81,793.00	2,148,538.00
DPW STREETS	4103	2,092,217.00	992,908.00					400,108.00	3,485,233.00
DPW SANITATION	4104	1,241,500.00	6,159,640.00					141,414.00	7,542,554.00
DPW FLEET MANAGEMENT	4105	661,107.00	1,234,523.00					30,613.00	1,926,243.00
SNOW REMOVAL	411	50,000.00	4,800,000.00					1,150,000.00	6,000,000.00
STREET LIGHTS	412		1,495,490.00						1,495,490.00
UNION STATION	480		403,305.00						403,305.00
PUBLIC SCHOOLS NET SCHOOL	500	244,769,317.00	39,102,056.00	353,428.00			76,626,906.00	240,115.00	361,091,822.00
PUBLIC SCHOOLS NON NET SCHOOL	540	5,194,507.00	19,215,099.00					713,714.00	25,123,320.00
PUBLIC LIBRARY	550	4,250,285.00	1,897,948.00	5,500.00				123,795.00	6,277,528.00
PURCHASING	600	216,874.00	16,920.00						233,794.00
BUDGET	610	650,373.00	132,127.00						782,500.00
AUDITING	650	537,961.00	91,735.00					3,000.00	632,696.00
TREASURY	660	1,206,417.00	719,605.00					30,500.00	1,956,522.00
DEBT PRINCIPAL	661				25,292,194.00				25,292,194.00
DEBT INTEREST	662				11,564,108.00				11,564,108.00

Cont...



CITY OF WORCESTER  
FISCAL 2022  
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				10,331,052.00		28,711,109.00		28,711,109.00
PENSION OBLIGATION BONDS	665								10,331,052.00
ASSESSING	670	638,183.00	284,989.00					1,000.00	924,172.00
TECHNICAL SERVICES	680	2,962,406.00	2,780,230.00	300,000.00				20,000.00	6,062,636.00
PARKS	720	4,153,332.00	2,122,000.00					529,062.00	6,804,394.00
AUDITORIUM	740		90,200.00						90,200.00
DCU	750								-
MASSHIRE CENTRAL	31S	100,000.00	100,000.00						200,000.00
CONTINGENCY	900		7,140,656.00						7,140,656.00
<b>TOTAL TAX LEVY APPROPRIATION</b>		<b>371,535,374.00</b>	<b>106,468,132.00</b>	<b>1,014,228.00</b>	<b>47,187,354.00</b>	<b>0.00</b>	<b>140,824,422.00</b>	<b>9,813,818.00</b>	<b>676,843,328.00</b>
TUITION ASSESSMENTS									34,601,800.00
OTHER INTERGOVERNMENTAL									4,119,907.00
FIVE POINT PLAN TRANSFERS OUT									17,297,476.00
OPEB RESERVE									805,255.00
GOLF COURSE									100,000.00
<b>TOTAL TRANSFERS AND INTERGOVERNMENTAL</b>									<b>56,924,438.00</b>
SEWER	440	3,567,873.00	24,721,209.00	24,500.00	10,457,604.00	4,090,397.00	3,709,419.00	350,000.00	46,921,002.00
WATER	450	6,891,319.00	4,315,100.00	25,000.00	7,213,697.00	3,031,548.00	5,130,400.00	800,000.00	27,407,064.00
GOLF COURSE	710	319,456.00	940,000.00		388,569.00	39,151.00	133,484.00		1,820,660.00
<b>TOTAL ENTERPRISE APPROPRIATION</b>		<b>10,778,648.00</b>	<b>29,976,309.00</b>	<b>49,500.00</b>	<b>18,059,870.00</b>	<b>7,161,096.00</b>	<b>8,973,303.00</b>	<b>1,150,000.00</b>	<b>76,148,726.00</b>