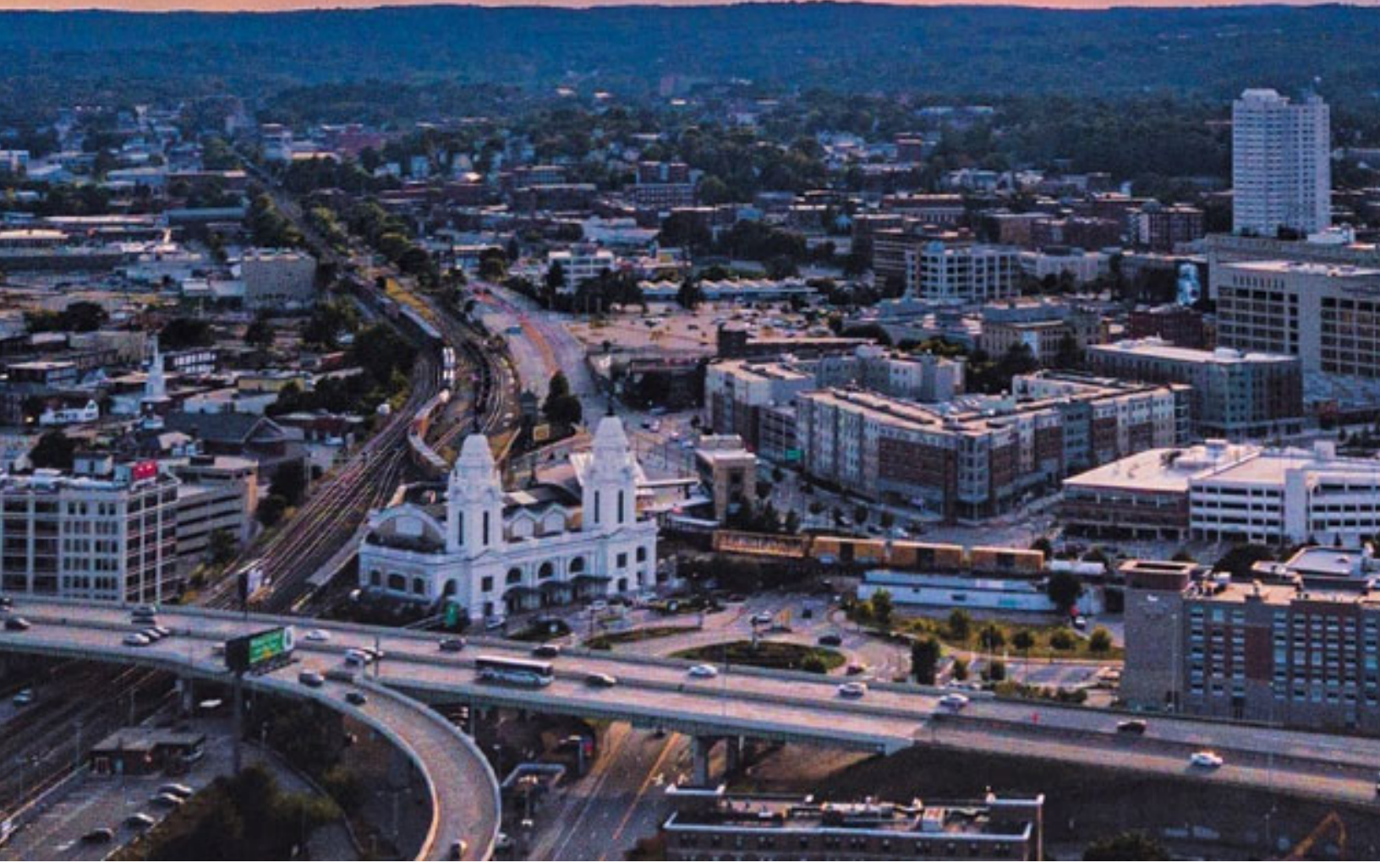




The City of  
**WORCESTER**

**FISCAL YEAR 2023**  
**ANNUAL OPERATING BUDGET**  
*Edward M. Augustus, Jr., City Manager*



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The City of  
**WORCESTER**

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Edward M. Augustus, Jr.  
City Manager



CITY OF WORCESTER

May 10, 2022

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully present the FY23 Annual Operating budget, in tandem with the FY23 Capital Improvement Plan, for your review and consideration.

The FY23 Operating and Capital budgets have been constructed as we seek to move beyond the impacts of COVID-19 and accommodate the City's economic resurgence, unprecedented population growth, and rising standard of living. The current fiscal year has illustrated the potential for normalcy for the City's finances. State revenues are roaring back, property values continue their rise, and local revenues are meeting or exceeding budgets. Real estate investment continues apace, with new construction especially in housing and life sciences. Federal funding for both the City and Worcester Public Schools has played a critical role in subsidizing shortfalls and maintaining our collective ability to respond to public health and community challenges. Yet caution remains. We are still experiencing COVID outbreaks and the fear of new strains is real. The need for household supports remains, even in a strong economy, especially for low-income residents battling inflationary impacts. We continue to struggle against aging infrastructure, out-of-date technologies, institutional inequities, and the impact of limited resources on comprehensive services to our neighborhoods. The FY23 budget is about enhancing core functions and targeting investments so that the City can 1) safely accommodate the rising population and demand for City services; 2) capitalize on new funding opportunities beyond the tax levy such as Federal and State grant opportunities; 3) expand access to health and wellness opportunities for communities and cohorts across a broad spectrum; and 4) as an employer, retain and compete for diverse talent in an increasingly expensive marketplace. We approach the FY23 Budget and its

corresponding outcomes with optimism, but an optimism buttressed by an understanding of trends and the potential for headwinds as we navigate a complex economic, public health, and social landscape.

The FY23 Operating Budget incorporates the typical baseline numbers such as a 2.5% tax levy increase, anticipated New Growth, rising local revenue projections, and the Governor's most recent State Aid proposal. Together with the annual Capital Budget, these resources further our efforts to improve our public safety and emergency response, update our building stock, enhance our environmental sustainability, rethink our transportation systems, modernize our technology, rebuild our schools, provide for the health and wellbeing of the oldest and youngest among us, and maintain and enhance our critical infrastructure. We build off lessons from FY22, but anticipate great opportunities for FY23.

#### FY23 Annual Operating Budget

The FY23 Annual Operating Budget recommendation totals approximately \$778M, building on State and local revenues, as detailed in the chart below. The chart below is comparing the recommended FY23 Operating Budget to the final FY22 Operating Budget, which includes the appropriation of Free Cash and ARPA Revenue Recovery Funds. Overall, the annual budget increases by \$44.3M (6%) from the original FY22 Operating Budget, or \$14.3M (2%) from the final FY22 Operating Budget. The majority of the increase from the original FY22 Operating Budget is committed to Education (\$27.8M), Fixed Costs (\$8.7M), the Worcester Fire Department (\$3.1M), and Worcester Police Department (\$2.4M). In FY23, under the Governor's Proposed Budget, State Aid for Education will be \$322.6M and State Aid for General Government is \$48.7M. The budget projects local property tax revenues of \$358.4M, an increase of \$16.8M (including \$9.2M Proposition 2½ and \$6.2M New Growth) or 5% from the final FY22 Operating Budget. We assume a 3.6% increase in Local Receipts compared to the original FY22 Operating Budget.

<b>Revenues</b>	<b>Final FY22 Budget</b>	<b>Proposed FY23 Budget</b>	<b>FY22/23 Change</b>	<b>Percentage Change</b>
Property Tax	341,617,661	358,436,132	16,818,471	4.9%
Local Receipts	53,073,259	47,647,800	(5,425,459)	-10.2%
State Aid Education	296,637,135	322,576,943	25,939,808	8.7%
State Aid General	47,630,812	48,691,260	1,060,448	2.2%
MSBA/Other Available Funds	5,436,147	699,930	(4,736,217)	-87.1%
Free Cash	19,363,912	-	(19,363,912)	-100.0%
<b>Total Revenues</b>	<b>763,758,926</b>	<b>778,052,065</b>	<b>14,293,139</b>	<b>1.9%</b>
<b>Expenditures</b>				
Education (WPS/Assessments)	423,502,959	448,663,647	25,160,688	5.9%
Fixed Costs	158,366,023	150,040,327	(8,325,696)	-5.3%
Contingency	8,612,922	4,910,000	(3,702,922)	-43.0%
Public Safety	103,084,798	108,800,104	5,715,306	5.5%
Public Works & Parks	30,155,313	22,008,496	(8,146,817)	-27.0%
Other Operational	40,036,911	43,629,491	3,592,580	9.0%
<b>Total Expenditures</b>	<b>763,758,926</b>	<b>778,052,065</b>	<b>14,293,139</b>	<b>1.9%</b>

The proposed FY23 budget assures that we can fully fund our core financial obligations while expanding our efforts to ensure safe homes and streets, healthy communities in which to be born and raised, and a modern, responsive city. It is important to note that this budget continues to meet all of our required obligations under Chapter 70 and the Financial Integrity Plan.

### *Safe Homes & Streets*

Great neighborhoods are, first and foremost, safe neighborhoods, and we believe that every neighborhood in Worcester is poised to be great. Safety lies not just within the public realm, however, but also within the private spaces of our homes and places of business. Safety is about proactively ensuring safe environments as well as reactively responding to unexpected emergencies that put us at risk.

The most important investment of the FY23 Budget is the expansion and restructuring of the Worcester Fire Department (WFD). For generations, this City has honored the immeasurable contributions of firefighters to the safety of our families and our neighborhoods. Yet our commitment of resources did not keep pace with the needs of the department. We are an old city, with older buildings, older equipment, and older ways of doing things. At the urging of this City Council, we have refocused and rededicated the WFD with new resources and insights gained from national strategies and modern



policies. The FY23 Budget continues that trend, with a significant expansion of the WFD budget and the inclusion of new classes and ultimately new firefighters to help protect each other and our residents.

A second major safety investment is the expansion of Worcester Police Department (WPD) operations to provide a more neighborhood-based approach, with a geographic focus that will build understanding and relationships between officers and the communities they serve. This precinct-level focus will allow us to better engage with the community on issues that matter – security in the public realm, neighborhood nuisances, traffic management and pedestrian safety – throughout the day and night. New resources will work with community leaders to identify and resolve challenges. They will help ensure that our public spaces and parks are neighborhood assets. We are also carrying forward the costs for new technologies – most notably body cameras – to ensure that we have the tools to analyze and adapt behavior so that both police and our residents remain safe and that questions and concerns can be addressed quickly and without bias.

A third major safety investment is the expansion of the Inspectional Services Department (ISD) and a recognition that the safety of our homes is also a public concern. With more than 206,000 residents, and an estimated 50,000 rental units, many of us are living in homes owned and maintained by a third party. The Administration is proposing the creation of a Rental Registry, an opportunity to identify and assess rental units throughout Worcester. The Rental Registry, supported by modest fees, would allow us to hire five new inspectors to enter and assess rental properties for health and safety violations. It would hold bad landlords accountable and ensure that households across the income spectrum are guaranteed safe, livable conditions. Importantly, it would also ensure that first responders like the WFD have an understanding of the conditions and occupancy of every unit of housing, protecting firefighters and tenants alike. Additionally, we are committing new resources to increase our overall ability to inspect properties, structures, and weights and measures.

Finally, as we look to improve our capacity to not only proactively address issues but reactively respond to emergencies, we look to add a Dispatch Quality Assurance

Manager to the Emergency Communications Department. This position will be responsible for working with operators to improve our ability to identify and assess issues, and respond to public concerns more effectively.

### *Healthy Communities*

With the backdrop of the pandemic compounding the challenges that traditionally face Worcester's residents, ensuring a healthy community – physically, socially, economically – remains a priority. While we work closely with our non-profit partners to address the challenges faced by Worcester's disadvantaged households, we also recognize that the City has an important part to play on its own. In the Department of Health & Human Services (HHS), we are looking at adding capacity to better work with those afflicted by homelessness and drug use. These dual tragedies are all too common in our city, and the recent settlements of national opioid lawsuits offer the City a funding stream to increase the homeless coordinator position to full-time, add capacity to the Commissioner of HHS to work on the opioid epidemic, and add supports in Public Health for maternal & child health as well as regional coordination. We are continuing our commitment to mental health services for impacted residents. Building on the recent renovation, we are expanding our commitment to our seniors with the operation of the new fitness center at the Senior Center. And we are expanding Recreation Worcester to cover the period from the first day of summer to the first day of school, so that parents can know that their child has safe and positive opportunities throughout the summer months.

We are also looking at ways to improve the built environment. Parks were a critical asset in Worcester during the pandemic, and we are expanding our investment both through the operational budget with two new foreman positions as well as through the capital budget with investments in Greenhill Park, Foley Stadium, Burncoat Park, and others. We also recognize the importance of mobility to resident opportunity, and are establishing a new Cabinet-level department of Transportation & Mobility. This department will be led by a Commissioner and will oversee transportation planning and engineering, capital project management, and parking. The purpose of this department is to elevate the understanding that transportation is not only a means for moving from one place to another, but a critical component of the public realm in every place it touches. This

department will prioritize efforts to protect pedestrians and calm traffic, with resources to accomplish six speed humps in each district of the city.

Finally, a healthy city means a healthy future, and we continue to support the growth of the newly formed Department of Sustainability & Resilience. New resources will include a Zero Waste Coordinator position focused on improving Worcester's recycling activity through promotion and education.

And of course, all of these community-health focused efforts will be buttressed by the tens of millions of dollars in Federal funds that the City, working with its ad hoc committees, will be distributing to support community initiatives and needs, funds that are not reflected in the FY23 Budget.

### *Modern, Responsive City*

Worcester's growth – among the fastest in the northeast – demands a modern, efficient government that can both drive change but also respond to community needs. Our ability to accomplish more rests on our ability to manage more, and yet we have not resourced all of our departments and employees to the level necessary. The FY23 Budget includes a number of structural and staffing changes to bring us closer to our intended goal. We are also continuing to find ways to use technology to improve our efficiency and outcomes without increasing our employment levels beyond our financial capacity.

As we grow in population and complexity, with the addition of new voting districts and precincts, we are putting resources into our City Clerk and Elections departments to ensure safe, secure, and accessible voting and public inquiry opportunities. Worcester is rightfully proud of the ease and security of its election process, and we want to continue that foundation as we bring voting booths and voting opportunities even closer to the voter. We also want to bring City government closer to the resident. We are implementing a 3-1-1 program, moving the customer service function to the Emergency Communications department and creating a 24-hour public information hotline accessible with a three-digit call.

The “Great Resignation” has affected Worcester like every other employer, and we struggle to compete for talent based on salaries and benefits. The FY23 Budget includes a 2.75% cost of living adjustment for all employees. In certain cases, these funds are included within departmental budgets, but where union negotiations are incomplete we have put those funds into Contingency to be available during the course of the fiscal year. We have worked hard to arrive at new union contracts and agreements, however in certain cases more work remains to address concerns and find consensus. We have also identified a significant number of targeted positions for pay grade increases – elevating roles to be more reflective of the responsibilities and more competitive for retention and new talent. An important and associated part of our effort to recruit and retain employees is the expansion of our human resource capabilities. We are adding three positions to the department, with a focus on managing the volume of work that comes through the department and building training and professional development opportunities for all staff. As we eagerly look to the implementation of a new financial and human resource management system over the next two years, these new positions will enable us to quickly pivot and build a state-of-the-art system for growing and attracting talent.

### *Fixed Costs*

While Fixed Costs decreased year over year by 5.3%, that is only a result of the significant Free Cash the City was able to budget in the fall of 2021. In many areas, the City’s fixed obligations continue to rise. Debt service increased by 10.9% (\$4M), pensions increased by 7.7% (\$2.6M), and health insurance increased by 5.6% (\$1.6M). Funding of nearly \$17M to various stabilization funds 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, contributions to the Fire Stabilization fund to advance the replacement of the South Division Fire Station, and, new this year, the first contribution of incremental taxes and fees to the Ballpark District Improvement Financing (DIF) account. As the ballpark moves from the Worcester Redevelopment Authority to the City, we will annually transfer net taxes and other receipts for the Ballpark DIF, similar to the process followed for CitySquare.

*Contingency*

For FY23, we are recommending a \$4.9M contribution to Contingency. This number primarily consists of funds retained for COLA obligations intended for various represented employees, as well as funds set aside for costs associated with union negotiations and yet to be identified needs that may arise throughout the year.

We appreciate the City Council’s consideration of this proposed Budget, and look forward to moving the City forward in its growth as one of New England’s most desirable urban areas. While it is bittersweet to submit this last Budget for your consideration, I am grateful for your input and look forward to seeing these proposed investments build a strong foundation for the ongoing development of the City and its neighborhoods.

Respectfully submitted,



Edward M. Augustus, Jr.

City Manager



The City of  
**WORCESTER**

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# 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
	<b>Vibrant, Thriving City</b> <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>
	<b>Opportunities For All</b> <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>
	<b>Strong Neighborhoods</b> <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>
	<b>Sound Fiscal &amp; Operational Government</b> <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; and 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 FY23 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 FY20	Actual FY21	Actual FY22 thru 12/31/2021
City-sponsored and hosted events dedicated to celebrating culture and the arts	52	23	43
Worcester Arts Council grant recipients	63	65	57
Amount of CDBG funds invested annually on community development, public facility & public safety projects	\$1,500,000	\$1,596,000	\$1,355,821
CDBG funding invested on low-moderate income clientele	92%	95%	98%
Quality of Life Task Force calls for service	2,026	1,973	1,430
Private investment leveraged from Economic Development (Small Business) CDBG recipients	\$432,000	\$1,988,000	\$38,753
Minority and woman owned businesses awarded Small Business CDBG financial assistance	33%	33%	33%
Pre-development consultations (IRT) etc., annually	42	60	26
New small business certificates	681	1169	458
Businesses provided workforce development services through the region's career centers and Workforce Board	317	914	561

## Opportunities For All

	Actual FY20	Actual FY21	Actual FY22 thru 12/31/2021
City government volunteer appointments	30	34	27
Youth employed by the City ( <i>Youth Office, Parks Division</i> )	274	139	*
Library cards registered	107,964	109,467	112,176
Library programs offered	824	1,262	1,047
At-risk youth served through the MassHire Central Region's Workforce Innovation and Opportunity Act programs and YouthWorks subsidized youth employment programs	402	656	492
Clients served by the Worcester Jobs Fund with no job training, job search, or related services	43	77	104
Job seeker provided career development services through the region's career centers and workforce board	4,151	8423	3073



	Actual FY20	Actual FY21	Actual FY22 thru 12/31/2021
Registered voters	105,350	109,491	109,491
Petitions received by City Council	431	548	229
Customer Service Center service quality calls made	9,146	6,433	4,739
Customer Service Center calls received	52,509	43,454	22,008

## Strong Neighborhoods

	Actual FY20	Actual FY21	Actual FY22 thru 12/31/2021
City investment to create and preserve affordable housing (CDBG/HOME/WLAP funds)	\$2,771,134	\$3,314,300	\$2,896,297
Response time/closure rates to inspection-related violations	90.1%	91%	84%
Lead inspection requests and completed	43	23	33
Parks complaints – Addressed within defined timeline	75.2%	75.2%	89.8%
Parks playground complaints – Addressed within defined timelines	58.33%	75.2%	89.8%
Parks trash complaints – Addressed within defined timelines	80%	75.2%	89.8%
Public Works requests closed within designated time <i>(only includes CSRS categories with defined timelines)</i>	84.5%	89.9%	94.7%
Residents registered to receive notifications from ALERTWorcester	21,870	24,763	24,763
Residents registered to receive notifications from Smart911	872	944	1,108
Structures inspected annually	4,967	9559	4752
Emergency call responses within targeted response time (WFD)	88%	90%	90%
Community outreach events attended by staff (WPD/WFD)	*	841	442
Violent crime rate per 1,000 residents	6.29	4.58	2.41
Police initiated actions	38,838	26,409	17,122
Calls for service to dispatch center	165,954	135,151	89,307
Registered cameras through Camera Collaborative	150	150	150
Neighborhood-based meetings attended by WPD	92	297	315

## Sound Fiscal & Operational Government

	Actual FY20	Actual FY21	Actual FY22 thru 12/31/2021
Bond Rating (Upgraded to AA in FY17)	AA	AA	AA
Bonded debt as a % of assessed valuation	5.05%	5.19%	5.19%
Debt per capita, median value, total assessed value per capita	\$4,100	\$4,067	\$4,067
City department vendors paid within 30 days of invoice	78.86%	79.66%	81.51%
Capital projects vendors paid within 30 days of invoice	44%	47.30%	46.32%
Business days to fill a vacant position	60	93	77
Workforce attending annual professional development trainings	252	205	77

	Actual FY20	Actual FY21	Actual FY22 thru 12/31/2021
Number of employees participating in wellness programs/events	896	890	460
Number of employees utilizing the tuition program	35	28	12
Public records requests filled	591	624	617
Staff hours spent on public records requests ( <i>Avg. 4 hrs/request</i> )	2,364	2,496	2,468

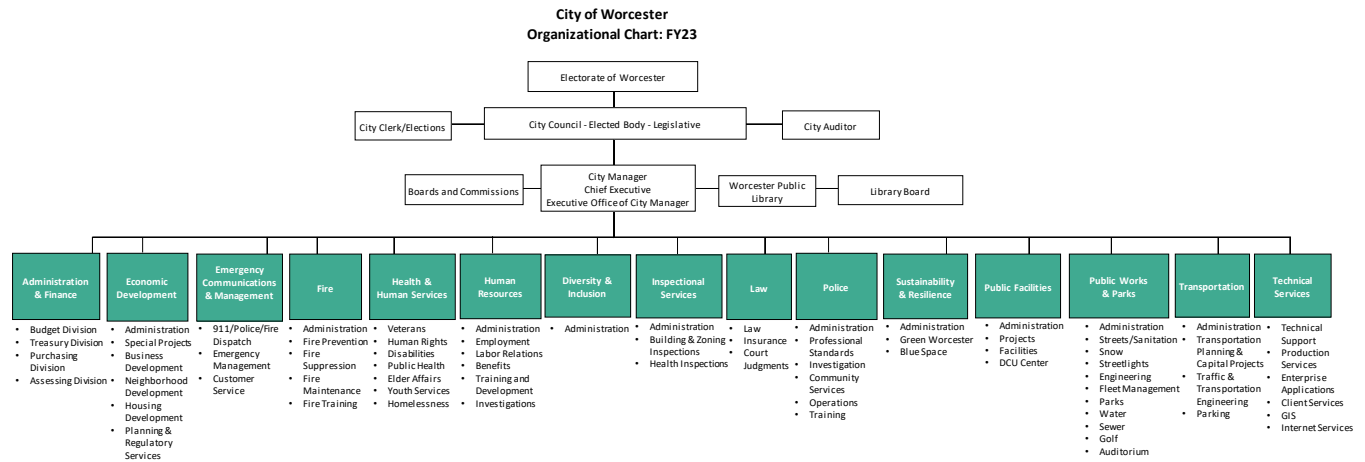
# CITIZEN’S GUIDE TO OUR CITY’S FINANCES

## 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: 206,518
- Land Area: 38.57 square miles
- Median Household Income: \$51,647
- Median Home Value: \$278,300
- Total FY22 Equalized Valuation: \$15.4 billion
- Fiscal 2023 Operating Budget: \$778 million

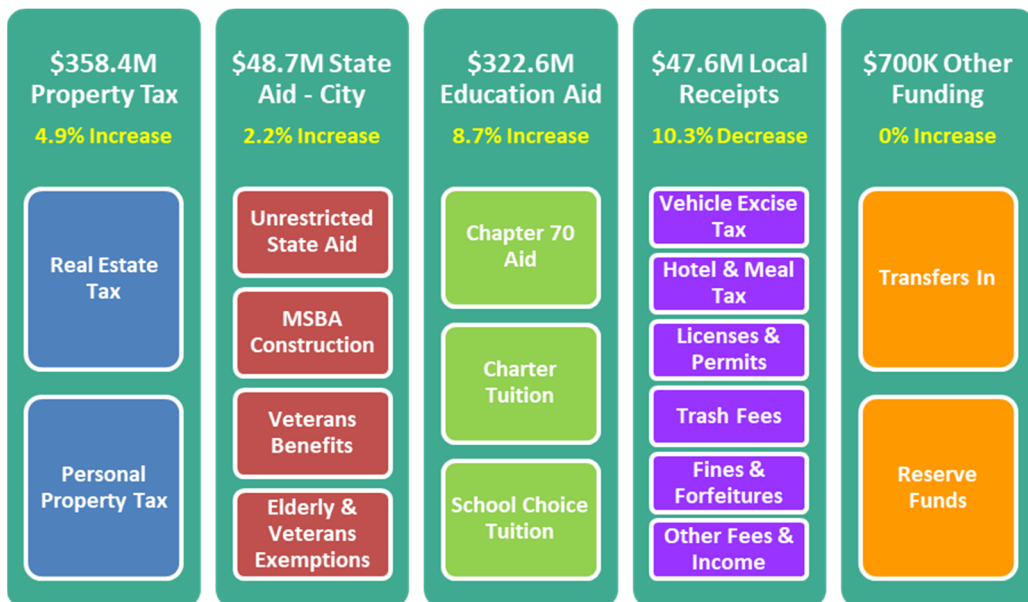
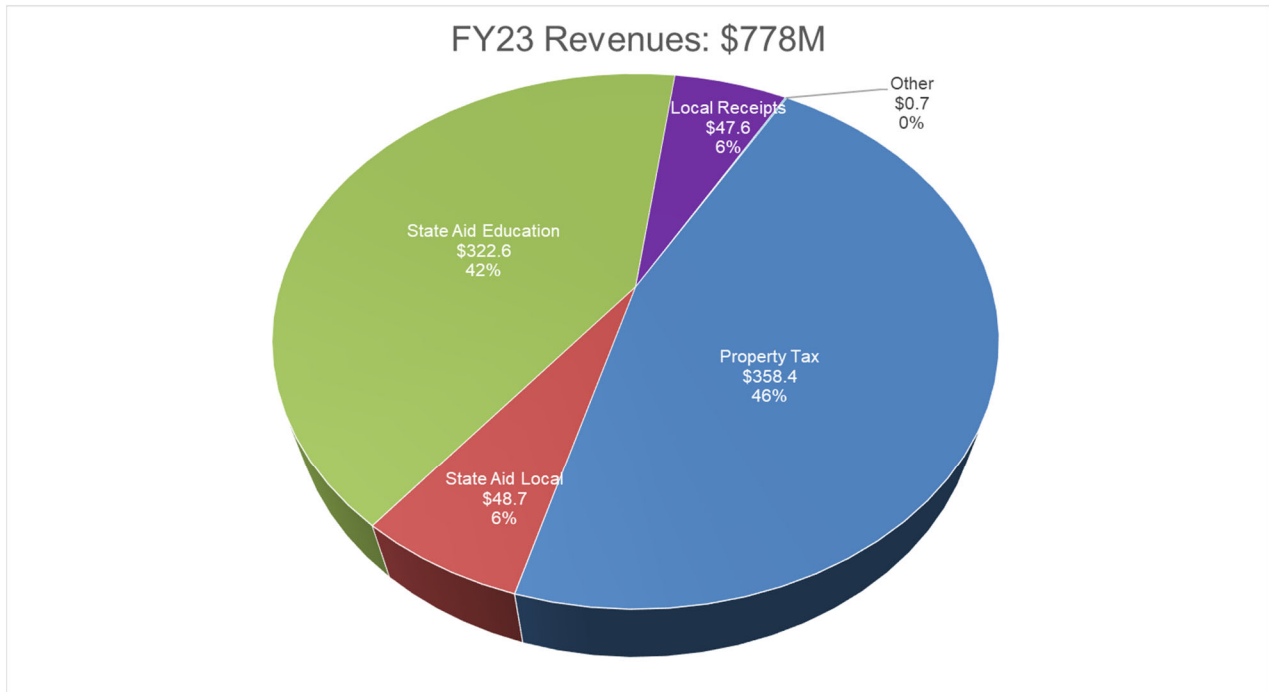
The City of Worcester was first established as a town in 1722 and incorporated as a City in 1848. It is currently the second most populous city in the New England region and is located approximately 45 miles west of Boston. The City of Worcester is governed by a Council-Manager, or Plan E, form of government with a popularly elected Mayor, 11 City Council Members (one of whom is the Mayor), and an appointed City Manager. Per the City Charter, the City Manager recommends a balanced budget to the City Council, meaning the revenue estimates equal the proposed expenditures. The City Council may, by majority vote, make appropriations for the purposes recommended. They can also reduce or reject any amount recommended in the annual budget. They cannot, however, increase any amount in an appropriation, nor increase the total of the annual budget.



# CITIZEN’S GUIDE TO OUR CITY’S FINANCES

## Revenue Overview – Sources of Funding for City Services

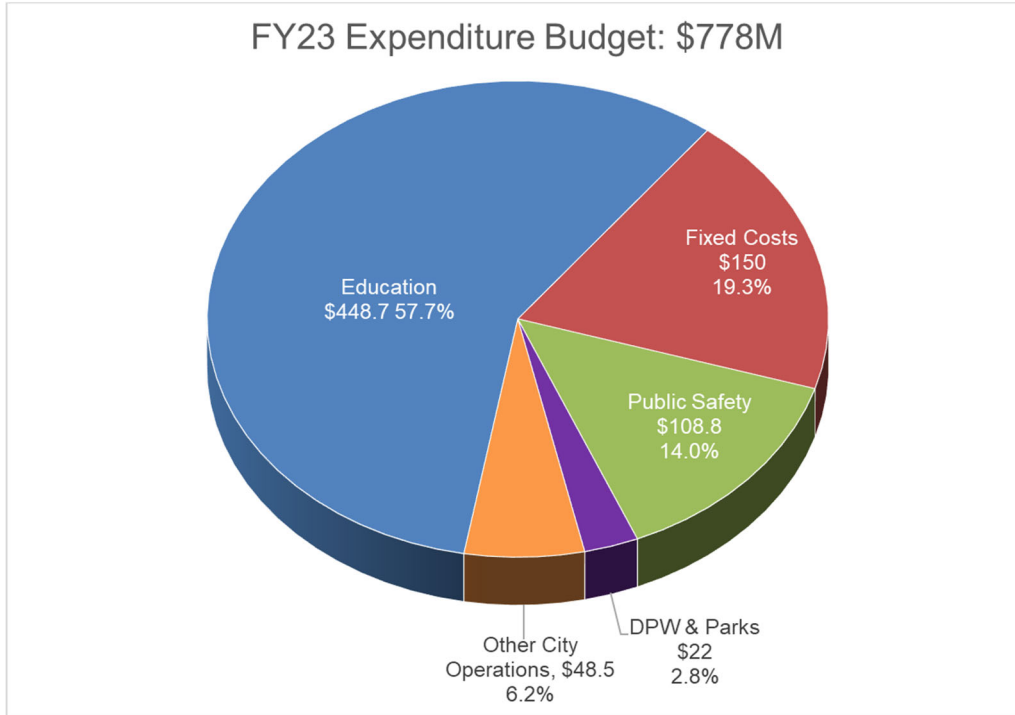
General fund revenues come in three main forms: property taxes, state aid, and local receipts. As depicted in the graphics below, 46% of City revenue comes from property taxes, 48% in State Aid – inclusive of City and Education reimbursements, and 6% comes from local receipts such as motor vehicle excise, licenses, permits, and other charges. Detail on each area of the City’s revenues are provided in the line item summary the follows.



# REVENUE & EXPENDITURE SUMMARY

## Expenditure Overview – Categories of Expenditures for City Services

Education remains the City’s largest expenditure at \$448.7M or 57.7% of the general fund expenditures. Fixed costs include pensions, debt, and health insurance and total \$150M, or 19.3%. This leaves \$108.8M or 14% for public safety, \$22M or 2.8%, for Public Works and Parks, and \$8.5M or 6.2% 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.



\$448.7M Public Schools 57.3% of Budget	\$150M Fixed Costs 19.3% of Budget	\$108.8M Public Safety 14% of Budget	\$22M DPW & Parks 2.8% of Budget	\$48.5M All Other City Operations 6.2% of Budget
Education Expenses	Benefits Debt Inter-governmental Snow Streetlights Financial Plan Funds	Police Fire Emergency Communications Inspectional Services	DPW Streets Sanitation Fleet Mgmt. Engineering Parks Auditorium	Public Library HHS Economic Development Finance General

# REVENUE & EXPENDITURE SUMMARY

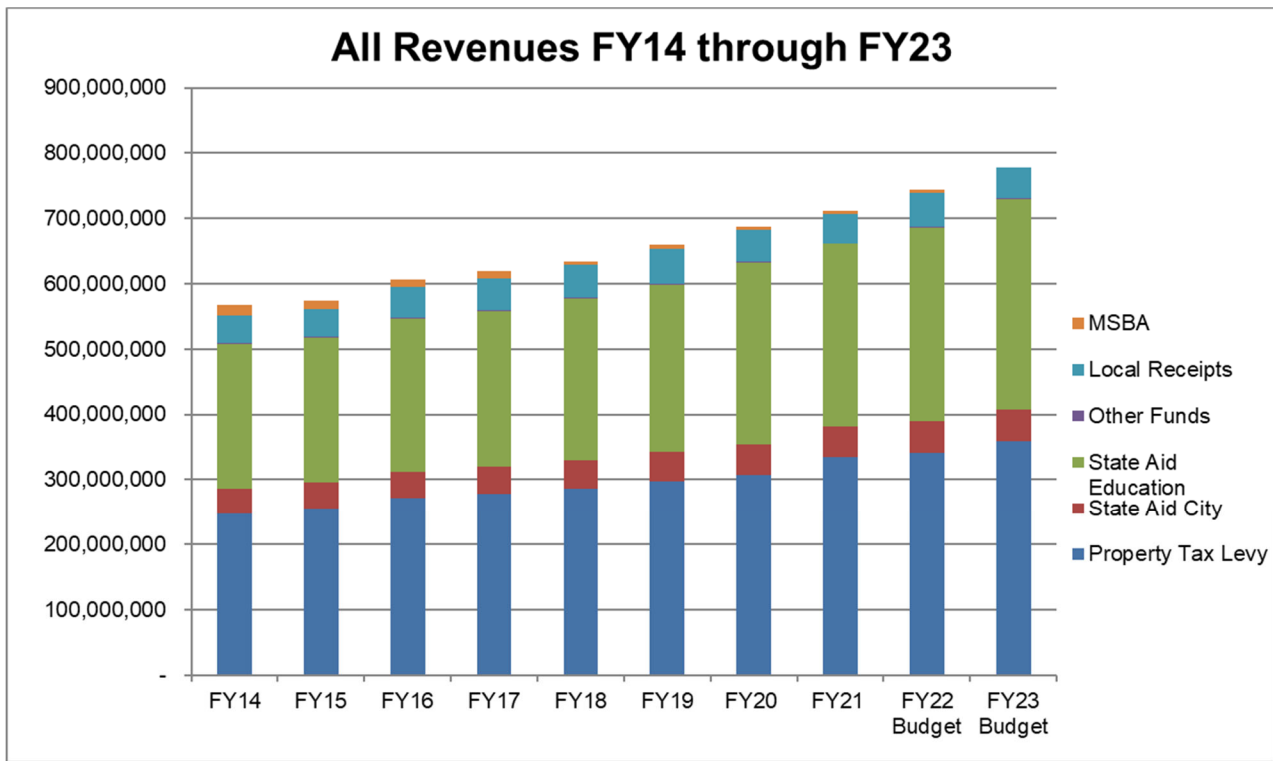
## Fiscal 2023 Budget Financial Plan

### Revenue and Expenditure Overview

The Fiscal 2023 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 2023 budget is funded through \$778M in revenues. This is comprised of \$358.4M in property taxes, \$48.7M in State Aid for City operations, \$322.6M in State Aid for Education. Other revenues include \$47.6M 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 estimated in perspective.

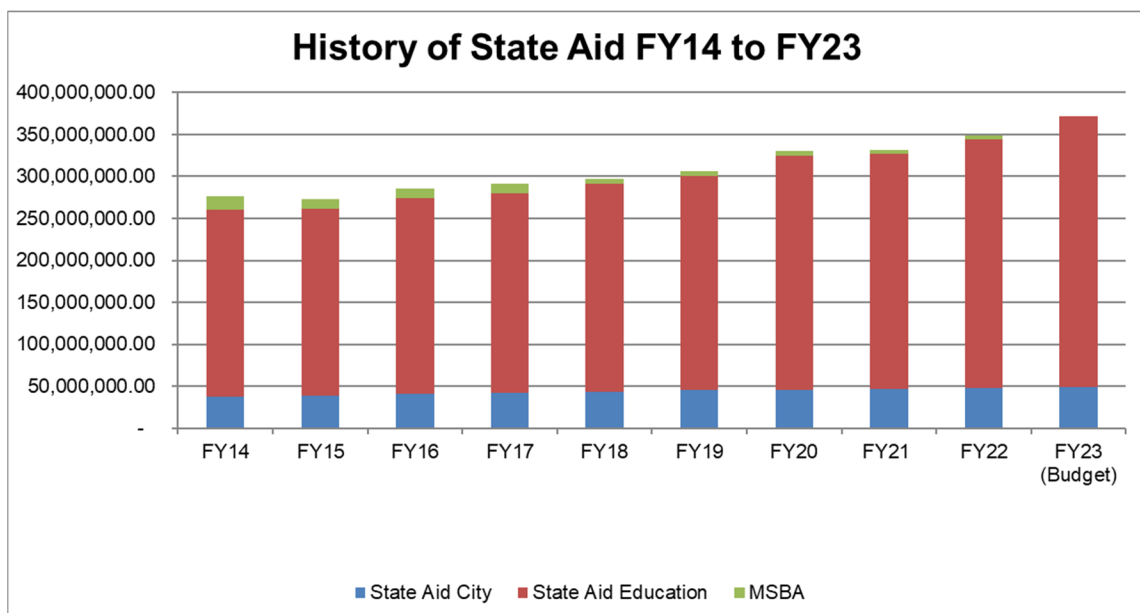


## REVENUE & EXPENDITURE SUMMARY

### 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 2023. The following illustrates the breakdown in categories of State Aid funding as well as a ten-year history.

State Aid Summary	FY22 Budget	FY23 Budget	FY22/23 Change	% Change
State Aid City	45,673,321	46,906,501	1,233,180	3%
State Owned Land	233,873	193,158	(40,715)	-17%
State Exemptions	498,616	464,083	(34,533)	-7%
Veteran's Benefits	1,225,002	1,127,518	(97,484)	-8%
MSBA Reimbursements	4,736,217	-	(4,736,217)	-100%
<b>State Aid City Total</b>	<b>52,367,029</b>	<b>48,691,260</b>	<b>(3,675,769)</b>	<b>-7%</b>
State Aid Education	291,115,647	316,240,166	25,124,519	9%
State Aid Charter Schools	5,521,488	6,336,777	815,289	15%
<b>State Aid Education Total</b>	<b>296,637,135</b>	<b>322,576,943</b>	<b>25,939,808</b>	<b>9%</b>



## REVENUE & EXPENDITURE SUMMARY

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### 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 2023.

#### 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 in each community under 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 \$316,240,166. This is \$24.5M more than Fiscal 2022. This increase reflects increases called for under the Student Opportunity Act which increases the Foundation Budget each year through Fiscal 2028.

#### 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 \$46,906,501 in Unrestricted General Government Aid, which represents a 2.7% increase over Fiscal 2022.

#### Charter School Reimbursement

The Commonwealth provides a declining reimbursement amount to cities and towns for each student that chooses to attend a Charter School. Worcester’s Charter Tuition Reimbursement is estimated to be \$6,336,777. 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 2023 reimbursement estimate is \$1,127,518.



## 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 \$193,158.

### Veterans, Elderly, and Disabled Tax Exemption

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 2023 budget includes a Cherry Sheet allocation of \$464,083 for these exemptions.

### School Construction MSBA Reimbursements

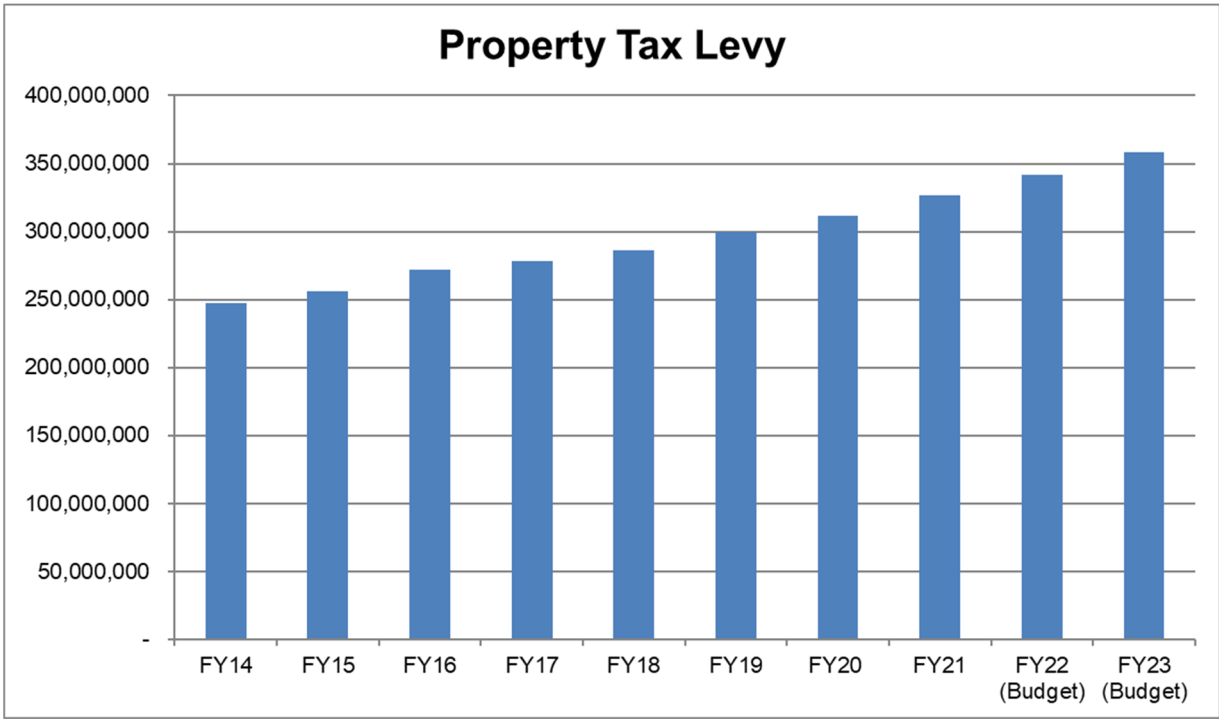
Massachusetts School Building Authority (MSBA) reimbursements are based on city expenditures associated with school construction costs and interest payments. The MSBA now uses a different model for the funding of school construction projects that includes progress payments during construction rather than reimbursements at the conclusion of a project. As a result, Fiscal 2022 was the last year for these reimbursements, so the Fiscal 2023 budget has absorbed a revenue reduction of \$4.7M.

### Property Taxes

The Fiscal 2023 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 2½ increase in the amount of \$9.1M and new growth of \$6.2M. The gross tax levy of \$362.9M is reduced by an amount reserved for exemptions and abatements (Overlay Reserve - \$4.5M) to derive a net tax levy which is subject to appropriation. For Fiscal 2023 the net tax levy is projected to be \$358,436,132.

Property Tax Revenue	FY20	FY21	FY22	FY23
<b>Prior Year Levy</b>	<b>303,062,642</b>	<b>316,125,865</b>	<b>330,817,261</b>	<b>346,631,783</b>
Prior Year Levy Limit	321,080,317	335,601,504	351,294,265	367,273,954
Prior Year Amended New Growth	-	-	174,448	900,000
2.5% Increase	8,027,008	8,390,038	8,786,718	9,204,349
New Growth	6,494,179	7,302,723	7,018,523	6,200,000
New Levy Limit	335,601,504	351,294,265	367,273,954	383,578,303
Remaining Unused Levy Capacity	19,475,638	20,477,005	20,642,171	20,642,171
<b>New Total Levy</b>	<b>316,125,866</b>	<b>330,817,261</b>	<b>346,631,783</b>	<b>362,936,132</b>
Less Overlay	(4,500,000)	(4,500,000)	(5,000,000)	(4,500,000)
<b>Available Tax Levy</b>	<b>311,625,866</b>	<b>326,317,261</b>	<b>341,631,783</b>	<b>358,436,132</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 2023 is set at \$4.5M.

### 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 2023 budget, the City has maintained Unused Levy Capacity in the amount of \$20.6M. Through the implementation of the City’s Financial Plan, Unused Levy Capacity has increased from \$6M in FY16 to over \$20M in Fiscal 2022. This represents tax relief for both residential and commercial taxpayers in the City.

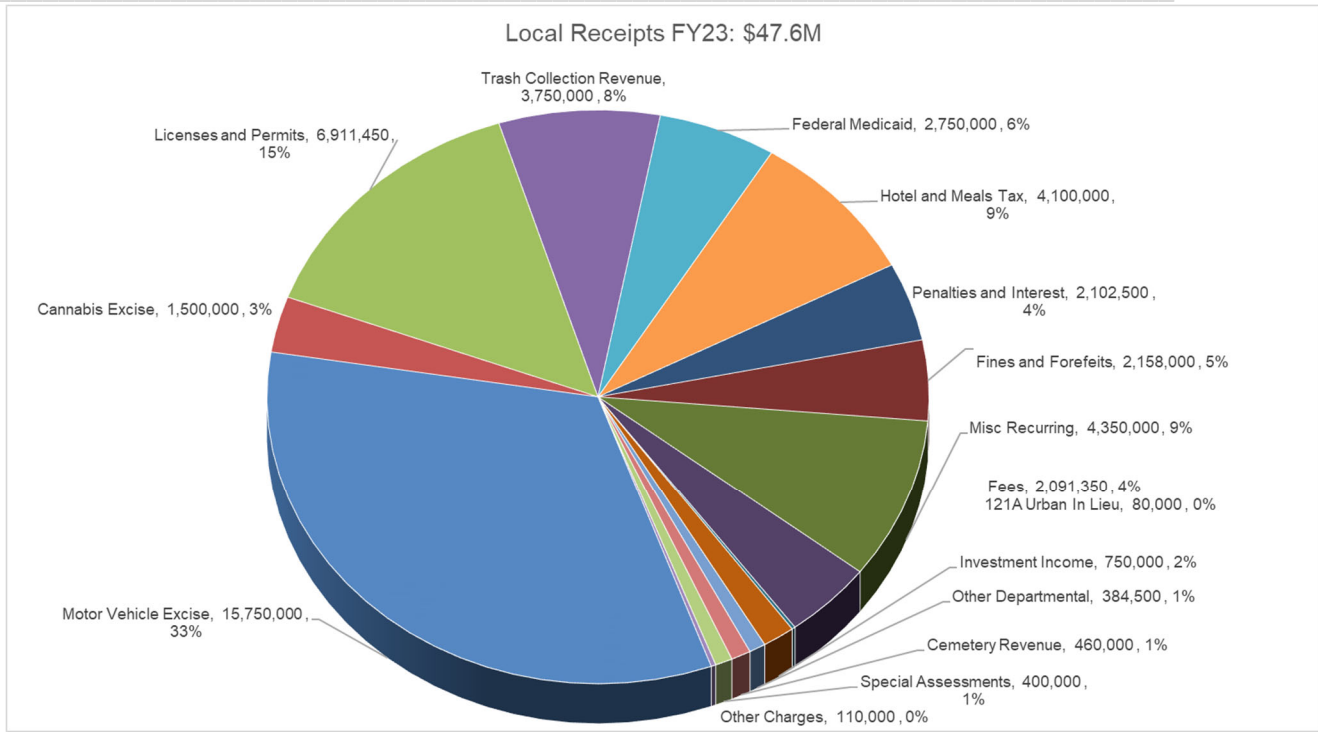
## REVENUE & EXPENDITURE SUMMARY

### 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	FY21 Actual	FY22 Budget	FY23 Budget	FY23 Change	% Change
Motor Vehicle Excise	15,219,870	15,500,000	15,750,000	250,000	1.61%
Cannabis Excise	849,881	700,000	1,500,000	800,000	114.29%
Licenses and Permits	6,395,862	6,472,450	6,911,450	439,000	6.78%
Trash Collection Revenue	4,233,447	3,750,000	3,750,000	-	0.00%
Federal Medicaid	2,061,512	3,200,000	2,750,000	(450,000)	-14.06%
Hotel and Meals Tax	3,140,971	3,800,000	4,100,000	300,000	7.89%
Penalties and Interest	2,826,665	2,102,500	2,102,500	-	0.00%
Fines and Forfeits	1,811,488	2,400,000	2,158,000	(242,000)	-10.08%
Misc Recurring/Non Fees	3,088,214	10,096,459	4,350,000	(5,746,459)	-56.92%
121A Urban In Lieu	411,089	700,000	80,000	(620,000)	-88.57%
Investment Income	647,359	1,000,000	750,000	(250,000)	-25.00%
Other Departmental	447,960	434,500	384,500	(50,000)	-11.51%
Cemetery Revenue	440,187	460,000	460,000	-	0.00%
Special Assessments	808,818	400,000	400,000	-	0.00%
Other Charges	91,667	110,000	110,000	-	0.00%
<b>Local Receipts Total</b>	<b>44,661,401</b>	<b>53,073,259</b>	<b>47,647,800</b>	<b>(5,425,459)</b>	<b>-10.22%</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 2023 revenue estimate for Motor Vehicle Excise is \$15.75M.

### 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 2023, this revenue source is estimated at \$1,500,000.

### 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 \$6.9M based on estimated license and permit activity in Fiscal 2023.

## REVENUE & EXPENDITURE SUMMARY

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### 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 \$10.00 per pack of 10 small bags or \$8.75 per pack of 5 large bags. A \$0.25/bag increase was implemented on January 1, 2022, the first such increase in 14 years. The revenues offset some of the cost of trash collection and the City's recycling operation. The revenue estimate is level funded at \$3.75M for Fiscal 2023.

### 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, 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. Additionally, the administrative indirect charges on federal and federal pass through grants are recognized in this category. For Fiscal 2023, the revenue estimate is \$2.75M.

### Other Excise: Hotel and Meals Taxes

Hotel taxes of 6% and Meals taxes of 0.75% are collected by the Commonwealth and distributed to the City quarterly. The hotel and meals tax is estimated to be \$4.1M in Fiscal 2023, an increase of \$300,000 from Fiscal 2022 in recognition of the likelihood of increased hotel and restaurant activity in Fiscal 2023.

### 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 \$2.2M for Fiscal 2023.

## REVENUE & EXPENDITURE SUMMARY

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

Miscellaneous recurring and non-recurring revenues are derived primarily from prior year receipts, reversions of prior year’s purchase orders, and solar renewable energy credits. The estimate for this revenue stream is \$4.4M.

### **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 law enforcement, inspectional services, zoning, licensing, legal services, public health, and youth services. The estimate for this revenue source is \$2.1M.

### **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 generated 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 ended in Fiscal 2022, resulting in a decrease of \$620,000 in Fiscal 2023.

### **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 and are currently low. The estimated revenue is \$750,000.

### **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 certain other revenues all estimated to total \$384,500 in Fiscal 2023.

## REVENUE & EXPENDITURE SUMMARY

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### **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 2023.

### **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 reserve, and 20% is available for appropriation in the City's budget. No free cash is assumed in the Fiscal 2023 Budget, however, should free cash be certified at year end, it will be recommended for appropriation according to the above breakdown.

#### **Other Available Funds**

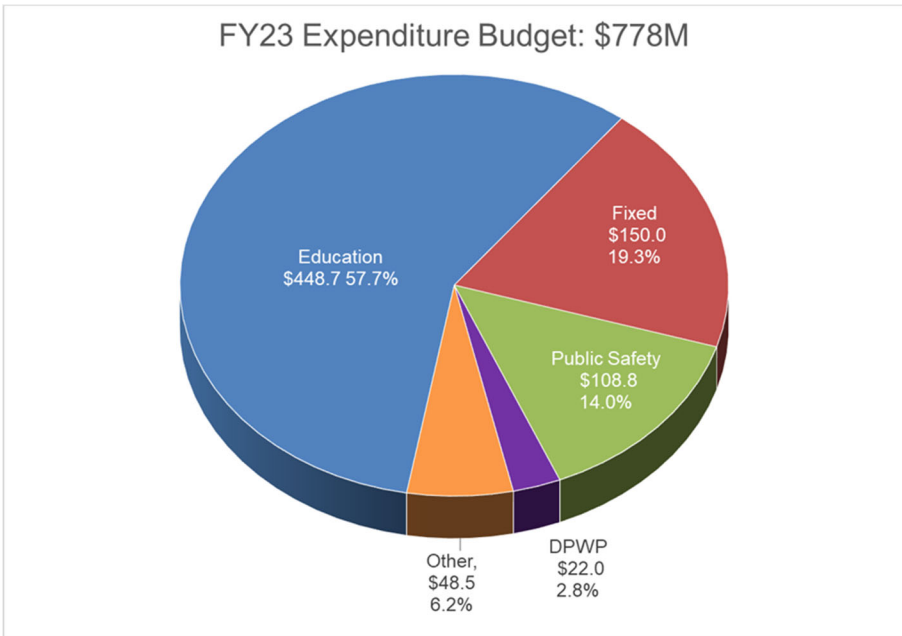
Other available funds consist of revenues transferred in from various reserve accounts that are classified as another available fund for the purposes of the Fiscal 2023 budget. The estimate for this revenue source is \$699,930.

Other Available Funds (Non Local Receipt)		FROM	TO	FY22	FY23
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 Principal Service			661-94000	48,714.00	48,714.00
Hope Cemetery Debt Interest Service			662-94000	10,875.00	10,875.00
<b>Subtotal Other Funds</b>				<b>59,589</b>	<b>59,589</b>
<b>Total Other Available Funds (Non Local Receipts)</b>				<b>699,930</b>	<b>699,930</b>

## REVENUE & EXPENDITURE SUMMARY

### Fiscal Year 2023 Expenditure Overview

The Fiscal 2023 budget appropriates \$778M 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 School Choice 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 sections of this budget document.





## REVENUE & EXPENDITURE SUMMARY

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### 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 2023 appropriation for education is \$448.6, which represents an increase of \$25.2M from Fiscal 2022. Of that total amount, \$30.9M provides funding of Charter and Choice schools, leaving a Worcester Public Schools budget of \$417.8M.

### Foundation Budget

Chapter 70 of the Massachusetts General Laws 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 intended to represent adequate funding for that specific district. The amount of the Foundation Budget is based in part on enrollment; a dollar amount is associated with each level 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

Expenditure Summary	FY22 Budget	FY23 Budget	FY22/23 Change	% Change
Pensions	33,526,380	36,108,457	2,582,077	7.7%
Pension Bond Debt Service	10,331,052	10,575,565	244,513	2.4%
Health Insurance	28,711,109	30,325,822	1,614,713	5.6%
OPEB Trust Deposit	6,614,429	885,781	(5,728,648)	-86.6%
Worker's Compensation	1,247,000	1,197,000	(50,000)	-4.0%
Injured on Duty	1,001,936	1,001,936	-	0.0%
Unemployment	101,000	119,840	18,840	18.7%
Debt Service	36,856,302	40,882,510	4,026,208	10.9%
Intergovernmental Charges	4,174,368	4,463,987	289,619	6.9%
Streetlights	1,495,490	1,495,490	-	0.0%
Snow Removal	6,000,000	6,000,000	-	0.0%
Financial Integrity Plan Funds	28,306,957	16,983,939	(11,323,018)	-40.0%
<b>Total Fixed Costs</b>	<b>158,366,023</b>	<b>150,040,327</b>	<b>19,332,427</b>	<b>12.2%</b>

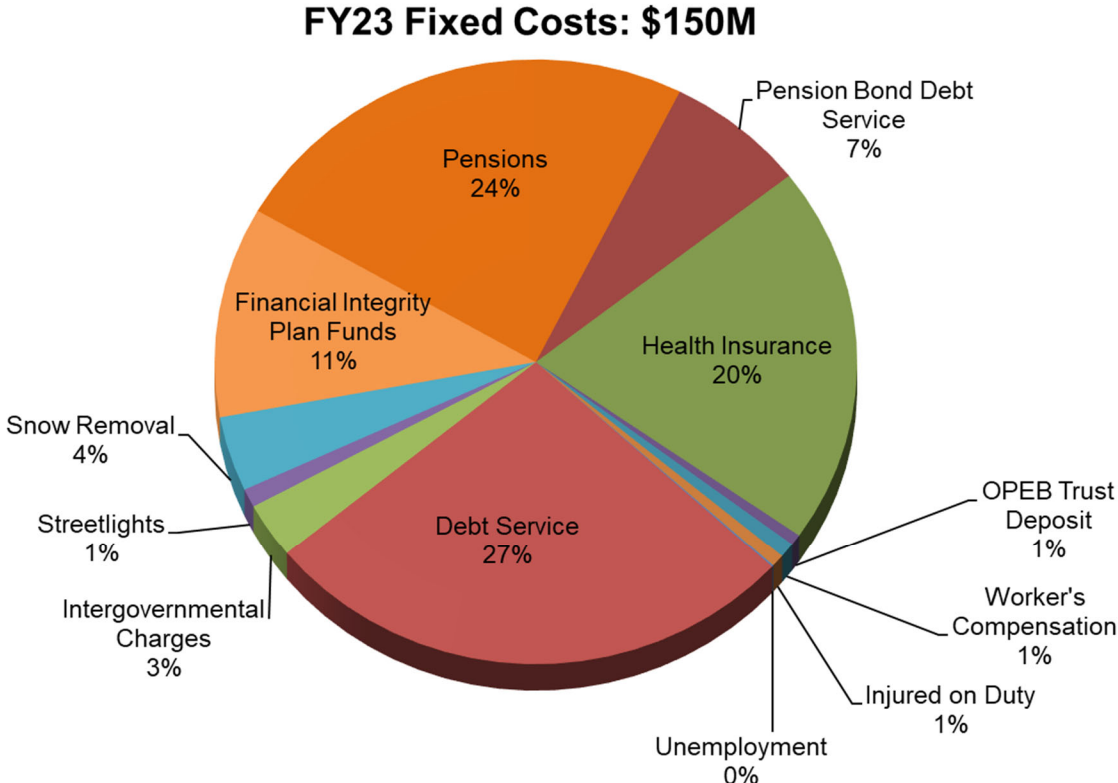
### Health Insurance, Workers' Compensation, and Injured on Duty

The biggest component of the City's fixed costs is health insurance. This cost is split between the City and Public Schools budgets. City health insurance costs are budgeted at \$30.3M. Workers' Compensation is budgeted at \$1.2M, and Injured on Duty is budgeted at \$1M in Fiscal 2023.

### Pensions

The combined pension contribution required for the City of Worcester is \$36.1M. In addition, the City must make a debt service payment of \$10.6M 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 total \$89.7M. Principal and interest payments of \$40.9M 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 proposed Long Term Financial Plan, the Snow Removal budget is set at \$6M. This amount 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 2023 budget for unemployment is estimated to be \$119,840, an increase of \$18,840 from the previous fiscal year.

## REVENUE & EXPENDITURE SUMMARY

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### 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 2023 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, and funding for the Central Mass Regional Planning Commission, which are projected to be \$4.5M.

### Long Term Financial 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 \$4.9M 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. This category also includes \$4.1M in the CitySquare District Improvement Financing (DIF) fund reserve for public investments in City Square and \$306K in the Ballpark DIF fund reserve for Polar Park. Additionally, contributions continue to build the New High School Construction Fund in the amount of \$5.7M and \$1.5M for the Fire Stabilization fund for a new South Division Fire Station. The total contributions to these reserves totals \$17M.

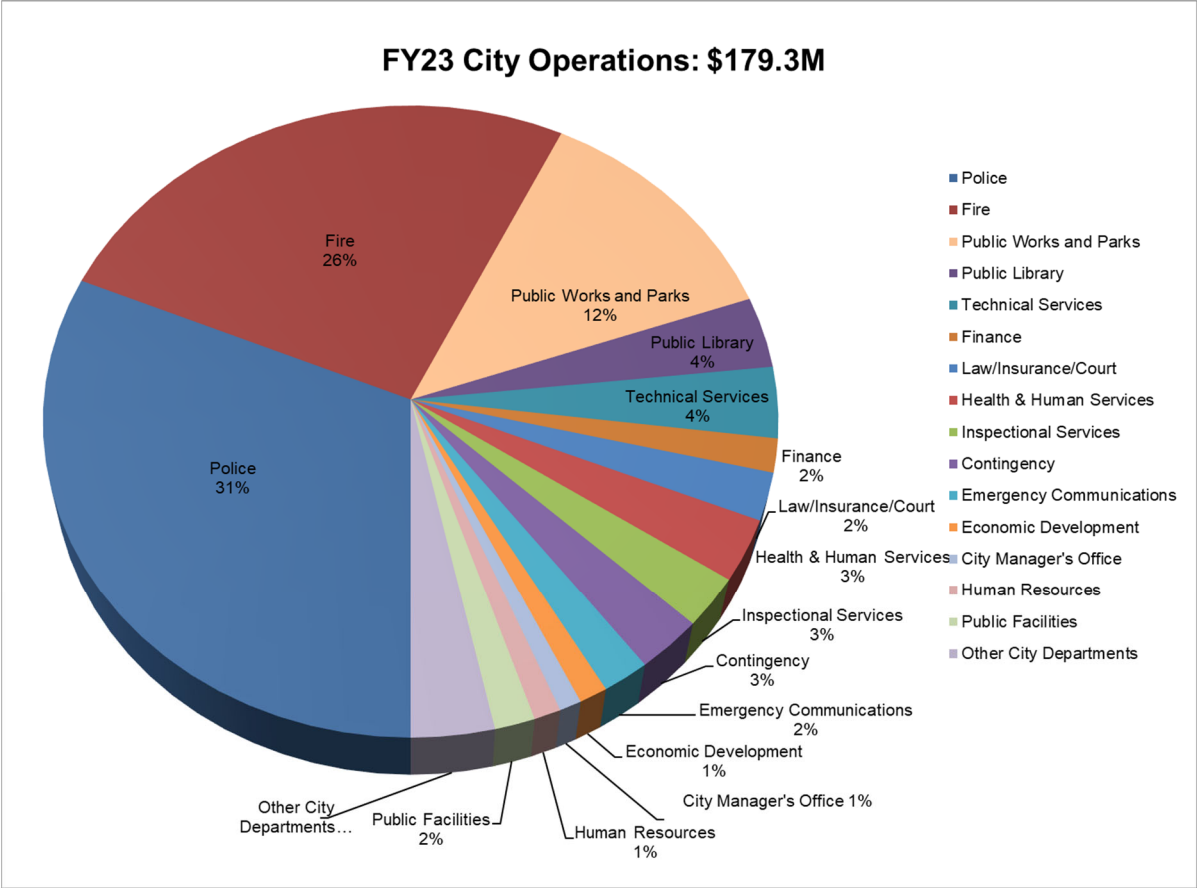
### OPEB Reserve Fund

The Fiscal 2023 operational 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 \$885,781 to the OPEB Reserve fund to prefund the City's OPEB liability. In addition to this deposit, and per the City's Long Term Financial Plan, 30% of Free Cash will be appropriated into this account when Free Cash is certified in the fall.

# REVENUE & EXPENDITURE SUMMARY

## Operational Budgets

The City’s budget for operational departments is based on the funds remaining after all education costs and other fixed costs have been funded. In Fiscal 2023, the amount available for operational budgets is \$179.3M. Details of each of the operational budgets are included in the subsequent budget sections of the budget document.



## REVENUE & EXPENDITURE SUMMARY

Expenditure Summary	FY22 Budget	FY23 Budget	FY23 Change	% Change
City Council	453,837	491,126	37,289	8.2%
Mayor	153,776	173,410	19,634	12.8%
City Clerk	749,996	870,027	120,031	16.0%
Elections	843,171	852,909	9,738	1.2%
Auditing	632,696	671,696	39,000	6.2%
City Manager's Office	1,656,752	1,627,189	(29,563)	-1.8%
Health and Human Services	5,787,317	5,596,443	(190,874)	-3.3%
Public Library	6,317,528	6,391,310	73,782	1.2%
Contingency	8,612,922	4,910,000	(3,702,922)	-43.0%
Diversity	483,639	445,604	(38,035)	-7.9%
Human Resources	1,553,893	1,961,226	407,333	26.2%
Economic Development	2,221,242	2,086,354	(134,888)	-6.1%
Workforce	200,000	200,000	-	0.0%
Union Station	403,305	528,305	125,000	31.0%
Law/Insurance/Court	5,519,220	4,280,874	(1,238,346)	-22.4%
Fire	42,420,212	45,535,675	3,115,463	7.3%
Police	52,767,291	55,189,137	2,421,846	4.6%
Emergency Communications	3,741,268	3,465,861	(275,407)	-7.4%
Inspectional Services	4,156,027	4,609,431	453,404	10.9%
Public Works and Parks	30,155,313	22,008,496	(8,146,817)	-27.0%
Transportation	-	3,244,214	3,244,214	100.0%
DCU Center	-	-	-	100.0%
Public Facilities	2,360,006	2,939,897	579,891	24.6%
Sustainability	473,648	520,003	46,355	9.8%
Finance	2,972,816	3,033,723	60,907	2.0%
Assessing	1,091,433	1,210,234	118,801	10.9%
Technical Services	6,062,636	6,404,947	342,311	5.6%
Enterprise (Golf)	100,000	100,000	-	0.0%
<b>Total City Services</b>	<b>181,889,944</b>	<b>179,348,091</b>	<b>(2,541,853)</b>	<b>-1.4%</b>

### Highlights of the Fiscal 2023 Budget include:

#### Revenue:

- City revenues are estimated to increase by \$14.3M, a 1.9% increase from Fiscal 2022. Property Tax revenues are estimated to increase \$16.8M
- State Aid – Education is estimated to increase by \$25.9M
- State Aid – City is estimated to increase by \$1.1M.
- Local Receipts are estimated to decrease by \$5.4M, as of Fiscal 2022 Recap when ARPA Revenue Recovery funds were appropriated.

## REVENUE & EXPENDITURE SUMMARY

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### Expenditures:

- Citywide budget increases by \$14.3M, a 1.9% increase from Fiscal 2022.
- Education spending is anticipated to be \$448.7M, a \$25.2M increase from Fiscal 2022.
- Operational Budgets increased 0.7%
- The City contingency fund decreased 43% to \$4.9M

### Enterprise Funds Revenue and Expenditure Summary

Enterprise Revenue	FY22 Budget	FY23 Budget	FY22/23 Change
Sewer	46,921,002	50,472,347	3,551,345
Water	27,407,064	28,489,135	1,082,071
Golf	1,720,660	2,028,650	307,990
Enterprise Expenditure	FY22 Budget	FY23 Budget	FY22/23 Change
Sewer	46,921,002	50,472,347	3,551,345
Water	27,407,064	28,489,135	1,082,071
Golf	1,820,660	2,128,650	307,990



The City of  
**WORCESTER**

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## REVENUE & EXPENDITURE SUMMARY

Revenue Summary	FY22 Budget	FY23 Budget
<b>Property Tax Levy Total</b>	<b>341,617,661</b>	<b>358,436,132</b>
State Aid City	45,673,321	46,906,501
State Owned Land	233,873	193,158
State Exemptions	498,616	464,083
Veteran's Benefits	1,225,002	1,127,518
<b>State Aid City Total</b>	<b>47,630,812</b>	<b>48,691,260</b>
State Aid Education	291,115,647	316,240,166
State Aid Charter Schools	5,521,488	6,336,777
<b>State Aid Education Total</b>	<b>296,637,135</b>	<b>322,576,943</b>
<b>MSBA Reimbursement Total</b>	<b>4,736,217</b>	<b>-</b>
Motor Vehicle Excise	15,500,000	15,750,000
Cannabis Excise	700,000	1,500,000
Licenses and Permits	6,472,450	6,911,450
Trash Collection Revenue	3,750,000	3,750,000
Federal Medicaid	3,200,000	2,750,000
Hotel and Meals Tax	3,800,000	4,100,000
Penalties and Interest	2,102,500	2,102,500
Fines and Forfeits	2,400,000	2,158,000
Misc. Recurring	10,096,459	4,350,000
Other Departmental Revenue	1,947,350	2,091,350
121A Urban In Lieu	700,000	80,000
Investment Income	1,000,000	750,000
Other Departmental	434,500	384,500
Cemetery Revenue	460,000	460,000
Special Assessments	400,000	400,000
Other Charges	110,000	110,000
<b>Local Receipts Total</b>	<b>53,073,259</b>	<b>47,647,800</b>
<b>Other Funds Total</b>	<b>699,930</b>	<b>699,930</b>
<b>Free Cash for Operations</b>	<b>19,363,912</b>	<b>-</b>
<b>Total Revenues</b>	<b>763,758,926</b>	<b>778,052,065</b>

Expenditure Summary	FY22 Budget	FY23 Budget
Pensions	33,526,380	36,108,457
Pension Bond Debt Service	10,331,052	10,575,565
Health/Insurance	28,711,109	30,325,822
OPEB Trust Deposit	6,614,429	885,781
Worker's Compensation	1,247,000	1,197,000
Injured on Duty	1,001,936	1,001,936
Unemployment	101,000	119,840
Debt Service	36,856,302	40,882,510
Intergovernmental Charges	4,174,368	4,463,987
Streetlights	1,495,490	1,495,490
Snow Removal	6,000,000	6,000,000
Financial Integrity Plan/ FFPF	28,306,957	16,983,939
<b>Total Fixed Costs</b>	<b>158,366,023</b>	<b>150,040,327</b>
Worcester Public Schools	388,285,468	417,802,152
Charter Schools	35,217,491	30,861,495
<b>Total Education</b>	<b>423,502,959</b>	<b>448,663,647</b>
City Council	453,837	491,126
Mayor	153,776	173,410
City Clerk	749,996	870,027
Elections	843,171	852,909
Auditing	632,696	671,696
City Manager's Office	1,656,752	1,627,189
Health and Human Services	5,787,317	5,596,443
Public Library	6,317,528	6,391,310
Contingency	8,612,922	4,910,000
Diversity	483,639	445,604
Human Resources	1,553,893	1,961,226
Economic Development	2,221,242	2,086,354
Workforce Central/MassHire	200,000	200,000
Union Station	403,305	528,305
Law/Insurance/Court	5,519,220	4,280,874
Fire	42,420,212	45,535,675
Police	52,767,291	55,189,137
Emergency Communications	3,741,268	3,465,861
Inspectional Services	4,156,027	4,609,431
Public Works and Parks	30,155,313	22,008,496
Transportation & Mobility	-	3,244,214
Public Facilities	2,360,006	2,939,897
Sustainability & Resilience	473,648	520,003
DCU Center	-	-
Finance	2,972,816	3,033,723
Assessing	1,091,433	1,210,234
Technical Services	6,062,636	6,404,947
Enterprise (Golf)	100,000	100,000
<b>Total City Services</b>	<b>181,889,944</b>	<b>179,348,091</b>
<b>Total Expenditures</b>	<b>763,758,926</b>	<b>778,052,065</b>

## FISCAL 2023 BUDGET PROCEDURE

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The preparation of the Annual Budget for the City of Worcester is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget process for Fiscal 2023 was initiated in August 2021, and at that time Budget Division 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 2023 operating budget. The draft operating budgets, including expenditure and revenue estimates, were submitted to the City Manager in March 2022.

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 2023 BUDGET PROCEDURE

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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 2023 Annual Budget to the City Council was on May 10, 2022.

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 2023 Annual Budget becomes effective on July 1, 2022.

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 2023 budget:

**July - August 2021:** Current year budget status meetings are held with departments to address current fiscal year issues and identify implications for future fiscal years.

**Fall 2021:** Department meetings begin formal budget process, assessing needs and budgetary issues citywide.

**January 2022 – March 2022:** 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 2022 – April 2022:** City Manager completes budget recommendations. Budget Office finalizes budget document for submission to City Council.

**May 2022 – June 2022:** City Council reviews final budget.

**July 1, 2022:** FY23 Budget goes into effect.

## FISCAL 2023 FINANCE POLICIES

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### City Charter Article Five—Financial Policies (Operating Budget)

#### Section 5-1. SUBMISSION OF BUDGET

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

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

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

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

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

The foregoing shall not prevent the City, upon recommendation of the City Manager and with approval, by majority vote, of the City Council, from adopting additional classifications and designations.

#### Section 5-2. ACTION ON THE BUDGET

##### (a) Public hearing:

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

##### (b) Adoption:

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

## FISCAL 2023 FINANCE POLICIES

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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 2023 FINANCE POLICIES

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### 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 original 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:

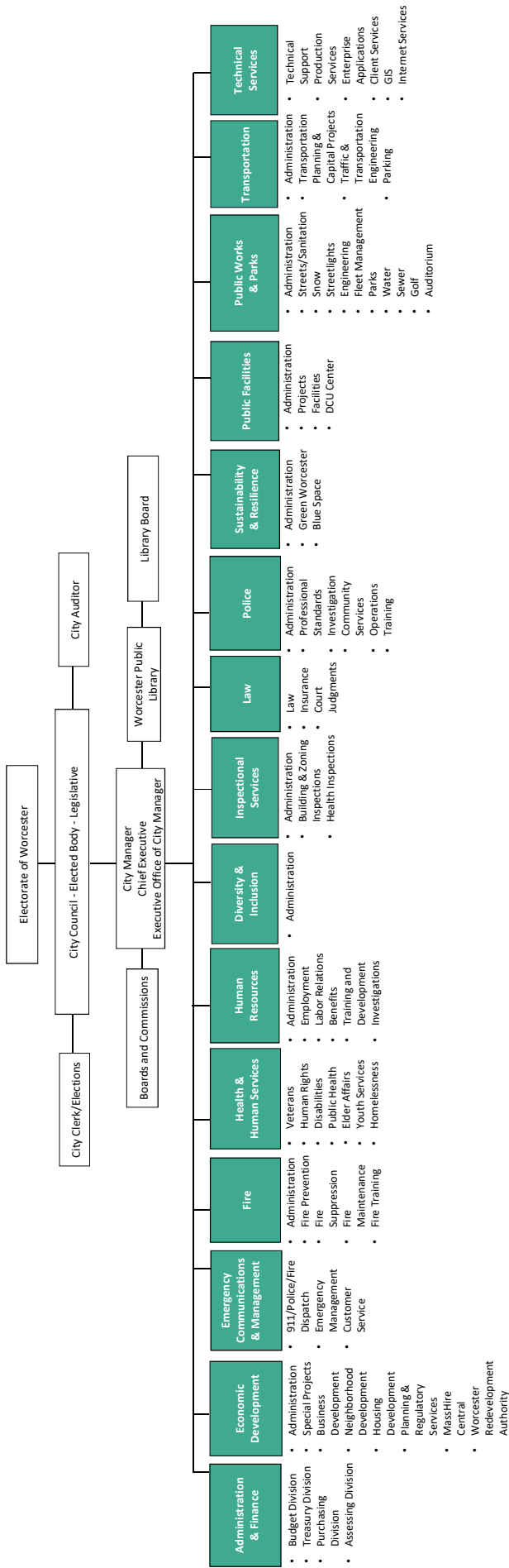
## FISCAL 2023 FINANCE POLICIES

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- 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: FY23





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# 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

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

**City Priority Area:** Vibrant, Thriving City, Strong Neighborhoods

**Objective 1:** Build the neighborhood meetings program back better after COVID.

Initiative(s)	Measure
Audit neighborhood meetings to identify opportunities to build the program back better, both internally and in partnership with our community.	<ul style="list-style-type: none"> <li>▪ Attendance at neighborhood meetings</li> <li>▪ Number and type of issues raised at community meetings</li> </ul>
Continue to promote in-person neighborhood meetings and encourage community participation	<ul style="list-style-type: none"> <li>▪ Attendance at neighborhood meetings</li> <li>▪ Number and type of issues raised at community meetings</li> </ul>

**Objective 2:** Continue engaging the community about quality of life issues and neighborhood safety initiatives.

Initiative(s)	Measure
Continue to promote community policing efforts on social media and utilize specialized units like the Neighborhood Response and Mounted Patrol to generate relationships at community outreach events.	<ul style="list-style-type: none"> <li>▪ Attendance at community outreach events</li> <li>▪ Engagement generated by social media</li> </ul>

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

**City Priority Area:** Opportunity for All

**Objective 1:** Recruit high-quality police candidates.

Initiative(s)	Measure
Spread the word about the Civil Service exam and a police career through word of mouth, social media, and job fairs to implement a cadet program and run an academy class of qualified recruits.	<ul style="list-style-type: none"> <li>▪ Number of civil service applicants</li> </ul>
Direct recruitment resources to events focused on under-represented populations through recruiting in city high schools, at community events, and through social media.	<ul style="list-style-type: none"> <li>▪ Number of civil service applicants from under-represented populations</li> </ul>

**Objective 2:** Provide support and education to officers for career pipelines within department leadership.

Initiative(s)	Measure
Where applicable, identify procedure and policy changes to remove career stumbling blocks for officers from underrepresented populations.	<ul style="list-style-type: none"> <li>▪ Percentage of open official positions filled within a given timeline</li> <li>▪ Percentage of open official positions filled by under-represented populations within a given timeline</li> </ul>

**Goal 3:** Implement major new technological initiatives**City Priority Area:** Sound Fiscal & Operational Government**Objective 1:** Implement new technology that will improve police capability and professionalism.

Initiative(s)	Measure
Train entire department on proper use of body cameras. Finalize body camera policy and implement program.	<ul style="list-style-type: none"> <li>▪ Percentage of department trained in proper use of body cameras</li> <li>▪ Percentage of community feedback on body camera program which is positive</li> </ul>
Begin to integrate the drone into our operations and take advantage of its capabilities.	<ul style="list-style-type: none"> <li>▪ Percentage of community feedback on drone program which is positive</li> </ul>

**Objective 2:** Begin initial phases of the implementation of new public safety Records Management System.

Initiative(s)	Measure
Once a timeline is established with the vendor, meet all project deadlines during the FY23 portion of the implementation process.	<ul style="list-style-type: none"> <li>• Number of projects undertaken as part of RMS implementation</li> <li>• Number of projects completed before deadline set per implementation timeline</li> </ul>

**Department Allocation Summary**

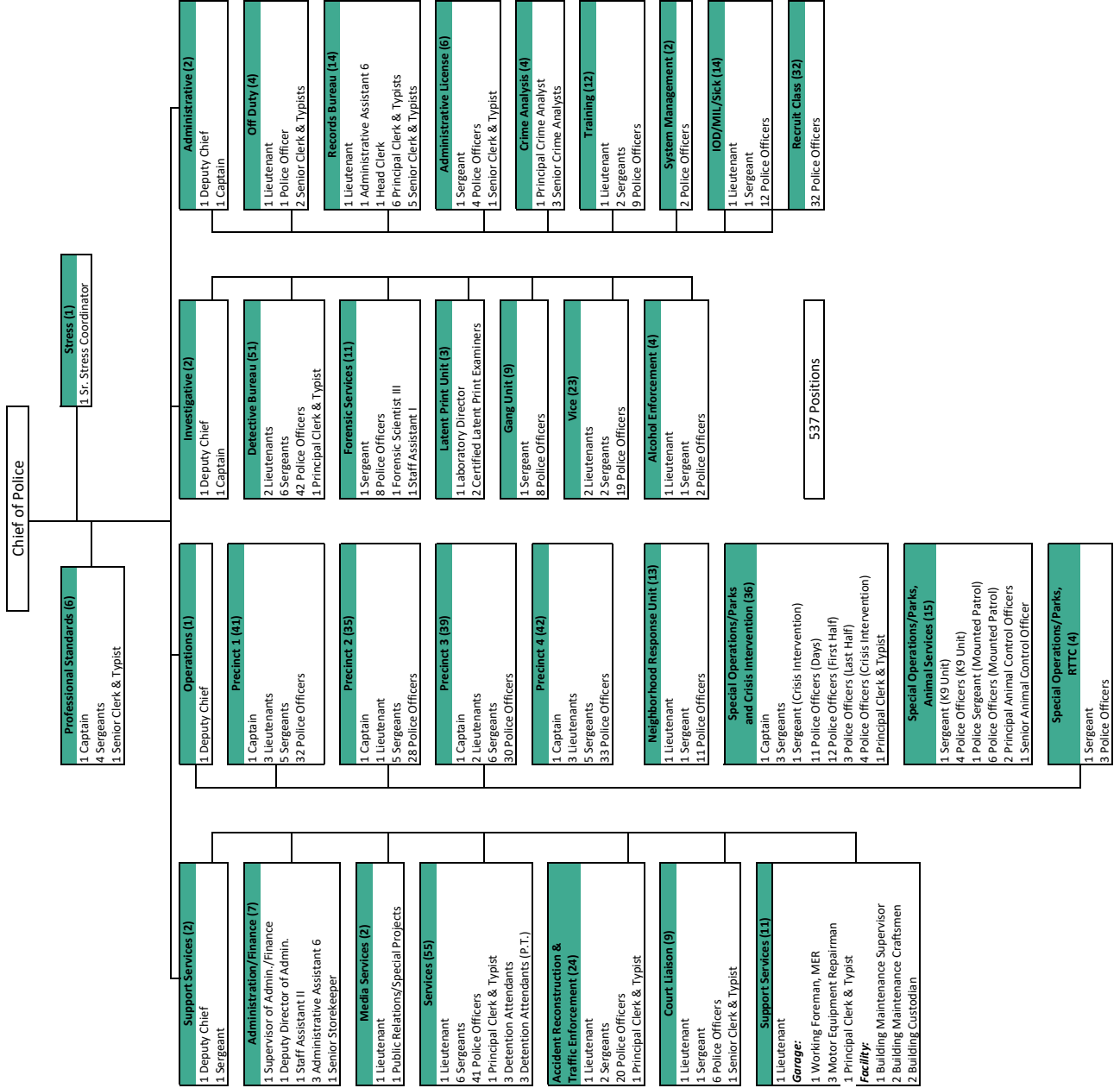
	Actual	Approved	Actuals	Recommended
	Fiscal 2021	Budget for	as of	Appropriation
Expenditures	Fiscal 2021	Fiscal 2022	3/31/22	Fiscal 2023
Salaries	\$ 43,819,677.37	\$ 45,316,334.00	\$ 34,735,439.78	\$ 47,045,732.00
Overtime	4,796,142.44	4,600,000.00	3,997,218.49	4,600,000.00
Ordinary Maintenance	2,840,968.08	2,738,657.00	1,887,696.41	3,513,405.00
Capital Outlay	627,758.87	112,300.00	0.75	30,000.00
<b>Total</b>	<b>\$ 52,084,546.76</b>	<b>\$ 52,767,291.00</b>	<b>\$ 40,620,355.43</b>	<b>\$ 55,189,137.00</b>

**Operating Budget Highlights**

The tax levy budget for Fiscal 2023 is recommended to be \$55,189,137 which is an increase of \$2,421,846 from the Fiscal 2022 amount of \$52,767,291. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Police Department increased salaries by adding 4 Sergeants in the restructuring of the Operations Division. This restructuring also includes 6 Officers to add to the total complement of officers. The department also regraded a Forensic Scientist II to a Forensic Scientist III due to increased certifications and also regraded a Principal Staff

Assistant to a Principal Crime Analyst due to increased job responsibilities. Ordinary Maintenance increased because of upgraded Adobe Licenses. It also increased because of increases associated with the horse trainer consultant and consultants for the Assessment Centers for officers. The department also has increases to Security Services for ShotSpotter Flex Expansion and the new Body Camera program. The Police Department had a decrease in capital outlay based on historical information.

**POLICE DEPARTMENT  
ORGANIZATIONAL CHART**



**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 200,031.00	55CM	CHIEF OF POLICE	1	\$ 213,835.00
4	651,319.00	50EM	DEPUTY POLICE CHIEF	4	715,628.00
8	956,329.00	98	POLICE CAPTAIN	8	1,086,778.00
24	2,604,726.00	97	POLICE LIEUTENANT	24	2,892,779.00
55	5,210,999.00	96	POLICE SERGEANT	59	6,139,293.00
366	29,665,599.00	95	POLICE OFFICERS	361	29,437,680.00
1	97,113.00	46M	SUPERVISOR OF ADMINISTRATION	1	103,817.00
1	93,668.00	45M	SENIOR STRESS COORDINATOR	1	100,149.00
1	90,286.00	44M	PUBLIC RELATIONS/SPECIAL PROJECTS	1	96,501.00
1	90,306.00	44P	LABORATORY DIRECTOR	1	96,544.00
2	150,420.00	43P	CERTIFIED LATENT PRINT EXAMINER	2	148,931.00
1	64,102.00	42M	DEPUTY DIRECTOR OF ADMINISTRATION	1	68,525.00
0	-	42M	PRINCIPAL CRIME ANALYST	1	87,791.00
1	79,611.00	40M	PRINCIPAL STAFF ASSISTANT	0	-
0	-	43P	FORENSIC SCIENTIST Iain	1	81,784.00
1	71,264.00	40P	FORENSIC SCIENTIST II	0	-
3	204,939.00	38P	SENIOR CRIME ANALYST	3	221,560.00
0	-	37	BUILDING MAINTENANCE SUPERVISOR	1	54,580.00
2	131,064.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	135,784.00
1	59,112.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	60,302.00
1	47,628.00	35	PLANT ENGINEER	0	-
1	63,309.00	35	STAFF ASSISTANT 2	1	65,050.00
1	56,771.00	34	WORKING FOREMAN, MER	1	57,905.00
4	219,679.00	33	ADMINISTRATIVE ASSISTANT 6	4	230,872.00
1	56,940.00	32	STAFF ASSISTANT I	1	60,888.00
2	102,660.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	107,561.00
1	53,265.00	30	HEAD CLERK	1	54,330.00
3	132,048.00	30	MOTOR EQUIPMENT REPAIRMAN	3	134,676.00
1	49,966.00	28	SENIOR STOREKEEPER	1	50,969.00
11	492,538.00	27	PRINCIPAL CLERK & TYPIST	11	508,359.00
2	76,359.00	25	BUILDING CUSTODIAN	2	91,580.00
3	109,009.00	24	DETENTION ATTENDANT	3	104,582.00
3	100,051.00	24	DETENTION ATTENDANT (PART-TIME)	3	105,893.00
10	387,220.00	22	SENIOR CLERK & TYPIST	10	390,087.00
517	\$ 42,368,331.00		TOTAL REGULAR SALARIES	516	\$ 43,705,013.00
10	\$ 517,080.00	95	POLICE CLASS	21	\$ 1,085,868.00
10	\$ 517,080.00		REGULAR SALARIES	21	\$ 1,085,868.00
527	\$ 42,885,411.00		REGULAR SALARIES	537	\$ 44,790,881.00
	2,021,767.00		HOLIDAY PAY - CONTRACTUAL		2,375,491.00
	190,506.00		SICK & VACATION BUYBACK		212,136.00
	536,920.00		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		36,877.00
	2,800,407.00		CONTRACTUAL STIPENDS AND EXTRAS		3,178,844.00
527	\$ 45,685,818.00		TOTAL SALARIES	537	\$ 47,969,725.00
	7,300.00		LONGEVITY		7,300.00
	78,300.00		CADET PROGRAM - TEMPORARY STAFF		78,300.00
	(240,062.00)		VACANCY FACTOR		(794,571.00)
527	\$ 45,531,356.00		TOTAL RECOMMENDED PERSONAL SERVICES	537	\$ 47,260,754.00
	(215,022.00)		FUNDING SOURCES:		(215,022.00)
	(215,022.00)		GBV TASK FORCE		(215,022.00)
			TOTAL FUNDING SOURCES		(215,022.00)
527	\$ 45,316,334.00	250-91000	TOTAL RECOMMENDED PERSONAL SERVICES	537	\$ 47,045,732.00

**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 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
	361,827.00		SECURITY SERVICES		572,877.00
	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		60,985.00
	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		96,620.00
	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
	11,454.00		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		738,321.00
	3,439.00		SUBSCRIPTIONS		3,439.00
	15,000.00		CUSTODIAL SUPPLIES		15,000.00
	6,000.00		COPY PAPER		6,000.00
	7,500.00		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>\$ 2,738,657.00</u>	<b>250-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 3,513,405.00</u>
	\$ 112,300.00		CAPITAL OUTLAY		\$ 30,000.00
	<u>\$ 112,300.00</u>	<b>250-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 30,000.00</u>
	<u>\$ 52,767,291.00</u>	<b>250</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 55,189,137.00</u>



**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 164,410.00	50EM	DEPUTY POLICE CHIEF	1	\$ 178,907.00
1	120,144.00	98	POLICE CAPTAIN	1	136,530.00
3	331,340.00	97	POLICE LIEUTENANT	3	370,674.00
2	199,698.00	96	POLICE SERGEANT	2	220,650.00
17	1,510,740.00	95	POLICE OFFICERS	17	1,431,434.00
0	-	42M	PRINCIPAL CRIME ANALYST	1	87,791.00
1	79,611.00	40M	PRINCIPAL STAFF ASSISTANT	0	-
3	204,939.00	38P	SENIOR CRIME ANALYST	3	221,560.00
1	59,112.00	33	ADMINISTRATIVE ASSISTANT 6	1	60,302.00
1	53,265.00	30	HEAD CLERK	1	54,330.00
5	224,232.00	27	PRINCIPAL CLERK & TYPIST	5	225,277.00
8	306,986.00	22	SENIOR CLERK & TYPIST	8	307,244.00
43	\$ 3,254,477.00		TOTAL REGULAR SALARIES	43	\$ 3,294,699.00
	121,802.00		HOLIDAY PAY - CONTRACTUAL		128,579.00
	20,949.00		SICK & VACATION BUYBACK		23,512.00
	37,029.00		MODEL CONTRACT COLA - OFFICIALS		37,029.00
	6,614.00		EM INCENTIVE PAY		7,197.00
	14,300.00		STIPEND- CHIEF		14,300.00
	200,694.00		CONTRACTUAL STIPENDS AND EXTRAS		210,617.00
43	\$ 3,455,171.00		TOTAL SALARIES	43	\$ 3,505,316.00
	-		VACANCY FACTOR		-
43	\$ 3,455,171.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	43	\$ 3,505,316.00
	\$ 327,882.00		REGULAR OVERTIME		\$ 327,882.00
	\$ 327,882.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 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		8,702.00
	6,705.00		MAINTENANCE/REPAIR EQUIPMENT		6,705.00
	6,000.00		CONSULTANTS		21,000.00
	450.00		MEMBERSHIP DUES		450.00
	5,000.00		OTHER SUPPLIES		5,000.00
	9,200.00		MEDICAL SUPPLIES		9,200.00
	1,790.00		PARTS/EQUIPMENT SUPPLIES		1,790.00
	135,000.00		SAFETY SUPPLIES		670,996.00
	3,439.00		SUBSCRIPTIONS		3,439.00
	2,764.00		HARDWARE/DEVICES		2,764.00
	\$ 197,802.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 756,500.00
	\$ 30,000.00		<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ 30,000.00
	\$ 4,010,855.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 4,619,698.00

**STEVEN M. SARGENT, CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 110,685.00	96	POLICE LIEUTENANT	1	\$ 121,124.00
1	89,492.00	95	POLICE OFFICERS	1	89,492.00
1	56,771.00	34	WORKING FOREMAN, MER	1	57,905.00
3	132,048.00	29	MOTOR EQUIPMENT REPAIRMAN	3	134,676.00
2	82,092.00	27	PRINCIPAL CLERK & TYPIST	2	89,868.00
8	\$ 471,088.00		TOTAL REGULAR SALARIES	8	\$ 493,065.00
	10,546.00		HOLIDAY PAY - CONTRACTUAL		12,104.00
	4,453.00		SICK & VACATION BUYBACK		4,873.00
	6,171.00		MODEL CONTRACT COLA - OFFICIALS		6,171.00
	3,120.00		OTHER STIPENDS		3,120.00
	24,290.00		CONTRACTUAL STIPENDS AND EXTRAS		26,268.00
8	\$ 495,378.00		TOTAL SALARIES	8	\$ 519,333.00
	-		VACANCY FACTOR		-
8	\$ 495,378.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	8	\$ 519,333.00
	\$ 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
	\$ 82,300.00		CAPITAL OUTLAY		
	\$ 82,300.00	250-93000	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ -
	\$ 1,537,163.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 1,478,818.00

**STEVEN M. SARGENT, CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
-	\$ -	37	BUILDING MAINTENANCE SUPERVISOR	1	\$ 54,580.00
1	47,628.00	35	PLANT ENGINEER	0	-
2	102,660.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	107,561.00
2	76,359.00	25	BUILDING CUSTODIAN	2	91,580.00
5	\$ 226,647.00		TOTAL SALARIES	5	\$ 253,721.00
	-		VACANCY FACTOR		-
5	\$ 226,647.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	5	\$ 253,721.00
	\$ 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
	\$ 811,507.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 838,581.00

**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 170,701.00	50EM	DEPUTY POLICE CHIEF	1	\$ 178,907.00
1	120,144.00	98	POLICE CAPTAIN	1	136,530.00
5	553,425.00	97	POLICE LIEUTENANT	5	617,790.00
12	1,148,485.00	96	POLICE SERGEANT	12	1,263,202.00
82	7,015,860.00	95	POLICE OFFICERS	74	6,355,844.00
1	90,306.00	44P	LABORATORY DIRECTOR	1	96,544.00
2	150,420.00	43P	LATENT PRINT EXAMINER	2	148,931.00
0	-	43P	FORENSIC SCIENTIST III	1	81,784.00
1	71,264.00	40P	FORENSIC SCIENTIST II	0	-
1	56,940.00	32	STAFF ASSISTANT I	1	60,888.00
1	44,957.00	27	PRINCIPAL CLERK & TYPIST	1	47,497.00
<u>107</u>	<u>\$ 9,422,502.00</u>		TOTAL REGULAR SALARIES	<u>99</u>	<u>\$ 8,987,917.00</u>
	461,926.00		HOLIDAY PAY - CONTRACTUAL		491,363.00
	52,884.00		SICK & VACATION BUYBACK		58,290.00
	111,087.00		MODEL CONTRACT COLA - OFFICIALS		111,087.00
	6,867.00		EM INCENTIVE PAY		7,197.00
	<u>632,764.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>667,937.00</u>
<u>107</u>	<u>\$ 10,055,266.00</u>		TOTAL SALARIES	<u>99</u>	<u>\$ 9,655,854.00</u>
	1,600.00		LONGEVITY		1,600.00
	78,300.00		CADET PROGRAM - TEMPORARY STAFF		78,300.00
	(19,887.00)		VACANCY FACTOR		(11,491.00)
<u>107</u>	<u>\$ 10,115,279.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>99</u>	<u>\$ 9,724,263.00</u>
	\$ 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
	<u>\$ 1,371,526.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 1,371,526.00</u>
	\$ 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
	<u>\$ 173,045.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 173,045.00</u>
	<u>\$ 11,659,850.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 11,268,834.00</u>

**STEVEN M. SARGENT, CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 200,031.00	55CM	CHIEF OF POLICE	1	\$ 213,835.00
1	158,104.00	50EM	DEPUTY POLICE CHIEF	1	178,907.00
2	240,288.00	98	POLICE CAPTAIN	2	273,060.00
4	437,620.00	97	POLICE LIEUTENANT	4	476,057.00
16	1,489,023.00	96	POLICE SERGEANT	16	1,650,418.00
71	5,817,603.00	95	POLICE OFFICERS	68	5,565,691.00
1	97,113.00	46M	SUPERVISOR OF ADMINISTRATION	1	103,817.00
1	93,668.00	45M	SENIOR STRESS COORDINATOR	1	100,149.00
1	90,286.00	44M	PUBLIC RELATIONS/SPECIAL PROJECTS	1	96,501.00
1	64,102.00	42M	DEPUTY DIRECTOR OF ADMINISTRATION	1	68,525.00
1	63,309.00	35	STAFF ASSISTANT 2	1	65,050.00
3	160,567.00	33	ADMINISTRATIVE ASSISTANT 6	3	170,570.00
1	49,966.00	28	SENIOR STOREKEEPER	1	50,969.00
2	96,300.00	27	PRINCIPAL CLERK & TYPIST	2	98,220.00
3	109,009.00	23	DETENTION ATTENDANT	3	104,582.00
3	100,051.00	23	DETENTION ATTENDANT (PART-TIME)	3	105,893.00
2	80,234.00	22	SENIOR CLERK & TYPIST	2	82,843.00
114	\$ 9,347,274.00		TOTAL REGULAR SALARIES	111	\$ 9,405,087.00
	424,536.00		HOLIDAY PAY - CONTRACTUAL		480,099.00
	29,045.00		SICK & VACATION BUYBACK		32,506.00
	135,773.00		MODEL CONTRACT COLA - OFFICIALS		135,773.00
	13,953.00		EM INCENTIVE PAY		15,286.00
	603,307.00		CONTRACTUAL STIPENDS AND EXTRAS		663,664.00
114	\$ 9,950,581.00		TOTAL SALARIES	111	\$ 10,068,751.00
	2,200.00		LONGEVITY		2,200.00
	(57,536.00)		VACANCY FACTOR		(49,140.00)
114	\$ 9,895,245.00		TOTAL RECOMMENDED PERSONAL SERVICES	111	\$ 10,021,811.00
	-		FUNDING SOURCES:		
	-		PUBLIC SCHOOL INTERGOVT'L CHARGE		-
	-		TOTAL FUNDING SOURCES		-
114	\$ 9,895,245.00		TOTAL RECOMMENDED PERSONAL SERVICES	111	\$ 10,021,811.00
	\$ 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		TOTAL RECOMMENDED OVERTIME		\$ 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		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 231,126.00
	\$ 10,804,967.00		TOTAL RECOMMENDED TAX LEVY		\$ 10,931,533.00

**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 158,104.00	50EM	DEPUTY POLICE CHIEF	1	\$ 178,907.00
4	475,753.00	98	POLICE CAPTAIN	4	540,658.00
11	1,171,656.00	97	POLICE LIEUTENANT	11	1,307,134.00
25	2,373,793.00	96	POLICE SERGEANT	29	3,005,023.00
195	15,231,904.00	95	POLICE OFFICERS	201	15,995,219.00
2	131,064.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	135,784.00
1	59,112.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	60,302.00
1	44,957.00	27	PRINCIPAL CLERK & TYPIST	1	47,497.00
240	\$ 19,646,343.00		TOTAL REGULAR SALARIES	250	\$ 21,270,524.00
	983,358.00		HOLIDAY PAY - CONTRACTUAL		1,200,170.00
	83,175.00		SICK & VACATION BUYBACK		92,955.00
	246,860.00		MODEL CONTRACT COLA - OFFICIALS		246,860.00
	6,360.00		EM INCENTIVE PAY		7,197.00
	1,319,753.00		CONTRACTUAL STIPENDS AND EXTRAS		1,547,182.00
240	\$ 20,966,096.00		TOTAL SALARIES	250	\$ 22,817,706.00
	3,500.00		LONGEVITY		3,500.00
	(18,231.00)		VACANCY FACTOR		(135,109.00)
240	\$ 20,951,365.00		TOTAL RECOMMENDED PERSONAL SERVICES	250	\$ 22,686,097.00
	(215,022.00)		<b>FUNDING SOURCES:</b>		(215,022.00)
	(215,022.00)		GBV TASK FORCE		(215,022.00)
			TOTAL FUNDING SOURCES		(215,022.00)
240	\$ 20,736,343.00		TOTAL RECOMMENDED PERSONAL SERVICES	250	\$ 22,471,075.00
	\$ 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		HIRED SERVICES		14,000.00
	74,631.00		TELEPHONE		74,631.00
	108,000.00		VETERINARIANS		108,000.00
	361,827.00		SECURITY SERVICES		572,877.00
	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		52,500.00
	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
	7,500.00		UNIFORMS		7,500.00
	12,270.00		HARDWARE/DEVICES		12,270.00
	\$ 696,840.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 912,890.00
	\$ 23,451,233.00		TOTAL RECOMMENDED TAX LEVY		\$ 25,402,015.00

**STEVEN M. SARGENT, CHIEF OF POLICE**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
10	\$ 517,080.00	95	POLICE OFFICERS (RECRUITS)	21	\$ 1,085,868.00
10	\$ 517,080.00		TOTAL REGULAR SALARIES	21	\$ 1,085,868.00
	19,599.00		HOLIDAY PAY - CONTRACTUAL		63,176.00
	19,599.00		CONTRACTUAL STIPENDS AND EXTRAS		63,176.00
10	\$ 536,679.00		TOTAL SALARIES	21	\$ 1,149,044.00
	(144,408.00)		VACANCY FACTOR		(598,831.00)
10	\$ 392,271.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	21	\$ 550,213.00
	\$ 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
	\$ 491,716.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 649,658.00



The City of  
**WORCESTER**

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# FIRE

## Martin W. Dyer, Acting Fire Chief

Fire Department Headquarters  
141 Grove Street  
Worcester, MA 01605  
(508) 799-1820

### Mission:

The Worcester Fire Department is dedicated to professionally serving the citizens and protecting lives and property in our community. We accomplish this mission through fire suppression, emergency response, prevention, and community risk reduction.

### Vision:

The Worcester Fire Department aspires to be the premier provider of fire and rescue services in the country.

**Goal 1:** Foster a well-managed department and a culture of personal accountability in accordance with the mission, vision, and values of the department.

**City Priority Area:** Sound Fiscal & Operational Government

**Objective 1:** Create a positive department culture.

Initiative(s)	Measure
Complete 100% of strategic planning objectives.	<ul style="list-style-type: none"> <li>Percent of objectives completed according to the timeline.</li> </ul>

**Goal 2:** Provide a highly trained and diverse workforce prepared to respond to the needs of the community.

**City Priority Area:** Vibrant, Thriving City, Sound Fiscal & Operational Government

**Objective 1:** Develop and provide quality training programs that ensure members obtain and maintain required knowledge, skills, and abilities to safely, effectively, and efficiently perform their duties.

Initiative(s)	Measure
Provide proficiency training to all ranks ensuring that at least 92% of employees are meeting their minimum training requirements.	<ul style="list-style-type: none"> <li>Percent of employees satisfactorily completing monthly proficiency training and meeting minimum requirements.</li> </ul>
Increase ability to deliver additional trainings for a total of at least 10 per month.	<ul style="list-style-type: none"> <li>Number of trainings conducted per month as measured by training sessions detailed in Training Directives.</li> <li>Number of Training Division staff (including OT-funded adjunct trainers).</li> </ul>

**Objective 2:** Engage the community in outreach opportunities to recruit a diverse workforce.

Initiative(s)	Measure
Offer at least 1 diversity and inclusion training to the department with at least 95% employees attending at least one session.	<ul style="list-style-type: none"> <li>Number of employees participating in diversity/inclusion trainings.</li> <li>Number of diversity/inclusion trainings conducted in the last quarter.</li> </ul>

Initiative(s)	Measure
Develop an engagement program for 200 high school students throughout the community.	<ul style="list-style-type: none"> <li>• Increase in the number of qualified, diverse applicants to Civil Services</li> <li>• Number of students engaged</li> </ul>

**Objective 3:** Rebuild the post-COVID Public Education and Community Risk Reduction Program.

Initiative(s)	Measure
Create Community Risk Reduction campaign and publish a minimum of 2 PSAs on social media outlets.	<ul style="list-style-type: none"> <li>• Number of PSA published</li> </ul>
Hold at least 2 events targeted to high risk populations per quarter.	<ul style="list-style-type: none"> <li>• Number of events targeted to high-risk populations</li> <li>• Number of attendees</li> </ul>

**Goal 3:** Provide professional development that inspires leadership throughout the ranks.

**City Priority Area:** Opportunity for All

**Objective 1:** Identify and engage in high quality professional development opportunities that support the best practices and standards of the modern fire department, bringing them to all ranks of the department.

Initiative(s)	Measure
Have at least 12 district chiefs attend a conference.	<ul style="list-style-type: none"> <li>• Number of different conferences attended.</li> <li>• Number of District Chiefs attending conferences.</li> </ul>
Enlist fire service professionals to provide no less than 5 training opportunities.	<ul style="list-style-type: none"> <li>• Number of externally-provided professional training opportunities.</li> <li>• Number of members attending professional training opportunities.</li> </ul>

**Goal 4:** Maintain a high quality fleet capable of serving and protecting the community.

**City Priority Area:** Vibrant, Thriving City, Sound Fiscal & Operational Government

**Objective 1:** Maintain a fleet management and replacement system

Initiative(s)	Measure
Ensure than no more than 22 vehicles are overdue for replacement.	<ul style="list-style-type: none"> <li>• Number of vehicles overdue for replacement</li> </ul>

**Objective 2:** Maintain service equipment to manufacturer’s standards

Initiative(s)	Measure
Conduct preventative maintenance on all apparatus and vehicles to reduce down time by 25%	<ul style="list-style-type: none"> <li>• Reduction in down time of front line apparatus.</li> </ul>

**Goal 5:** Procure and maintain equipment and technology that meets the needs of a 21st century fire department.

**City Priority Area:** Sound Fiscal & Operational Government

**Objective 1:** 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.

Initiative(s)	Measure
Adhere to the turn out gear replacement plan ensuring that no less than 100% of gear meets standards.	<ul style="list-style-type: none"> <li>Percent of gear up to standards.</li> </ul>
Participate in CAD/RMS implementation process and receive at least 1 progress report per quarter	<ul style="list-style-type: none"> <li>Number of progress reports from CAD/RMS team</li> </ul>

**Goal 6:** 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.

**City Priority Area:** Sound Fiscal & Operational Government, Strong Neighborhoods

**Objective 1:** Provide a healthy and safe living and working environment to our firefighters by providing regular building maintenance and upgrades to facilities.

Initiative(s)	Measure
Develop a building maintenance plan for the department's 13 multi-use buildings.	<ul style="list-style-type: none"> <li>Number of buildings with an approved and distributed maintenance plan.</li> </ul>

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Provide a highly trained and diverse workforce, prepared to respond to the needs of the community	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.	Conducted 204 live burns, as well as hazmat & first responder training programs, instructed 32-member recruit class, and conducted 18-member officer school.
Provide a highly trained and diverse workforce, prepared to respond to the needs of the community	Engage the community in outreach opportunities to recruit a diverse workforce.	Engaged in 127 outreach opportunities/events within the community.
Provide professional development to our workforce that will support the department's needs for leadership throughout the ranks.	Identify and engage in high quality professional development opportunities that support the best practices and standards of the modern fire department, bringing them to all ranks of the department.	Leadership training, survivability profiling, and Blue Card Mayday Training was made available to all District Chiefs. Ventilation training and UL on-line academy was provided to all members.
Maintain a high quality fleet capable of serving and protecting a city of over 186,000.	Maintain a fleet management and replacement system	Declared 3 vehicles surplus and awaiting delivery of 1 engine company, 1 ladder company and 2 staff vehicles.
Maintain a high quality fleet capable of serving and protecting a city of over 186,000.	Maintain and service equipment to manufacturer's standards	All fleet vehicles passed required State safety and/or emissions standards.
Procure and maintain equipment and technology that meets the needs of a 21st century fire department.	Identify and advocate for innovative and proven equipment and technology that promotes the safety, well-being, and protection of both the	Procurement of a new CAD/RMS system is well underway.

	members of the Fire Department and the community.	
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.	Provide a healthy and safe living and working environment to our firefighters by providing regular building maintenance and upgrades to facilities.	Notable upgrades to facilities recently include snow guards on the roof of the Webster Sq FS, exterior painting of the Tatnuck Sq FS, total remodel of the kitchen at the Greendale FS, and boiler replacement at Burncoat FS.

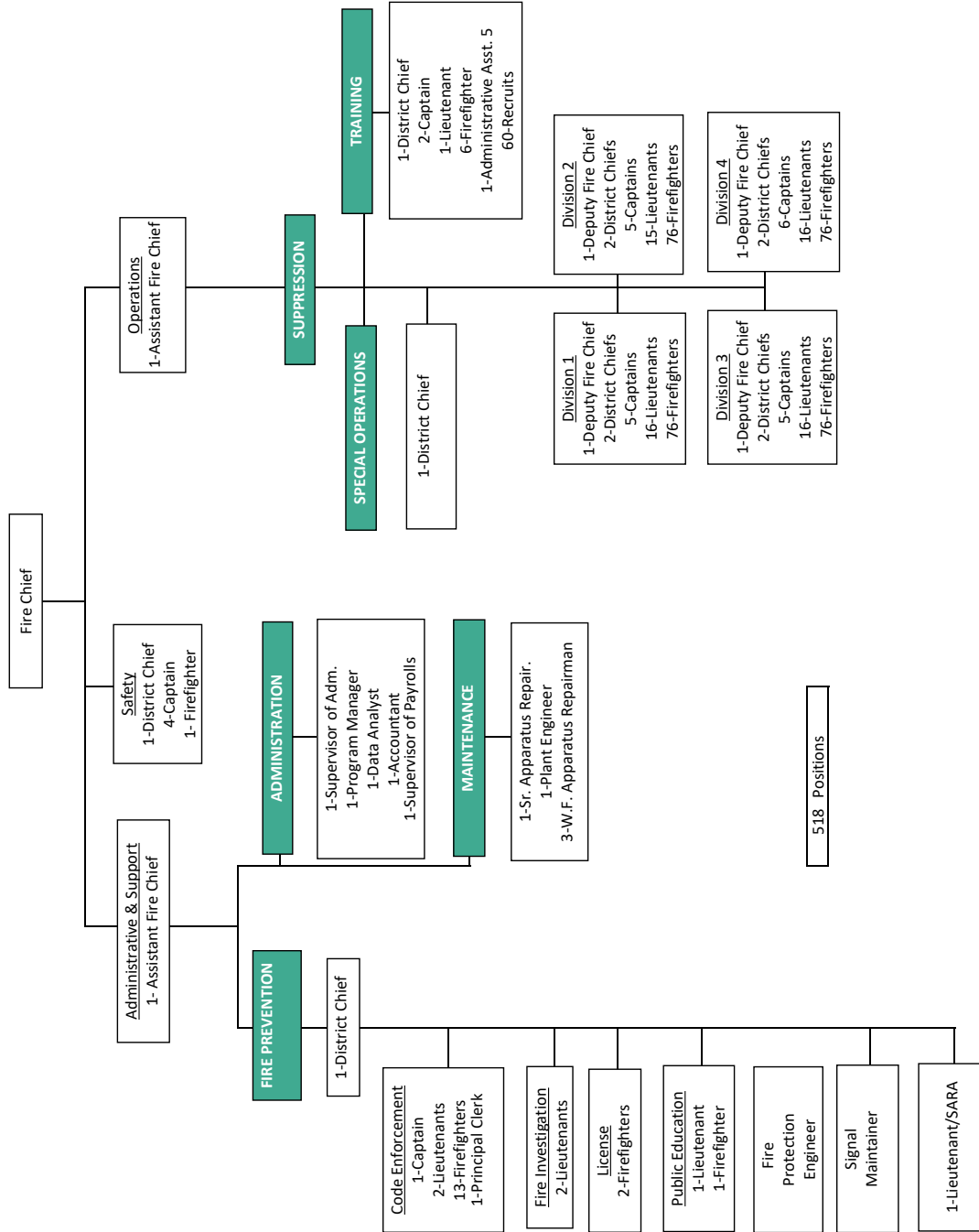
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 37,585,184.07	\$ 38,623,861.00	\$ 26,662,044.82	\$ 41,162,323.00
Overtime	1,508,390.33	1,477,176.00	2,637,262.38	2,010,856.00
Ordinary Maintenance	1,532,616.41	1,676,175.00	1,032,567.42	2,219,496.00
Capital Outlay	102,698.70	643,000.00	6,027.94	143,000.00
<b>Total</b>	<b>\$ 40,728,889.51</b>	<b>\$ 42,420,212.00</b>	<b>\$ 30,337,902.56</b>	<b>\$ 45,535,675.00</b>
<b>Total Positions</b>	418	423	423	458

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$45,535,675, which is an increase of \$3,115,463 from the Fiscal 2022 amount of \$42,420,212. The salary increase is mainly due to a new recruit class of two groups of thirty starting in August 2022 and February 2023, a Fire Captain, and two Deputy Fire Chief positions being added to the table of organization, along with two salary regrades, Holiday Pay, and step increases for employees who are not at the maximum pay. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The increase in Ordinary Maintenance is a result of costs associated with the new recruits for books, medical evaluations, training certifications, turnout gear, uniforms, and supplies. Additionally, funding was added for Lexipol consultant work, portable radios, equipment maintenance costs, chemical supplies, and a required funding match for an Assistance to Firefighters Grant (AFG). The Overtime budget increase is associated with new recruit academy training, the Center for Public Safety Excellence project, the Strategic Planning Committee, adjunct training instructors, RMS implementation, bi-annual captain meetings, and fire service conferences. Also, Overtime was increased to fund costs for professional development succession planning, recruit academy, Safety Officer live burns training, two additional burn programs, and Command Tech group training sessions. Capital Outlay of \$143,000 was funded for contractual obligations.

# FIRE DEPARTMENT ORGANIZATION CHART



**MARTIN W. DYER, ACTING FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

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

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 169,504.00	58CM	FIRE CHIEF	1	\$ 181,203.00
0	-	54EM	ASSISTANT FIRE CHIEF	2	328,122.00
2	280,579.00	50EM	DEPUTY FIRE CHIEF	4	484,420.00
12	1,397,300.00	93	DISTRICT FIRE CHIEF	12	1,404,345.00
27	2,841,353.00	92	CAPTAIN	28	2,949,436.00
70	6,672,623.00	91	LIEUTENANT	70	6,704,012.00
297	23,878,647.00	90	FIREFIGHTER	327	25,793,377.00
1	95,213.00	46M	SUPERVISOR OF ADMINISTRATION	1	103,817.00
1	78,907.00	42M	PROGRAM MANAGER	1	87,266.00
1	95,213.00	46P	FIRE PROTECTION ENGINEER	1	103,817.00
1	63,848.00	40P	DATA ANALYST/ COMPUTER SUPPORT	1	67,220.00
1	94,190.00	46	SENIOR FIRE APPARATUS REPAIRMAN	1	100,685.00
1	60,960.00	35	PLANT ENGINEER	1	55,207.00
3	171,551.00	35	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	184,909.00
1	61,200.00	34	SIGNAL MAINTAINER FIRE	1	65,436.00
1	56,868.00	32	ACCOUNTANT	1	58,089.00
1	48,985.00	32	SUPERVISOR OF PAYROLLS	1	51,470.00
1	45,561.00	31	ADMINISTRATIVE ASSISTANT 5	1	47,689.00
1	41,134.00	27	PRINCIPAL CLERK	1	44,662.00
423	\$ 36,153,636.00		REGULAR SALARIES	458	\$ 38,815,182.00
30	527,991.00	90	FIREFIGHTER CLASS	60	1,990,774.00
30	\$ 527,991.00		REGULAR SALARIES	60	\$ 1,990,774.00
453	\$ 36,681,627.00		TOTAL REGULAR SALARIES	518	\$ 40,805,956.00
	16,888.00		EM INCENTIVE PAY		8,700.00
	193,506.00		OUT OF GRADE PAY		215,513.00
	19,968.00		DRIVER STIPEND		19,968.00
	1,956,566.00		HOLIDAY PAY		2,169,946.00
	51,154.00		WELLNESS DAYS		50,930.00
	2,238,082.00		CONTRACTUAL OBLIGATIONS		2,465,057.00
453	\$ 38,919,709.00		TOTAL REGULAR SALARIES	518	\$ 43,271,013.00
-30	(295,848.00)		VACANCY FACTOR	-60	(2,108,690.00)
423	\$ 38,623,861.00		TOTAL SALARIES	458	\$ 41,162,323.00
423	\$ 38,623,861.00	260-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	458	\$ 41,162,323.00
	\$ 1,477,176.00		OVERTIME		\$ 2,010,856.00
	\$ 1,477,176.00	260-97000	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 2,010,856.00

**MICHAEL J. LAVOIE, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

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

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
	\$ 185,000.00		ELECTRICITY		\$ 185,000.00
	7,500.00		LEASES & RENTALS		7,500.00
	19,300.00		HIRED SERVICES		62,400.00
	39,097.00		TELEPHONE		39,097.00
	38,815.00		PHYSICIAN/SURGEON		79,950.00
	1,500.00		NEWSPAPER ADVERTISING		1,500.00
	42,590.00		REGISTRATION FEES		46,590.00
	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		64,500.00
	1,800.00		TRAINING CERTIFICATIONS		7,200.00
	46,500.00		MAINTENANCE/REPAIR VEHICLE		57,500.00
	9,510.00		MEMBERSHIP DUES		9,510.00
	177,500.00		AUTOMOTIVE SUPPLIES		182,500.00
	26,014.00		BOOKS		50,728.00
	29,500.00		BUILDING SUPPLIES		41,750.00
	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		141,450.00
	71,742.00		SAFETY SUPPLIES		219,384.00
	13,500.00		CHEMICAL SUPPLIES		17,000.00
	85,410.00		CONSULTANT		85,410.00
	29,699.00		CUSTODIAL SUPPLIES		29,699.00
	2,000.00		COPY PAPER		2,000.00
	229,301.00		UNIFORMS		433,881.00
	3,949.00		HARDWARE/DEVICES		3,949.00
	61,038.00		OTHER CHARGES & EXPENDITURES		61,038.00
	5,360.00		TRAVELING		5,360.00
	<u>\$ 1,680,175.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 2,223,496.00</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>\$ 1,676,175.00</u>	<b>260-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 2,219,496.00</u>
	\$ 643,000.00		SAFETY EQUIPMENT (CONTRACTUAL)		\$ 143,000.00
	<u>\$ 643,000.00</u>	<b>260-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 143,000.00</u>
	<u>\$ 42,420,212.00</u>	<b>260</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 45,535,675.00</u>

**MARTIN W. DYER, ACTING FIRE CHIEF****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023****WORCESTER FIRE DEPARTMENT - DEPARTMENT #2601 ADMINISTRATION**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 169,504.00	58CM	FIRE CHIEF	1	\$ 181,203.00
0	-	54EM	ASSISTANT FIRE CHIEF	1	164,061.00
1	141,434.00	50EM	DEPUTY FIRE CHIEF	0	-
1	118,205.00	93	DISTRICT FIRE CHIEF	1	117,754.00
1	106,137.00	92	CAPTAIN	1	101,459.00
1	84,759.00	90	FIREFIGHTER	1	84,759.00
1	95,213.00	43M	SUPERVISOR OF ADMINISTRATION	1	103,817.00
1	78,907.00	42M	PROGRAM MANAGER	1	87,266.00
1	63,848.00	40P	DATA ANALYST	1	67,220.00
1	56,868.00	32	ACCOUNTANT	1	58,089.00
1	48,985.00	32	SUPERVISOR OF PAYROLLS	1	51,470.00
10	\$ 963,860.00		REGULAR SALARIES	10	\$ 1,017,098.00
	11,290.00		EM INCENTIVE PAY		3,828.00
	33,874.00		HOLIDAY PAY		35,469.00
	899.00		WELLNESS DAYS		876.00
	46,063.00		CONTRACTUAL OBLIGATIONS		40,173.00
10	\$ 1,009,923.00	2601-91000	TOTAL RECOMMENDED PERSONAL SERVICES	10	\$ 1,057,271.00
	\$ 216,327.00		OVERTIME		\$ 516,327.00
	\$ 216,327.00	2601-97000	TOTAL RECOMMENDED OVERTIME		\$ 516,327.00
	\$ 185,000.00		ELECTRICITY		\$ 185,000.00
	-		HIRE SERVICES		43,100.00
	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
	7,400.00		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		97,100.00
	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
	61,038.00		OTHER CHARGES & EXPENDITURES		61,038.00
	4,360.00		TRAVELING		4,360.00
	\$ 777,595.00		TOTAL ORDINARY MAINTENANCE		\$ 914,695.00
	\$ (4,000.00)		FUNDING SOURCES:		\$ (4,000.00)
	\$ (4,000.00)		FROM RESERVE FUNDS		\$ (4,000.00)
	\$ 773,595.00	2601-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 910,695.00
	\$ 643,000.00	2601-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		\$ 143,000.00
	\$ 2,642,845.00	2601	TOTAL RECOMMENDED TAX LEVY		\$ 2,627,293.00



**MARTIN W. DYER, ACTING FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**WORCESTER FIRE DEPARTMENT - DEPARTMENT #2602 MAINTENANCE**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 94,190.00	46	SENIOR FIRE APPARATUS REPAIRMAN	1	\$ 100,685.00
1	60,960.00	35	PLANT ENGINEER	1	55,207.00
3	171,551.00	35	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	184,909.00
<u>5</u>	<u>\$ 326,701.00</u>	<b>2602-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>5</u>	<u>\$ 340,801.00</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		57,500.00
	177,500.00		AUTOMOTIVE SUPPLIES		182,500.00
	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>\$ 649,049.00</u>
	<u>\$ 976,066.00</u>	<b>2602</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,006,166.00</u>

**MARTIN W. DYER, ACTING FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**WORCESTER FIRE DEPARTMENT - DEPARTMENT #2603 FIRE PREVENTION**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 119,114.00	93	DISTRICT FIRE CHIEF	1	\$ 119,157.00
1	109,445.00	92	CAPTAIN	1	109,445.00
5	468,039.00	91	LIEUTENANT	5	476,719.00
6	520,151.00	90	FIREFIGHTER	16	1,076,457.00
1	95,213.00	44P	FIRE PROTECTION ENGINEER	1	103,817.00
1	61,200.00	34	SIGNAL MAINTAINER FIRE	1	65,436.00
1	41,134.00	27	PRINCIPAL CLERK	1	44,662.00
16	\$ 1,414,296.00		REGULAR SALARIES	26	\$ 1,995,693.00
	66,473.00		HOLIDAY PAY		97,342.00
	1,764.00		WELLNESS DAYS		2,405.00
	68,237.00		CONTRACTUAL OBLIGATIONS		99,747.00
16	\$ 1,482,533.00	2603-91000	TOTAL RECOMMENDED PERSONAL SERVICES	26	\$ 2,095,440.00
	\$ 38,071.00		OVERTIME		\$ 38,071.00
	\$ 38,071.00	2603-97000	TOTAL RECOMMENDED OVERTIME		\$ 38,071.00
	\$ 2,200.00		LEASES & RENTALS		\$ 2,200.00
	11,600.00		REGISTRATION FEES		11,600.00
	900.00		PRINTING		900.00
	-		MAINTENANCE/REPAIR EQUIPMENT		6,000.00
	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	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 25,610.00
	\$ 1,540,214.00	2603	TOTAL RECOMMENDED TAX LEVY		\$ 2,159,121.00

**MARTIN W. DYER, ACTING FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**WORCESTER FIRE DEPARTMENT - DEPARTMENT #2604 TRAINING**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 115,869.00	93	DISTRICT FIRE CHIEF	1	\$ 115,869.00
1	107,231.00	92	CAPTAIN	2	195,357.00
1	97,475.00	91	LIEUTENANT	1	97,475.00
1	45,561.00	31	ADMINISTRATIVE ASSISTANT 5	1	47,689.00
1	88,705.00	90	FIREFIGHTER	6	399,918.00
30	527,991.00	90	FIREFIGHTER- RECRUITS	60	1,990,774.00
35	\$ 982,832.00		REGULAR SALARIES	71	\$ 2,847,082.00
	53,694.00		HOLIDAY PAY		155,542.00
	659.00		WELLNESS DAYS		1,156.00
	54,353.00		CONTRACTUAL OBLIGATIONS		156,698.00
35	\$ 1,037,185.00	2604-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	71	\$ 3,003,780.00
	\$ 325,176.00		OVERTIME		\$ 558,856.00
	\$ 325,176.00	2604-97000	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 558,856.00
	\$ 37,615.00		PHYSICIAN/SURGEON		\$ 78,750.00
	4,000.00		REGISTRATION FEES		8,000.00
	1,800.00		TRAINING CERTIFICATIONS		7,200.00
	24,714.00		BOOKS		49,428.00
	12,250.00		BUILDING SUPPLIES		24,500.00
	25,000.00		PARTS/EQUIPMENT SUPPLIES		50,000.00
	43,642.00		SAFETY SUPPLIES		87,284.00
	31,000.00		UNIFORMS		235,580.00
	\$ 180,021.00	2604-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 540,742.00
	\$ 1,542,382.00	2604	<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 4,103,378.00

**MARTIN W. DYER, ACTING FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

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

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
0	\$ -	54EM	ASSISTANT FIRE CHIEF	1	\$ 164,061.00
1	139,145.00	50EM	DEPUTY FIRE CHIEF	4	484,420.00
9	1,044,112.00	93	DISTRICT FIRE CHIEF	9	1,051,565.00
24	2,518,540.00	92	CAPTAIN	24	2,543,175.00
64	6,107,109.00	91	LIEUTENANT	64	6,129,818.00
289	23,185,032.00	90	FIREFIGHTER	304	24,232,243.00
387	\$ 32,993,938.00		REGULAR SALARIES	406	\$ 34,605,282.00
	5,598.00		EM INCENTIVE PAY		4,872.00
	193,506.00		OUT OF GRADE PAY		215,513.00
	19,968.00		DRIVER STIPEND		19,968.00
	1,802,525.00		HOLIDAY PAY		1,881,593.00
	47,832.00		WELLNESS DAYS		46,493.00
	2,069,429.00		CONTRACTUAL OBLIGATIONS		2,168,439.00
387	\$ 35,063,367.00		TOTAL	406	\$ 36,773,721.00
-30	(395,848.00)		VACANCY FACTOR	-60	(2,108,690.00)
357	\$ 34,667,519.00	2605-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	346	\$ 34,665,031.00
	\$ 881,286.00		OVERTIME		\$ 881,286.00
	\$ 881,286.00	2605-97000	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 881,286.00
	\$ 8,800.00		REGISTRATION FEES		\$ 8,800.00
	12,100.00		MAINTENANCE/REPAIR EQUIPMENT		22,100.00
	33,000.00		PARTS/EQUIPMENT SUPPLIES		33,000.00
	2,500.00		SAFETY SUPPLIES		12,500.00
	13,500.00		CHEMICAL SUPPLIES		17,000.00
	\$ 69,900.00	2605-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 93,400.00
	\$ 35,618,705.00	2605	<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 35,639,717.00

# EMERGENCY COMMUNICATIONS

## Charles R. Goodwin, Director

Department of Emergency Communications  
2 Copping Drive  
Worcester, MA 01603  
(508) 799-1840

**Mission:** The Mission of the City of Worcester Department of Emergency Communications is to serve as the critical link between our citizens and public safety providers with the highest level of integrity. We are dedicated to supporting all public safety partners and agencies in their quest to protect life, save property, and assist the public. Our standard is excellence and our model to achieve success is teamwork.

**Vision:** The Department of Emergency Communications envisions an organization in which we maintain a collaborative, multidisciplinary team that delivers excellence, professionalism, and commitment in public safety services where our citizens live, learn, and work.

**Goal 1:** Expand and enhance department engagement with BIPOC communities.

**City Priority Area:** Opportunity for All

**Objective 1:** Offer free First Aid/CPR/AED training program in communities that have a high number of racially and ethnically diverse populations.

Initiative(s)	Measure
Certify two employees with the American Heart Association.	<ul style="list-style-type: none"> <li>Number of employees trained</li> <li>Percentage of students from racially and ethnically diverse populations.</li> </ul>
Conduct four (4) free First Aid/CPR/AED training programs.	<ul style="list-style-type: none"> <li>Number of locations where trainings conducted</li> <li>Number of overall participants</li> <li>Percentage of new trainees from BIPOC populations.</li> </ul>

**Objective 2:** Recruit members of BIPOC communities onto the Community Emergency Response Team (CERT) and train them to help during crisis.

Initiative(s)	Measure
Attend 5 community events to provide information and materials on the benefits of joining the Worcester CERT.	<ul style="list-style-type: none"> <li>Number of community events attended</li> <li>Number of citizens engaged during events</li> </ul>
Conduct 5 Basic CERT trainings for new recruits, with 1-2 specifically designated for volunteers who speak languages other than English.	<ul style="list-style-type: none"> <li>Number of trainings conducted</li> <li>Percentage of materials translated into additional languages.</li> </ul>

**Goal 2:** Enhance and maintain high quality services to the citizens of the City of Worcester.

**City Priority Area:** Sound Fiscal and Operational Government

**Objective 1:** Apply for and process Accreditation for the Department of Emergency Communications.

Initiative(s)	Measure
Review and update current policy manual.	<ul style="list-style-type: none"> <li>Number of policies reviewed per quarter</li> <li>Percentage of current policies reviewed and updated.</li> </ul>
Submit policies and procedures for initial review toward accreditation.	<ul style="list-style-type: none"> <li>Number of policies and procedures submitted to accreditation organization.</li> </ul>

Initiative(s)	Measure
	<ul style="list-style-type: none"> <li>Percentage of policies approved by accreditation organization.</li> </ul>

**Objective 2:** Develop department strategy to ensure effective management span of control.

Initiative(s)	Measure
Hold five (5) staff meetings to formulate multi-year plan of achieving effective management span of control.	<ul style="list-style-type: none"> <li>Number of meetings held.</li> <li>Percentage of department participation in multi-year planning.</li> <li>Number of staff per manager.</li> </ul>
Hold three (3) management and/or supervisor trainings to expand knowledge of current management staff.	<ul style="list-style-type: none"> <li>Number of trainings hosted.</li> <li>Percentage of management and supervision staff who completed training.</li> </ul>

**Goal 3:** Expand departmental support and collaboration with other city departments.

**City Priority Area:** Sound Fiscal and Operational Government

**Objective 1:** Develop annual training and exercise plan, resulting in one citywide annual training plan per year.

Initiative(s)	Measure
Conduct one (1) planning session for annual training bi-monthly.	<ul style="list-style-type: none"> <li>Number of planning sessions held</li> <li>Number of city employees who attended planning session</li> </ul>
Conduct 16 hours of training per year aligned with annual training plan.	<ul style="list-style-type: none"> <li>Number of hours trained</li> <li>Number of classes implemented</li> <li>Percentage of inter-departmental staff trained</li> </ul>

**Objective 2:** Implement WebEOC software with 50% of City departments for use during emergency operations.

Initiative(s)	Measure
Develop and instruct two (2) training sessions per quarter.	<ul style="list-style-type: none"> <li>Number of inter-departmental employees instructed.</li> <li>Percentage of departments that have received training.</li> </ul>
Develop five (5) processes for non-emergency use of system that is beneficial to City departments.	<ul style="list-style-type: none"> <li>Number of processes created and implemented</li> <li>Percentage of departments utilizing system for non-emergency categories.</li> </ul>

**Goal 4:** Create new departmental programs that add value and improve the livelihood of the citizens of Worcester.

**City Priority Area:** Opportunity for All

**Objective 1:** Engage 5% of city population to determine effectiveness of current department programs.

Initiative(s)	Measure
Create survey tool and translate tool into five (5) alternate languages.	<ul style="list-style-type: none"> <li>Number of languages tool is translated into.</li> <li>Number of surveys sent to community members.</li> <li>Number of responses from community members.</li> </ul>
Attend five (5) community events and engage citizens to determine department service levels.	<ul style="list-style-type: none"> <li>Number of community events attended.</li> <li>Percentage of positive reviews of department services.</li> </ul>

**Objective 2:** Increase information provided to public by 10% over previous year.

Initiative(s)	Measure
Use social media to share 100 posts specific to educational and emergency information to citizens	<ul style="list-style-type: none"> <li>Number of scheduled posts.</li> <li>Number of emergency posts.</li> <li>Topics broken down by percentage.</li> </ul>

Initiative(s)	Measure
Develop four (4) informational dashboards for Emergency Communications/Emergency Management City webpages for information sharing	<ul style="list-style-type: none"> <li>• Number of dashboards created.</li> <li>• Number of page visits.</li> <li>• Number of datasets published for public view.</li> </ul>

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Improve and increase diversity in the workplace.	Develop an effective recruiting system	75% Complete, with COVID slowing progress due to reduction in job fairs to attend.
Create and preserve high quality service to the citizens of the City of Worcester	Have staff attend Continuing Ed classes from reputable Telecommunicator Services to better enhance their knowledge.	10% Complete. Classes for all staff have been delayed due to COVID and are scheduled for April – June 2022.
Strengthen relations with WPD	Enhance communications between departmental leadership.	50% Complete.
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.	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.	100% Complete
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.	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.	In progress, with HR and Emergency Management working to determine how to properly implement.
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.	Coordinate with all internal and external stakeholders to update the Comprehensive Emergency Management Plan (CEMP)	61.5% complete, with planning groups and meetings continuing.
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.	Start a Community Emergency Response Team Program (CERT)	48% Complete. CERT Team has been created and current recruitment level is 12 volunteers with the first year goal of 25.
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.	Develop a multi-year training and exercise program (MYTEP) based off of the priorities within the Comprehensive Emergency Management Plan (CEMP).	50% Complete with plans in development and consultant being hired to conduct review and process of training plans.
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.	Develop an After Action Review (AAR) Process with internal stakeholders	0% Complete. Attempts made but participation from other departments has been low.

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.	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.	100% complete.
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### Department Allocation Summary

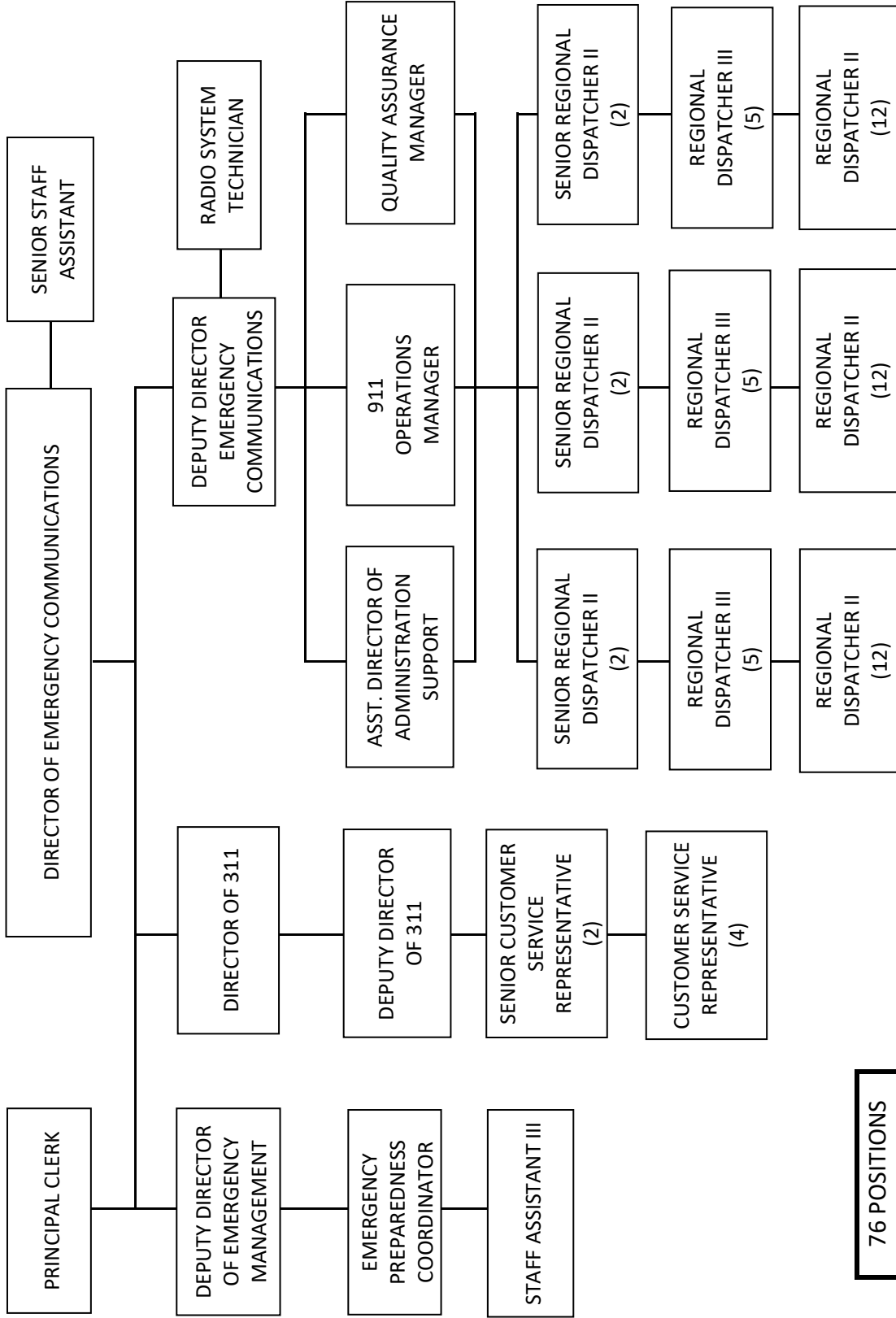
	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 1,508,511.43	\$ 2,450,732.00	\$ 1,366,687.78	\$ 2,199,125.00
Overtime	157,793.19	182,318.00	257,826.25	\$ 182,318.00
Ordinary Maintenance	1,160,739.09	1,108,218.00	1,014,475.32	\$ 1,084,418.00
<b>Total</b>	<b>\$ 2,827,043.71</b>	<b>\$ 3,741,268.00</b>	<b>\$ 2,638,989.35</b>	<b>\$ 3,465,861.00</b>
<b>Total Positions</b>	<b>69</b>	<b>69</b>	<b>69</b>	<b>76</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$3,465,861.00, which is a decrease of \$275,407 from the Fiscal 2022 amount of \$3,741,268. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The overall increase of COLAs is offset by increased grant funding and vacancies in the department. Communications also added an additional position, a Quality Assurance Manager, to focus on customer service and improve services delivered to the public. With this added position, Emergency Communications is also overseeing the Customer Service 3-1-1 department which includes 8 staff positions transferring from the Department of Public Works. Ordinary Maintenance increased Software Licenses, Parts Equipment, and Registration Fees for the accreditation process and Consultants for full/exercise evaluation. These increases are offset by funds being transferred to the Department of Public Facilities to oversee the building maintenance of the Regional Emergency Communications, located at 2 Coppage Drive.



# EMERGENCY COMMUNICATIONS DEPARTMENT ORGANIZATIONAL CHART



**76 POSITIONS**

**CHARLES R. GOODWIN, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023  
EMERGENCY COMMUNICATIONS DEPARTMENT- DEPARTMENT #270**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
<b>EMERGENCY COMMUNICATIONS:</b>					
1	\$ 112,439.00	48EM	DIRECTOR OF EMERGENCY COMMUNICATIONS	1	\$ 107,660.00
1	86,273.00	45M	DEPUTY DIRECTOR, EMERG. COMMUNICATIONS	1	76,184.00
1	78,050.00	40M	911 OPERATIONS MANAGER	1	83,436.00
1	78,050.00	40M	ASSISTANT DIRECTOR OF ADMINISTRATION	1	83,436.00
0	-	39M	QUALITY ASSURANCE MANAGER	1	61,531.00
0	-	39M	SENIOR STAFF ASSISTANT	1	66,144.00
0	-	39M	CUSTOMER SERVICE MANAGER	1	79,292.00
1	72,684.00	38P	RADIO SYSTEM TECHNICIAN	1	77,493.00
0	-	34	ASSISTANT CUSTOMER SERVICE MANAGER	1	49,426.00
1	55,834.00	33	ADMINISTRATIVE ASSISTANT 6	0	-
0	-	28	SENIOR CUSTOMER SERVICE REP.	2	81,257.00
0	-	27	PRINCIPAL CLERK	1	37,188.00
0	-	22	CUSTOMER SERVICE REP	4	152,275.00
6	367,742.00	SD1	SENIOR REGIONAL DISPATCHER II	6	380,744.00
15	846,713.00	RD3	REGIONAL DISPATCHER III	15	852,011.00
39	1,869,727.00	RD2	REGIONAL DISPATCHER II	36	1,776,207.00
66	\$ 3,567,512.00		SALARIES	73	\$ 3,964,284.00
1	\$ 84,598.00	45M	DEPUTY DIRECTOR, EMERGENCY MANAGEMENT	1	\$ 78,304.00
1	77,340.00	40M	EMERGENCY PREPAREDNESS COORDINATOR	1	64,991.00
0	57,942.00	37	STAFF ASSISTANT III	1	60,028.00
1	-	32	STAFF ASSISTANT I	0	-
3	\$ 219,880.00			3	\$ 203,323.00
69	\$ 3,787,392.00		TOTAL REGULAR SALARIES	76	\$ 4,167,607.00
	122,572.00		HOLIDAY PAY		144,572.00
	-		EM INCENTIVE PAY		3,712.00
	10,000.00		EMERGENCY MANAGEMENT STIPEND		-
	(151,300.00)		VACANCY FACTOR		(151,300.00)
69	\$ 3,768,664.00		TOTAL SALARIES	76	\$ 4,164,591.00
	(269,760.00)		<b>FUNDING SOURCES:</b>		(269,760.00)
	(1,015,743.00)		UMASS FUNDING		(1,662,339.00)
	(32,429.00)		9-1-1 SUPPORT GRANT FUNDING		(33,367.00)
	(1,317,932.00)		WRTA FUNDING		(1,965,466.00)
			TOTAL FUNDING SOURCES		
69	\$ 2,450,732.00	<b>270-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	76	\$ 2,199,125.00
	\$ 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
	(47,020.00)		<b>FUNDING SOURCES:</b>		(47,020.00)
	(10,000.00)		UMASS FUNDING		(10,000.00)
	(57,020.00)		9-1-1 SUPPORT GRANT FUNDING		(57,020.00)
			TOTAL FUNDING SOURCES		
	\$ 182,318.00	<b>270-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 182,318.00

**CHARLES R. GOODWIN, DIRECTOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**EMERGENCY COMMUNICATIONS DEPARTMENT- DEPARTMENT #270**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 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		-
	13,000.00		MAINTENANCE/REPAIR EQUIPMENT		13,000.00
	8,000.00		MAINTENANCE/REPAIR VEHICLE		8,000.00
	8,200.00		CLEANING SERVICES		-
	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>\$ 1,084,418.00</u>
	\$ 65,000.00		ELECTRICITY		\$ 6,800.00
	1,600.00		LEASES & RENTALS		1,600.00
	11,600.00		HIRED SERVICES		5,600.00
	2,400.00		MAINTENANCE & REPAIR		2,400.00
	40,000.00		SNOW REMOVAL		-
	700.00		EXTERMINATOR SERVICES		-
	3,000.00		RUBBISH REMOVAL		-
	21,400.00		MAINTENANCE/REPAIR BUILDING		-
	39,000.00		CLEANING SERVICES		-
	8,000.00		NATURAL GAS		-
	1,600.00		HARDWARE/DEVICES		1,600.00
	<u>\$ 194,300.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 18,000.00</u>
	(194,300.00)		<u>FUNDING SOURCES:</u>		(18,000.00)
	(194,300.00)		9-1-1 SUPPORT GRANT FUNDING		(18,000.00)
			TOTAL FUNDING SOURCES		(18,000.00)
	<u>\$ -</u>		TOTAL RECC ORDINARY MAINTENANCE		<u>\$ -</u>
	<u>\$ 1,108,218.00</u>	<b>270-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 1,084,418.00</u>
	\$ 25,000.00		CAPITAL OUTLAY		\$ 25,000.00
	(25,000.00)		<u>FUNDING SOURCES:</u>		(25,000.00)
	(25,000.00)		9-1-1 SUPPORT GRANT FUNDING		(25,000.00)
			TOTAL FUNDING SOURCES		(25,000.00)
	<u>\$ -</u>	<b>270-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ -</u>

**CHARLES R. GOODWIN, DIRECTOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023  
EMERGENCY COMMUNICATIONS DEPARTMENT- DEPARTMENT #270**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
			<u>FRINGE BENEFITS:</u>		
	\$ 71,990.00		HEALTH INSURANCE		\$ 71,990.00
	24,276.00		RETIREMENT		24,276.00
	<u>\$ 96,266.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 96,266.00</u>
			<u>FUNDING SOURCES:</u>		
	(96,266.00)		UMASS FUNDING		(96,266.00)
	<u>(96,266.00)</u>		TOTAL FUNDING SOURCES		<u>(96,266.00)</u>
	<u>\$ -</u>	<b>270-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 3,741,268.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 3,465,861.00</u>

# INSPECTIONAL SERVICES

## Christopher P. Spencer, Commissioner

25 Meade St.  
Worcester, MA 01610  
(508) 799-1198 x33076

### Mission:

To deliver the most efficient and transparent permitting and inspection process possible in a way that promotes economic investment in the City and ensures that the housing, rental properties, and businesses are the healthiest and safest in the Commonwealth.

### Vision:

To be adequately and appropriately staffed in order to meet the current and ever-changing needs of the City, within a facility that is clean, safe, welcoming, and professional—making it a department that attracts and retains a diverse workforce, with a variety of skills, backgrounds, and experiences.

**Goal 1:** Promote a more professional image for the department that instills pride in all employees and helps garner respect among the community.

**City Priority Area:** Sound Fiscal & Operational Government

**Objective 1:** Change the naming of the department for consistency and to avoid awkwardness in spoken or written references.

Initiative(s)	Measure
Reformat 100% of department forms, informational guides, web references, and office collateral to the new City branding, and ISD naming	<ul style="list-style-type: none"> <li>Percentage of forms and informational guides reformatted</li> <li>Percentage of identified web references changed</li> <li>Percentage of office collateral changed.</li> </ul>

**Objective 2:** Provide uniform shirts, jackets, hats, and other materials utilizing the ISD naming as part of an overall dress / uniform policy.

Initiative(s)	Measure
Provide 100% of inspectors with branded uniform shirts, jackets, hats, and other materials	<ul style="list-style-type: none"> <li>Percentage of inspectors given uniform</li> </ul>

**Objective 3:** Provide and maintain vehicles for all inspectors and formulate vehicle replacement policy or guide.

Initiative(s)	Measure
Purchase or lease sufficient number of vehicles for 100% of inspectors to be able to have daily access.	<ul style="list-style-type: none"> <li>Percentage of inspectors with daily access to city vehicles</li> <li>Number of inspectors without a city vehicle</li> </ul>
Add "Inspectional Services" lettering on 100% of vehicles used by inspectors.	<ul style="list-style-type: none"> <li>Percentage of vehicles with lettering added.</li> </ul>

**Objective 4:** Develop a vehicle fleet rotation or retirement spreadsheet, adjust during years with high retirement numbers.

Initiative(s)	Measure
Retire at least 80% of vehicles after 10 years of service.	<ul style="list-style-type: none"> <li>Number of vehicles in fleet over 10 years of service</li> </ul>

**Objective 5:** Provide a professional, clean, and safe work place that is welcoming to both employees and the public.

Initiative(s)	Measure
Install carpet tiles and paint interior of 1st and 2nd floor and install new flooring and paint interior of the ground floor hallway.	<ul style="list-style-type: none"> <li>Number of rooms and spaces where new flooring is installed.</li> </ul>
Install key fob access with timer door lock system and video surveillance of all access points.	<ul style="list-style-type: none"> <li>Percentage of access points with systems installed</li> <li>Percentage of employees with key fobs</li> </ul>
Install approximately 70 new workstations that provide for future locations, and facilitate collaboration within working groups.	<ul style="list-style-type: none"> <li>Number of workstations installed</li> </ul>

**Goal 2:** Inspect all residential rental dwelling units to determine that they are safe and meet the minimum housing standards as enumerated under the State Sanitary Code, 105 CMR 410.00.

**City Priority Area:** Strong Neighborhoods

**Objective 1:** Have a complete database of all rental property, including owner / manager phone and email contact information to facilitate communication.

Initiative(s)	Measure
Create a rental property registration which includes 100% of applicable properties and is up to date, containing all pertinent owner/manager contact information	<ul style="list-style-type: none"> <li>Percentage of known rental properties that comply with registration requirements.</li> </ul>
Notify 100% of property owners when their registration expires	<ul style="list-style-type: none"> <li>Number of notices sent</li> </ul>

**Objective 2:** Create a mandatory residential rental dwelling unit inspection program with a reasonable and achievable periodic inspection requirement that coincides with the 110 period inspection schedule.

Initiative(s)	Measure
Hire five (5) additional Sanitary Inspectors to ensure all rental dwelling units are inspected on a five (5) year cycle.	<ul style="list-style-type: none"> <li>Number of inspectors hired</li> <li>Total inspections done (year to date)</li> <li>Average inspections per inspector (year to date)</li> </ul>
100% of inspectors will have the ability to complete reports in the field.	<ul style="list-style-type: none"> <li>Percent of inspectors with access to in-field reporting software</li> <li>Percent of inspectors providing positive feedback to in-field reporting software</li> </ul>
Prioritize residential rental inspections in high risk buildings in ARPA identified qualified census tracts with at least 60% of all inspections taking place in buildings fitting these criteria.	<ul style="list-style-type: none"> <li>Percentage of inspections at high risk buildings in qualified census tract.</li> </ul>

**Objective 3:** Undertake comprehensive campaign to educate building owners about the program, and what inspectors will be looking for during inspections.

Initiative(s)	Measure
Send notices to 100% of eligible property owners at launch and prior to inspections	<ul style="list-style-type: none"> <li>Number of notices sent during previous quarter</li> </ul>
Increase number of units passing during first inspection by 50%	<ul style="list-style-type: none"> <li>Percent of units passing first inspection</li> <li>Number of failed inspections</li> </ul>

**Goal 3:** Ensure that Inspectional Services has the resources, required ordinances, and expertise to adequately inspect and review site work on new developments and existing properties.

**City Priority Area:** Strong Neighborhoods

**Objective 1:** Hire a qualified Civil Site Inspector with a background and knowledge in building codes, local ordinances, and expertise in all potential site issues.

Initiative(s)	Measure
Fill open Civil Site Inspector position within 8 weeks of posting	<ul style="list-style-type: none"> <li>Number of positions filled</li> </ul>
Reduction in site issues not being identified prior to approval, or during construction by 65%.	<ul style="list-style-type: none"> <li>Number of site issues identified in previous quarter</li> </ul>
Reduction in site development complaints by 65%.	<ul style="list-style-type: none"> <li>Number of complaints</li> </ul>

**Objective 2:** Ensure that ordinances related to paving are understandable, and enforceable.

Initiative(s)	Measure
Review and rewrite paving and front yard paving ordinances.	<ul style="list-style-type: none"> <li>Adoption of rewritten ordinance by City Council</li> </ul>
Require paving permits as a way reduce complaints by at least 75%.	<ul style="list-style-type: none"> <li>Number of permits issued</li> <li>Number of complaints received</li> </ul>

**Goal 4:** Quickly abate nuisance issues, deal with chronic problem properties in a way that they move into compliance either through better maintenance, new ownership, receivership, or demolition.

**City Priority Area:** Strong Neighborhoods

**Objective 1:** Change ordinance to allow for nuisances to be quickly posted to properties, and abated by City crews or contracted crews to abate, and bill property owners. (Will require rental registration)

Initiative(s)	Measure
Reduce average time to abate nuisance issues by 70%	<ul style="list-style-type: none"> <li>Change in average abatement time</li> </ul>
Increase number of property owners abating before the city issues an order by 50%	<ul style="list-style-type: none"> <li>Number of owners abating before city action</li> </ul>

**Objective 2:** Issue RFP or bids for a variety of contractor services related to nuisance abatement

Initiative(s)	Measure
Arrange access to at least 6 contractors and 3 types of services.	<ul style="list-style-type: none"> <li>Number of different types of services department can access</li> <li>Total number of contractors available</li> </ul>

Initiative(s)	Measure
Meet response time requirements no less than 75% of the time	<ul style="list-style-type: none"> <li>Percentage of time requirements are met</li> </ul>

**Objective 3:** Create a task force or working group to create problem properties list, as well as solutions to bring such properties into compliance as quickly as possible.

Initiative(s)	Measure
Identify at least 6 departments to participate in a working group and recruit 2 staff members from each	<ul style="list-style-type: none"> <li>Number of departments identified</li> <li>Number of members in the working group</li> </ul>
Identify the top 100 problem properties in the city.	<ul style="list-style-type: none"> <li>Number of problem properties identified</li> </ul>
Facilitate the removal of no less than 25 properties from the list per quarter	<ul style="list-style-type: none"> <li>Number of properties removed from the list.</li> </ul>

**Goal 5:** Inventory and inspect all non-residential properties in the City to determine that they meet the minimum life/safety standards for the current uses and do not pose a threat to the occupants, customers, visitors, or first responders.

**City Priority Area:** Vibrant Thriving City

**Objective 1:** Coordinate with the Fire Department to develop database of all warehouse / industrial and commercial properties including the uses, number of units within, and most recent inspections.

Initiative(s)	Measure
Utilize rental registration information, and make initial contact or visit to 100% of unregistered properties.	<ul style="list-style-type: none"> <li>Percentage of properties registered</li> <li>Number of properties registered</li> </ul>
Notify 100% of owners that ISD and WFD will require inspections of all buildings, common spaces, and individual units.	<ul style="list-style-type: none"> <li>Percentage of owners notified</li> <li>Number of notices sent out</li> </ul>
Review and revise fee schedule to cover 75% of program cost.	<ul style="list-style-type: none"> <li>Projected fees</li> <li>Projected program cost</li> </ul>

**Objective 2:** Inspect all warehouse / industrial and commercial properties including the uses and number of units within if inventory shows out of inspection compliance.

Initiative(s)	Measure
Ensure 100% of properties are compliant with inspection requirements	<ul style="list-style-type: none"> <li>Number of compliant properties</li> <li>Number of re-inspections required.</li> <li>Number of properties requiring vacate orders.</li> </ul>
Coordinate with Economic Development on grants, redevelopment potential, investors, or buyers in 100% of situations where current property owner cannot afford to comply.	<ul style="list-style-type: none"> <li>Number of properties that are able to comply.</li> <li>Number of property transfers.</li> </ul>

**Goal 6:** Provide adequate staffing levels for the various goals, objects, and initiatives as well as all existing programs and requirements. Ensure that ISD provides opportunities for employment and advancement for all.

**City Priority Area:** Sound Fiscal & Operational Government



**Objective 1:** Add additional staff and expertise to cover all program initiatives, along with revenue streams to pay for or supplement costs.

Initiative(s)	Measure
Hire a Deputy Sealer of Weights and Measures to increase inspection capacity by 33%	<ul style="list-style-type: none"> <li>Total number of inspections performed by the division</li> <li>Change in revenue from previous quarter</li> </ul>

**Objective 2:** Review opportunities for advancement and provide additional training and mentoring to those that are seeking advancement.

Initiative(s)	Measure
Fill at least 75% of promotable positions internally	<ul style="list-style-type: none"> <li>Number of internal promotions</li> </ul>
Offer additional training and mentoring to 100% of employees	<ul style="list-style-type: none"> <li>Percent of employees offered services</li> <li>Number of employees utilizing offered services</li> </ul>

**Objective 3:** Work with the office of Diversity and Inclusion on strategies for reaching minorities and other underrepresented groups in job postings, job descriptions, and overall recruitment.

Initiative(s)	Measure
Make sure 100% of job opportunity notices are sent to CIRCA, the company providing diversity recruiting services to the City	<ul style="list-style-type: none"> <li>Percentage of job opportunity notices sent to CIRCA</li> <li>Number of candidates referred through CIRCA</li> <li>Number of CIRCA candidates hired</li> </ul>

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Automate permitting and inspection processes for the enhancement of the customer service experience.	Eliminate paper permit applications on web and in person.	100 % complete
Create collaborative communication with Public Safety network, such as Police and Fire.	<ul style="list-style-type: none"> <li>Create interdepartmental monthly meetings with Fire.</li> <li>Train inspectors and Fire on the use of CSRS; how to view the activity logs and input issues associated with properties.</li> <li>Establish a log system to measure the number of times the properties are viewed.</li> </ul>	Collaboration is ongoing as needed
Create a collaborative process with Economic Development on land use issues and development projects.	Create Permit Advisory Task Force with multiple depts. to identify opportunities for efficiency and streamlining.	100% complete with ongoing collaboration
Improve organizational efficacy to strengthen the development of staff through the establishment of operational standards.	<ul style="list-style-type: none"> <li>Create "Idea Boards" to provide opportunities for sharing of ideas between divisions.</li> </ul>	<ul style="list-style-type: none"> <li>Idea Boards for each unit have been created and hung. Submitted ideas are checked regularly and acted</li> </ul>

	<ul style="list-style-type: none"> <li>• Create a Standard of Operations Policy.</li> <li>• Evaluate cross departmental relationships for stronger collaboration and operations.</li> </ul>	<p>upon by the department head.</p> <ul style="list-style-type: none"> <li>• SOPs are currently being developed for each unit by staff members and an approximate total of 30% are complete</li> <li>• The ISD works regularly with multiple departments citywide to ensure strong collaboration. Fire, Planning, Conservation, and Historical meet regularly with ISD on many projects.</li> </ul>
Provide career path for entry level employees.	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>• A bulletin board/calendar is established and updated monthly to inform staff members regarding available trainings/professional development opportunities.</li> <li>• Development of a robust PDP is ongoing.</li> </ul>

### Department Allocation Summary

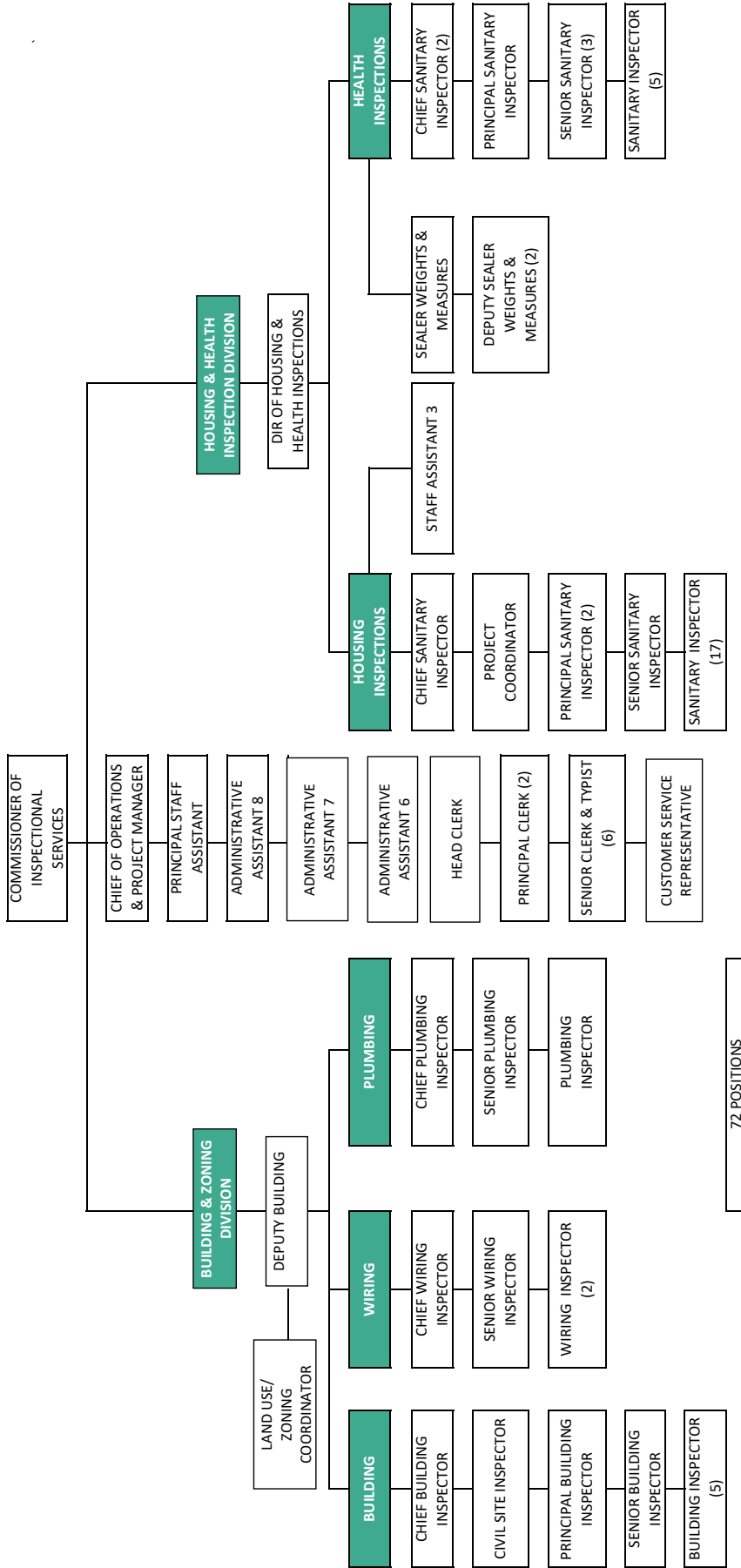
	<b>Actual</b>	<b>Approved Budget for</b>	<b>Totals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 3,616,178.57	\$ 3,847,742.00	\$ 2,714,215.94	\$ 4,299,525.00
Overtime	35,840.39	28,000.00	16,270.63	28,000.00
Capital Outlay	86,378.00	-	-	-
Ordinary Maintenance	253,213.91	280,285.00	175,737.79	281,906.00
<b>Total</b>	<b>\$ 3,991,610.87</b>	<b>\$ 4,156,027.00</b>	<b>\$ 2,906,224.36</b>	<b>\$ 4,609,431.00</b>
<b>Total Positions</b>	61	63	63	72

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$4,609,431, which is an increase of \$453,404 from the Fiscal 2022 amount of \$4,156,027. The salary increase is mainly due to an amendment to the table of organization to include the addition of five Sanitary Inspectors, a Head Clerk, a Principal Building Inspector, a Deputy Sealer of Weights, and a Civil Site Inspector. These additional positions are required to perform duties associated with the implementation of the new Rental Registration Program, enhance inspection quality and quantity, and address permitting for residential paving projects. Also, included was a position regrade to realign pay with current responsibilities and salary increases from Fiscal Year 2022 to Fiscal Year 2023 which include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal

Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The increase is offset by the vacancy factor and revenues derived from the Rental Registration Program fees. The Ordinary Maintenance increased due to additional funding provided in Maintenance System Software to account for the Adobe license fee increase.

# DEPARTMENT OF INSPECTIONAL SERVICES ORGANIZATIONAL CHART



72 POSITIONS

**CHRISTOPHER P. SPENCER, COMMISSIONER OF INSPECTIONAL SERVICES**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
<b>INSPECTIONAL SERVICES ADMINISTRATION DIVISION:</b>					
1	\$ 123,192.00	58CM	COMMISSIONER OF INSPECTIONAL SERVICES	1	\$ 134,089.00
1	82,122.00	44M	CHIEF OF OPERATIONS & PROJECT MANAGER	1	91,159.00
1	78,050.00	40M	PRINCIPAL STAFF ASSISTANT	1	83,436.00
1	55,583.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	55,731.00
4	\$ 338,947.00		REGULAR SALARIES	4	\$ 364,415.00
1	\$ 98,670.00	51EM	DEPUTY BUILDING COMMISSIONER	1	\$ 105,491.00
1	71,264.00	45M	LAND USE & ZONING COORDINATOR	1	76,184.00
1	93,668.00	45M	CHIEF WIRE INSPECTOR	1	100,149.00
1	93,668.00	45M	CHIEF PLUMBING & GASFITTING INSPECTOR	1	100,149.00
1	93,668.00	45M	CHIEF BUILDING INSPECTOR	1	100,149.00
0	-	41HC	PRINCIPAL BUILDING INSPECTOR	1	84,418.00
1	81,370.00	39HC	SENIOR BUILDING INSPECTOR	1	81,832.00
1	81,370.00	39HC	SENIOR WIRING INSPECTOR	1	82,998.00
1	81,370.00	39HC	SENIOR PLUMBING & GASFITTING INSPECTOR	1	82,998.00
5	288,148.00	35HC	BUILDING INSPECTOR	5	293,899.00
1	67,648.00	35HC	PLUMBING AND GASFITTING INSPECTOR	1	71,185.00
2	136,773.00	35HC	WIRING INSPECTOR	2	142,028.00
0	-	42	CIVIL SITE INSPECTOR	1	62,077.00
1	63,309.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	64,582.00
1	53,265.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	54,330.00
2	78,836.00	22	SENIOR CLERK AND TYPIST	2	73,411.00
1	31,112.00	22	CUSTOMER SERVICE REPRESENTATIVE	1	35,826.00
21	\$ 1,414,139.00		REGULAR SALARIES	23	\$ 1,611,706.00
1	\$ 105,101.00	51EM	DIRECTOR OF HOUSING & HEALTH INSPECTIONS	1	\$ 112,378.00
1	93,668.00	45M	CHIEF SANITARIAN	1	100,149.00
1	61,889.00	41M	PROJECT COORDINATOR	1	66,144.00
1	73,122.00	36HC	PRINCIPAL SANITARY INSPECTOR	2	145,263.00
1	68,069.00	37	STAFF ASSISTANT 3	1	72,773.00
2	131,544.00	33HC	SENIOR SANITARY INSPECTOR	1	67,088.00
12	646,548.00	31HC	SANITARY INSPECTOR	17	865,246.00
0	-	30	HEAD CLERK	1	51,470.00
2	95,864.00	27	PRINCIPAL CLERK	2	96,863.00
4	157,441.00	22	SENIOR CLERK AND TYPIST	4	146,025.00
25	\$ 1,433,246.00		REGULAR SALARIES	31	\$ 1,723,399.00
2	\$ 176,240.00	45M	CHIEF SANITARIAN	2	\$ 185,856.00
1	71,264.00	45M	SEALER OF WEIGHTS AND MEASURES	1	81,211.00
1	51,052.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	73,705.00
3	213,343.00	33HC	SENIOR SANITARY INSPECTOR	3	154,208.00
1	56,940.00	32	DEPUTY SEALER OF WEIGHTS & MEASURES	2	101,917.00
5	277,757.00	31HC	SANITARY INSPECTOR	5	264,755.00
13	\$ 846,596.00		REGULAR SALARIES	14	\$ 861,652.00
63	\$ 4,032,928.00		TOTAL REGULAR SALARIES	72	\$ 4,561,172.00
	(37,000.00)		VACANCY FACTOR		(107,688.00)
	5,091.00		EM INCENTIVE PAY		8,140.00
	11,440.00		CONTRACTUAL STIPENDS		12,480.00
	\$ 4,012,459.00		TOTAL SALARIES		\$ 4,474,104.00
	\$ (138,995.00)		<b>FUNDING SOURCES:</b> BOND FUNDS		\$ (145,475.00)
	(20,901.00)		SEWER REVENUES		(23,649.00)
	(4,821.00)		WATER REVENUES		(5,455.00)
	\$ (164,717.00)		TOTAL FUNDING SOURCES		\$ (174,579.00)
	\$ 3,847,742.00	280-91000	TOTAL RECOMMENDED PERSONNEL SERVICES		\$ 4,299,525.00

**CHRISTOPHER P. SPENCER, COMMISSIONER OF INSPECTIONAL SERVICES**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280**

FY21 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 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
	5,000.00		MAINTENANCE SYSTEM SOFTWARE		6,680.00
	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>\$ 290,500.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 292,180.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (8,715.00)		SEWER REVENUES		\$ (8,765.00)
	(1,500.00)		WATER REVENUES		(1,509.00)
	<u>\$ (10,215.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (10,274.00)</u>
	<u>\$ 280,285.00</u>	<b>280-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 281,906.00</u>
	\$ 39,882.00		HEALTH INSURANCE		\$ 44,887.00
	18,705.00		RETIREMENT		19,382.00
	<u>\$ 58,587.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 64,269.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (58,587.00)		BONDS		\$ (64,269.00)
	<u>\$ (58,587.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (64,269.00)</u>
	<u>\$ -</u>	<b>280-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 4,156,027.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 4,609,431.00</u>

# WORCESTER MEMORIAL AUDITORIUM

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**Vacant - Chairman**

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

**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 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Ordinary Maintenance	\$ 119,197.01	\$ 90,200.00	\$ 43,608.66	\$ 90,200.00
<b>Total</b>	<b>\$ 119,197.01</b>	<b>\$ 90,200.00</b>	<b>\$ 43,608.66</b>	<b>\$ 90,200.00</b>

**Operating Budget Highlights**

The tax levy budget for Fiscal 2023 is recommended to be level funded at \$90,200.

**VACANT, CHAIRMAN**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**WORCESTER MEMORIAL AUDITORIUM- #740**

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY23 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 the 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 professional management and maintenance of critical infrastructure and the provision of critical services.

**Goal 1:** Establish consistent improvement in the cleanliness and perception of the City

**City Priority Area:** Vibrant Thriving City

**Objective 1:** Enhance measureable clean city programs.

Initiative(s)	Measure
Expand scheduled cleaning details to clean 10 sites per week	<ul style="list-style-type: none"> <li>Total number of sites cleaned</li> <li>Average number of sites cleaned per week</li> </ul>
Keep recycling contamination rate below 18% during FY23	<ul style="list-style-type: none"> <li>Recycling contamination rate per Contract.</li> </ul>

**Objective 2:** Beautify neighborhoods with street, sidewalks, and trees.

Initiative(s)	Measure
Resurface 13 miles of streets and sidewalks included in FY23 contracts	<ul style="list-style-type: none"> <li>Miles of streets and sidewalks resurfaced</li> </ul>
Repair 100 defective sidewalk issues	<ul style="list-style-type: none"> <li>Number of sidewalk complaints resolved in CSRS</li> </ul>
Plant 200 street trees	<ul style="list-style-type: none"> <li>Number of street trees planted</li> </ul>

**Objective 3:** Maintain city cleanliness standards by filling out all unfilled positions with a qualified and diverse workforce.

Initiative(s)	Measure
Make sure 100% of job opportunity notices are sent to CIRCA, the company providing diversity recruiting services to the City.	<ul style="list-style-type: none"> <li>Percentage of job opportunity notices sent to CIRCA</li> <li>Number of candidates referred through CIRCA</li> <li>Number of CIRCA candidates hired</li> </ul>

**Goal 2:** Enhance community benefits from City technology including asset management, financial management, and customer service management

**City Priority Area:** Sound Fiscal and Operational Government

**Objective 1:** Expand deployment and benefits of Asset Management software

Initiative(s)	Measure
Deploy Asset Management system to 3 additional DPWP divisions in FY23	<ul style="list-style-type: none"> <li>Number of divisions with assets and work orders in the asset management system</li> </ul>

**Objective 2:** Improve Departmental efficiency through training in new ERP and utility billing software.

Initiative(s)	Measure
Train 100% of relevant staff in new ERP and utility billing systems by 6/30/23	<ul style="list-style-type: none"> <li>• Number of relevant staff trained in new ERP system</li> <li>• Percent of relevant staff trained in new ERP system</li> <li>• Number of relevant staff trained in new utility billing system</li> </ul>

**Goal 3:** Implement Integrated Water Resources Management Plan**City Priority Area:** Sound Fiscal & Operational Government, Vibrant, Thriving City**Objective 1:** Advance IP Sewer Capital Improvement Plan.

Initiative(s)	Measure
Sewer Integrated Plan KPI—Keep loss of service complaints under 200	<ul style="list-style-type: none"> <li>• Number of loss of service complaints in Customer Service system</li> </ul>
Sewer Integrated Plan KPI—Keep non capacity sewer overflow events under 6 Citywide	<ul style="list-style-type: none"> <li>• Number of SSOs recorded by Sewer Division</li> </ul>
Sewer Integrated Plan KPI—Clean 50% of all catch basins each year (8,358)	<ul style="list-style-type: none"> <li>• Number of catch basins cleaned each FY recorded by Sewer Division—Asset Management system.</li> </ul>

**Objective 2:** Advance IP Water Capital Improvement Plan

Initiative(s)	Measure
Water Integrated Plan KPI—Maintain 100% compliance with Drinking Water Quality standards	<ul style="list-style-type: none"> <li>• Percentage compliance with Maximum Contaminant Levels included in Water Division Reports.</li> </ul>
Water Integrated Plan KPI 2—Maintain 100% Compliance with surface water treatment standards	<ul style="list-style-type: none"> <li>• Percent compliance with surface water treatment standards in Water Division Reports.</li> </ul>
Water Integrated Plan KPI—Maintain all 15 water supply dams with overall condition of fair or better	<ul style="list-style-type: none"> <li>• Percentage of dams with condition of fair or better per Office of Dam Safety in Water Division Records.</li> </ul>

**Goal 4:** Continuously improve park, playground, and green infrastructure maintenance**City Priority Area:** Strong Neighborhoods, Vibrant Thriving City**Objective 1:** Improve Park and playground experience for residents and visitors.

Initiative(s)	Measure
Maintain an average customer response time of no less than 14 days for parks complaints during FY23	<ul style="list-style-type: none"> <li>• Average response time</li> </ul>

**Goal 5:** Ensure that City streets are well maintained and safe for both drivers and pedestrians**City Priority Area:** Strong Neighborhoods, Vibrant Thriving City**Objective 1:** Review the feasibility of installing additional speed humps throughout the city.

Initiative(s)	Measure
Increase the number of speed humps installed during FY23.	<ul style="list-style-type: none"> <li>• Number of speed humps installed</li> </ul>

**Objective 2:** Respond to complaints regarding potholes in a timely manner.

Initiative(s)	Measure
Decrease the number of days needed to fill a pothole after being notified of its existence.	<ul style="list-style-type: none"> <li>• Number of potholes filled</li> <li>• Number of pothole related complaints received</li> <li>• Number of pothole related complaints closed</li> <li>• Number of open pothole complaints</li> <li>• Average time to fill a reported pothole</li> </ul>

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Establish consistent improvement in the cleanliness and perception of the City	Expand working group on City cleanliness	Teams hired for Summer 2022
Establish consistent improvement in the cleanliness and perception of the City	Initiate measurable clean city programs	In progress
Establish consistent improvement in the cleanliness and perception of the City	Reduce Litter and Recycling contamination	In progress
Enhance community benefits from City technology including asset management, financial management, and customer service management	Expand deployment and benefits of Asset Management software	In progress
Enhance community benefits from City technology including asset management, financial management, and customer service management	Improve Customer experience CRM system and Data portal.	In progress
Enhance community benefits from City technology including asset management, financial management, and customer service management	Improve Departmental efficiency via ERP and Utility Billing software	ERP Implementation underway. Utility Billing scheduled.
Implement Integrated Water Resources Management Plan	Implement long term capital investment plans in Water and Sewer	In progress
Implement Integrated Water Resources Management Plan	Continue negotiations with EPA to maximize local benefits from regulatory processes	In progress
Continuously Improve Park, Playground, Green Infrastructure Maintenance	Improve park and playground experience for residents and visitors	In progress
Continuously Improve Park, Playground, Green Infrastructure Maintenance	Enhance maintenance program for Green Infrastructure	In progress

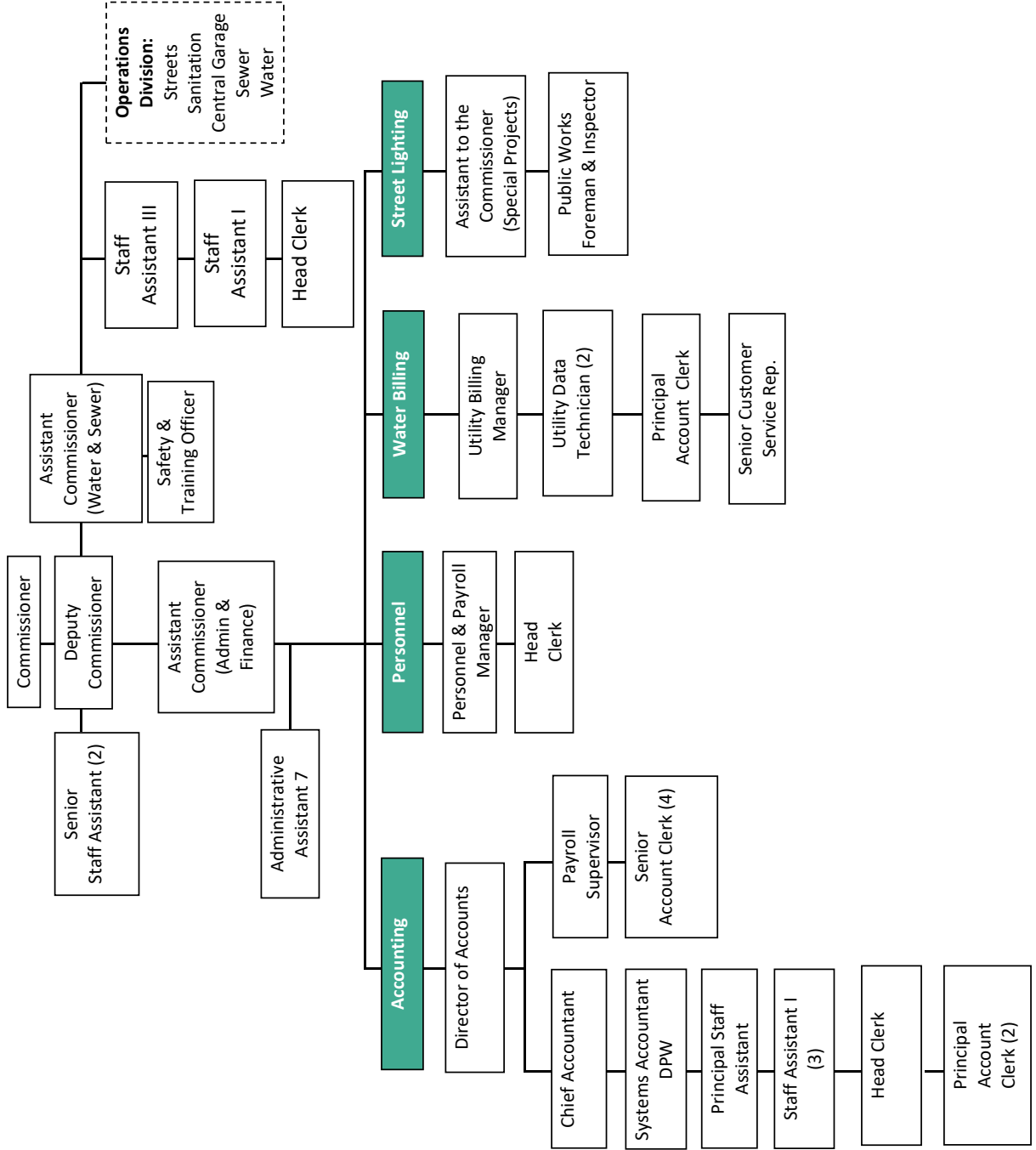
### Department Allocation Summary

	<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 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 5,086,939.02	\$ 6,041,553.00	\$ 2,065,419.92	\$ 5,298,298.00
Overtime	876,133.83	685,038.00	676,560.59	916,529.00
Ordinary Maintenance	8,726,971.45	9,332,128.00	5,488,791.43	8,579,040.00
Capital Outlay	755,490.40	6,777,000.00	4,844,104.05	-
<b>Total</b>	<b>\$ 15,445,534.70</b>	<b>\$ 22,835,719.00</b>	<b>\$ 13,074,875.99</b>	<b>\$ 14,793,867.00</b>
<b>Total Positions</b>	201	208	208	179

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$14,793,867, which is a decrease of \$8,041,852 from the Fiscal 2022 amount of \$22,835,719. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Administration & Finance Division of DPWP decreased due to the 3-1-1 Customer Service Center transferring from the Department of Public Works to the Department of Emergency Communications. This will help centralize the call center, located at the Regional Emergency Communications Center, for better customer service. This decrease is offset by a new Staff Assistant and no-cost title change of the Assistant Commissioner of Operations to Assistant Commissioner of Water and Sewer. The Engineering Division is recommended to decrease in Fiscal 2023 as the Parking Services Division is transferring to the Department of Transportation & Mobility. In addition, there are also Civil Engineering positions that will transfer to the new department. These transfers are offset by the regrade of a Senior Engineer, Grade 5 to an Assistant Director of Engineering. The Department of Public Works is also combining the Streets and Sanitation Divisions into one division renaming it the Department of Streets & Sanitation. This new division regraded a Working Foreman Craftsman to a Working Foreman and added overtime to meet staff shortages which was offset by increasing the vacancy factor. The Fleet Management Division added overtime costs to the division due to staffing shortages, but this is also offset by an increased vacancy factor.

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



35 Positions

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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

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

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 180,090.00	58CM	COMMISSIONER PUBLIC WORKS	1	\$ 192,530.00
1	146,495.00	53EM	DEPUTY COMMISSIONER PUBLIC WORKS	1	158,654.00
1	126,408.00	51EM	ASSISTANT COMMISSIONER- OPERATIONS	0	-
0	-	51EM	ASSISTANT COMMISSIONER - WATER & SEWER	1	129,884.00
1	122,942.00	51EM	ASSISTANT COMMISSIONER- ADM. & FINANCE	1	131,429.00
1	96,821.00	43EM	ASSISTANT TO COMM.- SPECIAL PROJECTS	1	103,517.00
1	95,213.00	48M	DIRECTOR OF ACCOUNTS, PUBLIC WORKS	1	106,027.00
1	97,113.00	46M	PERSONNEL & PAYROLL MANAGER	1	86,993.00
1	93,668.00	45M	UTILITY BILLING MANAGER	1	100,149.00
1	83,771.00	42P	CHIEF ACCOUNTANT	1	89,550.00
1	76,925.00	40P	SYSTEMS ACCOUNTANT (DPW)	1	83,414.00
1	82,070.00	42M	SAFETY & TRAINING OFFICER	1	89,517.00
1	59,571.00	40M	PRINCIPAL STAFF ASSISTANT	1	63,677.00
2	123,803.00	39M	SENIOR STAFF ASSISTANT	2	156,327.00
1	71,264.00	39M	CUSTOMER SERVICE MANAGER	0	-
1	65,772.00	36	PUBLIC WORKS FOREMAN & INSPECTOR	1	67,088.00
1	63,309.00	37	STAFF ASSISTANT III	1	67,689.00
1	63,309.00	35	ADMINISTRATIVE ASSISTANT 7	1	55,824.00
2	122,400.00	34	UTILITY DATA TECHNICIAN	2	124,864.00
1	48,074.00	34	ASSISTANT CUSTOMER SERVICE MANAGER	0	-
1	56,940.00	32	PAYROLL SUPERVISOR	1	59,258.00
2	103,726.00	32	STAFF ASSISTANT 1	4	224,334.00
3	151,203.00	30	HEAD CLERK	2	103,554.00
3	137,676.00	28	PRINCIPAL ACCOUNT CLERK	3	125,436.00
2	83,880.00	28	SENIOR CUSTOMER SERVICE REP.	0	-
4	165,674.00	25	SENIOR ACCOUNT CLERK	4	179,350.00
4	149,829.00	22	CUSTOMER SERVICE REP.	0	-
2	72,488.00	22	SENIOR CLERK AND TYPIST	2	64,728.00
<u>42</u>	<u>2,740,434.00</u>		TOTAL REGULAR SALARIES	<u>35</u>	<u>2,563,793.00</u>
	7,116.00		EM INCENTIVE PAY		7,608.00
	(58,240.00)		VACANCY FACTOR		(58,240.00)
	5,005.00		METER REPAIR/INSTALLATION STIPEND		5,005.00
	<u>2,694,315.00</u>		TOTAL RECOMMENDED SALARIES		<u>2,518,166.00</u>
			<u>FUNDING SOURCES:</u>		
	(11,432.00)		GOLF REVENUES		(10,700.00)
	(808,309.00)		SEWER REVENUES		(756,581.00)
	(1,417,890.00)		WATER REVENUES		(1,327,153.00)
	(6,000.00)		PROJECT FUNDING		(6,000.00)
	<u>(2,243,631.00)</u>		TOTAL FUNDING SOURCES		<u>(2,100,434.00)</u>
<u>40</u>	<u>\$ 450,684.00</u>	<b>4101-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>35</u>	<u>\$ 417,732.00</u>
	\$ 31,110.00		OVERTIME		\$ 31,110.00
	<u>\$ 31,110.00</u>	<b>4101-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 31,110.00</u>
	\$ 60,632.00		ELECTRICITY		\$ 60,632.00
	10,000.00		LEASES & RENTALS		10,000.00
	254,500.00		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**

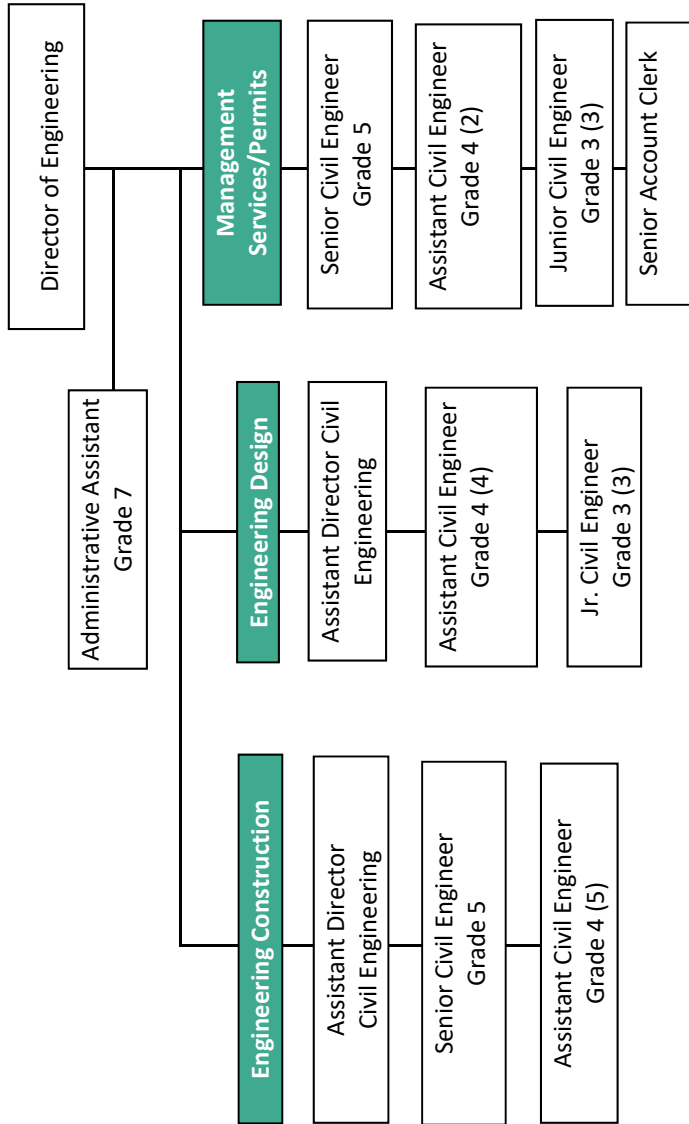
FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
	2,000.00		HARDWARE NETWORK SUPPORT		2,000.00
	9,500.00		MEMBERSHIP DUES		9,500.00
	1,000.00		EDUCATIONAL SUPPLIES		1,000.00
	11,000.00		OFFICE SUPPLIES		11,000.00
	50,000.00		NATURAL GAS		50,000.00
	3,000.00		PRINTING SUPPLIES		3,000.00
	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>\$ 581,682.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 581,682.00</u>
			<u>FUNDING SOURCES:</u>		
	(56,868.00)		SEWER REVENUES		(56,868.00)
	(50,457.00)		WATER REVENUES		(50,457.00)
	<u>(107,325.00)</u>		TOTAL FUNDING SOURCES		<u>(107,325.00)</u>
	<u>\$ 474,357.00</u>	<b>4101-92000</b>	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 474,357.00</u>
	<u>\$ 956,151.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 923,199.00</u>



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



24 Positions

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

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF ENGINEERING - DIVISION #4102**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
<b>ENGINEERING SECTION</b>					
1	\$ 123,923.00	51EM	ASSISTANT COMMISSIONER- ENGINEERING	0	\$ -
1	106,175.00	47EM	DIRECTOR OF DPW ENGINEERING	1	113,515.00
2	184,017.00	48M	ASSISTANT DIRECTOR CIVIL ENGINEERING	2	169,876.00
1	97,113.00	46M	SUPERVISOR OF PARKING	0	-
1	87,121.00	45M	SPECIAL PROJECTS COORDINATOR	0	-
4	313,132.00	44M	SENIOR CIVIL ENGINEER, GRADE 5	2	165,737.00
12	828,198.00	41	ASSISTANT CIVIL ENGINEER, GRADE 4	11	728,741.00
1	67,448.00	38P	SYSTEMS ACCOUNTANT	0	-
6	394,559.00	37	JUNIOR CIVIL ENGINEER, GRADE 3	6	398,439.00
1	52,847.00	35	ADMINISTRATIVE ASSISTANT 7	1	58,463.00
1	56,940.00	32	SENIOR PARKING CONTROL OFFICER	0	-
2	92,958.00	26	PARKING METER MAINTENANCE MAN	0	-
1	44,892.00		SENIOR ACCOUNT CLERK	1	46,709.00
12	455,221.00	22	PARKING CONTROL OFFICER	0	-
46	2,904,544.00		REGULAR SALARIES	24	1,681,480.00
46	2,904,544.00		TOTAL REGULAR SALARIES	24	1,681,480.00
	4,629.00		EM INCENTIVE PAY		4,817.00
	(127,188.00)		VACANCY FACTOR		(127,188.00)
	31,000.00		TEMPORARY STAFF		31,000.00
	42,284.00		EDUCATIONAL STIPENDS- MEO		24,366.00
46	2,855,269.00			24	1,614,475.00
			<b>FUNDING SOURCES:</b>		
	(764,152.00)		SEWER REVENUES		(446,241.00)
	(116,011.00)		WATER REVENUES		(67,760.00)
	(251,640.00)		PROJECT FUNDING STREETS		(253,439.00)
	(127,421.00)		PROJECT FUNDING ARCHITECTURAL SERVICES		-
	(1,259,224.00)		TOTAL FUNDING SOURCES		(767,440.00)
46	\$ 1,596,045.00	<b>4102-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	24	\$ 847,035.00
	45,473.00		OVERTIME ENGINEERING SECTION		34,473.00
	22,311.00		GREENWOOD STREET LANDFILL		22,311.00
	14,009.00		OVERTIME TRAFFIC ENGINEERING SECTION		-
	\$ 81,793.00	<b>4102-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 56,784.00

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

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

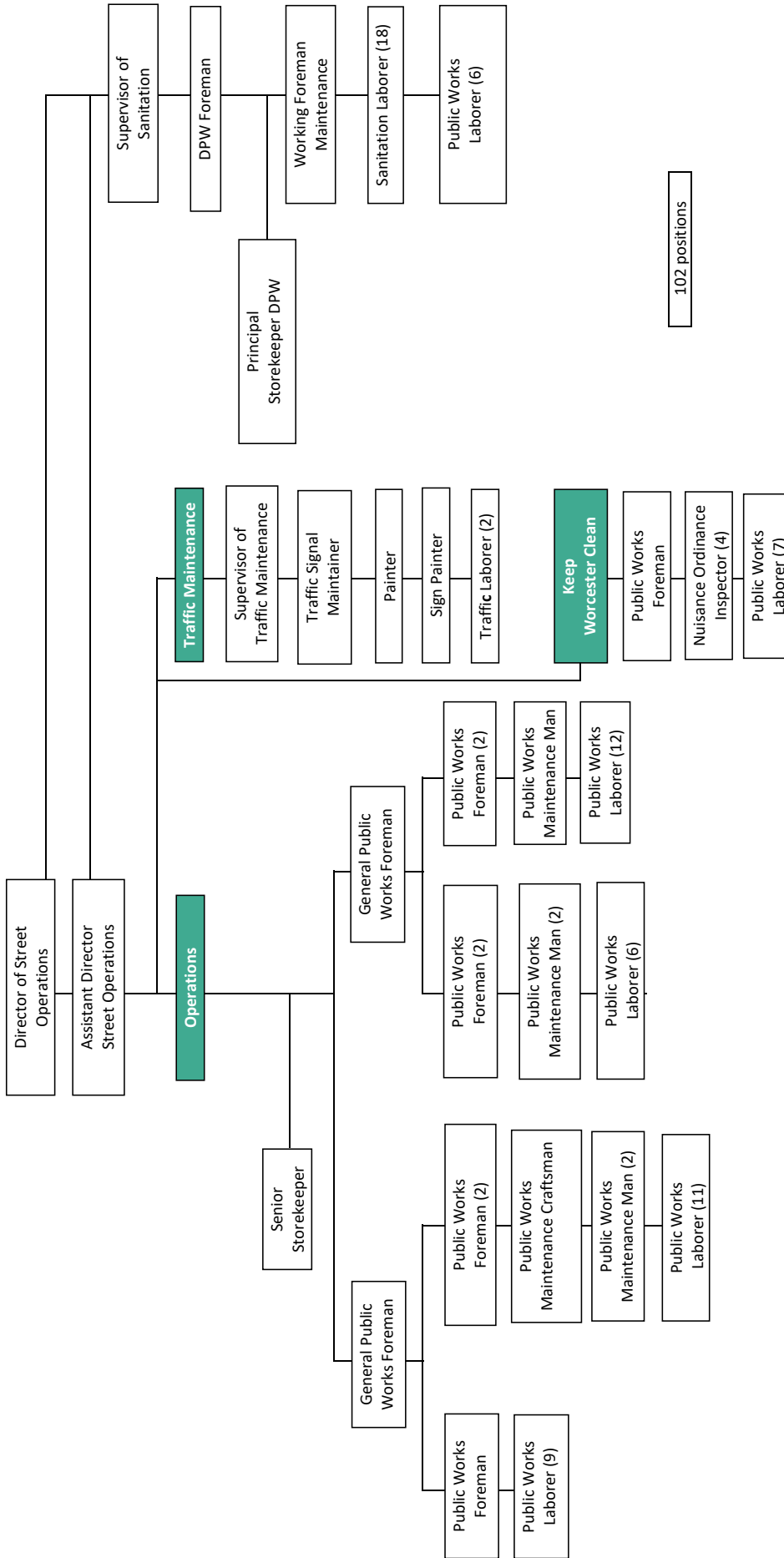
**DIVISION OF ENGINEERING - DIVISION #4102**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
	\$ 50,000.00		ENGINEERS		\$ 50,000.00
	83,000.00		ELECTRICITY		8,000.00
	7,000.00		LEASES & RENTALS		7,000.00
	8,000.00		SPECIAL POLICE		8,000.00
	9,000.00		TELEPHONES		8,000.00
	6,000.00		NEWSPAPER ADVERTISING		5,000.00
	2,900.00		REGISTRATION FEES		2,900.00
	6,500.00		PRINTING		6,500.00
	39,000.00		MAINTENANCE SYSTEM SOFTWARE		38,000.00
	5,000.00		MAINTENANCE SYSTEM BUILDING		5,000.00
	102,000.00		MAINTENANCE/REPAIR EQUIPMENT		101,000.00
	2,000.00		ENVIRONMENTAL SERVICES		2,000.00
	2,000.00		HARDWARE NETWORK SUPPORT		2,000.00
	2,300.00		MEMBERSHIP DUES		1,800.00
	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		119,700.00
	1,800.00		SAFETY SUPPLIES		1,800.00
	1,500.00		COPY PAPER		1,500.00
	2,500.00		HARDWARE/DEVICES		2,000.00
	5,300.00		OTHER CHARGES & EXPENDITURE		5,300.00
	<u>\$ 470,700.00</u>	<b>4102-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 389,700.00</u>
<hr/>					
	\$ 6,400,000.00		CAPITAL OUTLAY		\$ -
	<u>\$ 6,400,000.00</u>	<b>4105-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ -</u>
<hr/>					
	<u>\$ 8,548,538.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,293,519.00</u>



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### DEPARTMENT OF PUBLIC WORKS AND PARKS STREETS & SANITATION DIVISION ORGANIZATIONAL CHART



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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF STREETS & SANITATION- DIVISION #4103**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 107,825.00	51EM	DIRECTOR, STREET OPERATIONS	1	\$ 115,252.00
1	97,113.00	46M	ASSISTANT DIRECTOR STREET OPERATIONS	1	103,817.00
1	75,294.00	39M	SUPERVISOR OF TRAFFIC MAINTENANCE	1	80,497.00
2	141,358.00	38	GENERAL PUBLIC WORKS FOREMAN	2	151,124.00
7	410,568.00	34	PUBLIC WORKS FOREMAN	8	489,906.00
2	105,410.00	32	NUISANCE ORDINANCE INSPECTOR	4	226,136.00
1	44,016.00	32	WORKING FOREMAN, CRAFTSMAN	0	-
1	56,940.00	32	TRAFFIC SIGNAL MAINTAINER	1	58,089.00
1	53,265.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	54,330.00
1	47,210.00	28	SENIOR STOREKEEPER	1	49,966.00
1	44,146.00	27	PAINTER	1	46,588.00
1	48,150.00	27	SIGN PAINTER	1	49,110.00
5	204,027.00	26	PUBLIC WORKS MAINTENANCE MAN	5	217,369.00
47	1,853,706.00	24	PUBLIC WORKS LABORER	45	1,809,054.00
2	74,873.00	24	TRAFFIC LABORER	2	72,169.00
<b>74</b>	<b>3,363,901.00</b>		<b>REGULAR SALARIES</b>	<b>74</b>	<b>3,523,407.00</b>
	1,937.00		EM INCENTIVE PAY		2,070.00
	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>3,643,202.00</b>		<b>TOTAL RECOMMENDED SALARIES</b>		<b>3,802,841.00</b>
			<b>FUNDING SOURCES:</b>		
	(1,096,076.00)		SEWER REVENUES		(1,142,779.00)
	(454,909.00)		WATER REVENUES		(474,475.00)
	(1,550,985.00)		TOTAL FUNDING SOURCES		(1,617,254.00)
<b>74</b>	<b>\$ 2,092,217.00</b>	<b>4103-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>74</b>	<b>\$ 2,185,587.00</b>
	\$ 40,160.00		SUNDAY YARD WASTE DROP OFF		\$ 40,160.00
	359,948.00		REGULAR OVERTIME		509,948.00
	<b>\$ 400,108.00</b>	<b>4103-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<b>\$ 550,108.00</b>
	\$ 3,700.00		ELECTRICITY		\$ 3,700.00
	5,000.00		LEASES & RENTALS		5,000.00
	19,000.00		SPECIAL POLICE		19,000.00
	490,000.00		HIRED SERVICES		110,000.00
	7,800.00		TELEPHONES		7,800.00
	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		-
	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
	2,200.00		CUSTODIAL SUPPLIES		2,200.00
	4,000.00		LANDSCAPING SUPPLIES		4,000.00
	10,000.00		OTHER CHARGES & EXPENDITURES		10,000.00
	<b>1,562,350.00</b>		<b>ORDINARY MAINTENANCE</b>		<b>386,800.00</b>
			<b>FUNDING SOURCES:</b>		
	(569,442.00)		SEWER REVENUES		(140,980.00)
	(569,442.00)		TOTAL FUNDING SOURCES		(140,980.00)
	<b>\$ 992,908.00</b>	<b>4103-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<b>\$ 245,820.00</b>
	\$ 250,000.00		CAPITAL OUTLAY		\$ -
	<b>\$ 250,000.00</b>	<b>4105-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<b>\$ -</b>

**JAY J. FINK, P.E., COMMISSIONER**  
**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2023**  
**DEPARTMENT OF PUBLIC WORKS & PARKS**  
**DIVISION OF STREETS & SANITATION- DIVISION #4103**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 75,294.00	39M	SUPERVISOR OF SANITATION	1	\$ 80,497.00
1	61,200.00	34	PUBLIC WORKS FOREMAN	1	62,432.00
1	52,221.00	32	PRINCIPAL STOREKEEPER	1	55,207.00
1	40,132.00	30	WORKING FOREMAN, MAINTENANCE MAN	1	40,925.00
18	739,089.00	26	SANITATION LABORER	18	751,924.00
6	241,650.00	24	PUBLIC WORKS LABORER	6	254,362.00
<u>28</u>	<u>1,209,586.00</u>		TOTAL REGULAR SALARIES	<u>28</u>	<u>1,245,347.00</u>
	117,989.00		CONTRACTUAL STIPENDS/MEO		117,989.00
	20,000.00		POOL LABOR		20,000.00
	(106,075.00)		VACANCY FACTOR		(181,075.00)
<u>28</u>	<u>\$ 1,241,500.00</u>	<b>4104-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>28</u>	<u>\$ 1,202,261.00</u>
	\$ 84,056.00		REGULAR OVERTIME		\$ 159,056.00
	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>\$ 216,414.00</u>
	\$ 18,500.00		ELECTRICITY		\$ 18,500.00
	2,500.00		LEASES & RENTALS		2,500.00
	60,000.00		ARCHITECTS		60,000.00
	27,200.00		HIRE SERVICES		27,200.00
	1,000.00		TELEPHONE		1,000.00
	5,687,440.00		RUBBISH REMOVAL		5,762,440.00
	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
	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>\$ 6,459,640.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 6,534,640.00</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>\$ 6,159,640.00</u>	<b>4104-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 6,234,640.00</u>
	\$ 127,000.00		CAPITAL OUTLAY		\$ -
	<u>\$ 127,000.00</u>	<b>4105-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ -</u>
<u>102</u>	<u>\$ 11,404,787.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>102</u>	<u>\$ 10,634,830.00</u>

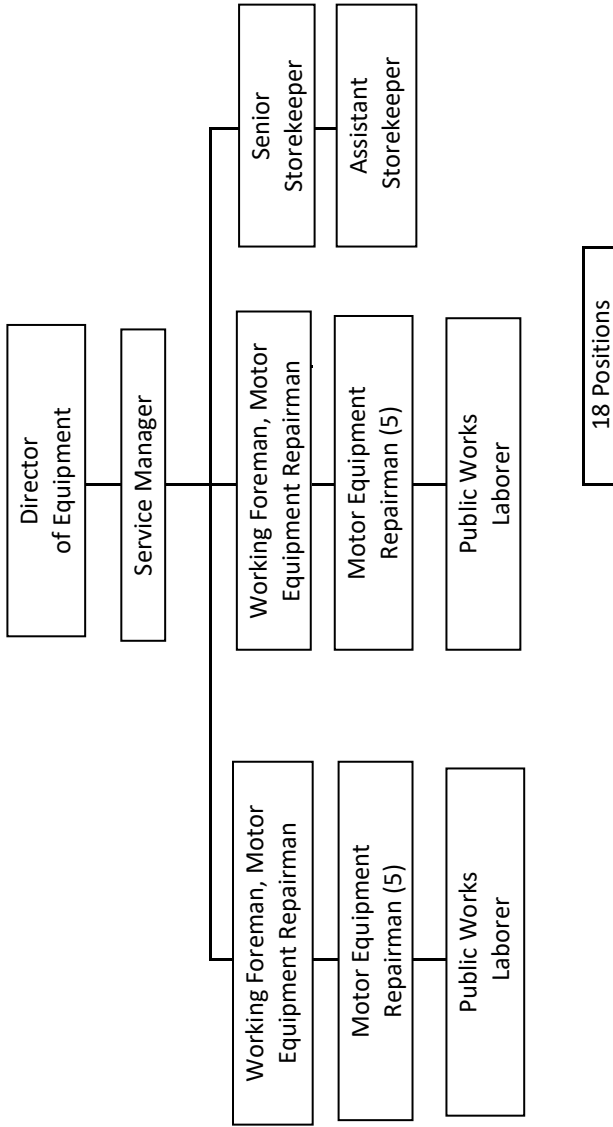


The City of  
**WORCESTER**

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



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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

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

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 98,805.00	45EM	DIRECTOR- EQUIPMENT MAINTENANCE	1	\$ 105,641.00
1	75,294.00	39M	SERVICE MANAGER	1	80,497.00
2	115,020.00	35	WORK FOREMAN, MOTOR EQUIPMENT REPAIRMAN	2	119,224.00
10	522,968.00	31	MOTOR EQUIPMENT REPAIRMAN	10	529,781.00
1	49,966.00	28	SENIOR STORE KEEPER	1	50,969.00
1	41,053.00	25	ASSISTANT STOREKEEPER	1	43,187.00
2	85,917.00	24	PUBLIC WORKS LABORER	2	80,827.00
<u>18</u>	<u>989,023.00</u>		TOTAL REGULAR SALARIES	<u>18</u>	<u>1,010,126.00</u>
	14,908.00		CONTRACTUAL STIPENDS/MEO		14,908.00
	1,420.00		EM INCENTIVE PAY		1,518.00
	(77,530.00)		VACANCY FACTOR		(108,530.00)
	<u>927,821.00</u>		TOTAL RECOMMENDED SALARIES		<u>918,022.00</u>
			<u>FUNDING SOURCES:</u>		
	(192,334.00)		SEWER REVENUES		(196,390.00)
	(74,380.00)		WATER REVENUES		(75,949.00)
	<u>(266,714.00)</u>		TOTAL FUNDING SOURCES		<u>(272,339.00)</u>
<u>18</u>	<u>\$ 661,107.00</u>	<b>4105-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>18</u>	<u>\$ 645,683.00</u>
	\$ 30,613.00		OVERTIME		\$ 62,113.00
	<u>\$ 30,613.00</u>	<b>4105-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 62,113.00</u>
	\$ 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
	7,100.00		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
	5,000.00		CHEMICAL SUPPLIES		5,000.00
	1,500.00		CUSTODIAL SERVICES		1,500.00
	7,100.00		OTHER CHARGES & EXPENDITURES		7,100.00
	<u>\$ 2,164,300.00</u>		ORDINARY MAINTENANCE		<u>\$ 2,164,300.00</u>
			<u>FUNDING SOURCES:</u>		
	(454,256.00)		CREDIT SEWER REVENUES		(454,256.00)
	(275,521.00)		CREDIT WATER REVENUES		(275,521.00)
	(200,000.00)		TRANSFER OF SERVICES		(200,000.00)
	<u>(929,777.00)</u>		TOTAL FUNDING SOURCES		<u>(929,777.00)</u>
	<u>\$ 1,234,523.00</u>	<b>4105-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 1,234,523.00</u>
	\$ -		CAPITAL OUTLAY		\$ -
	<u>\$ -</u>	<b>4105-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ -</u>
	<u>\$ 1,926,243.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,942,319.00</u>

## 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.

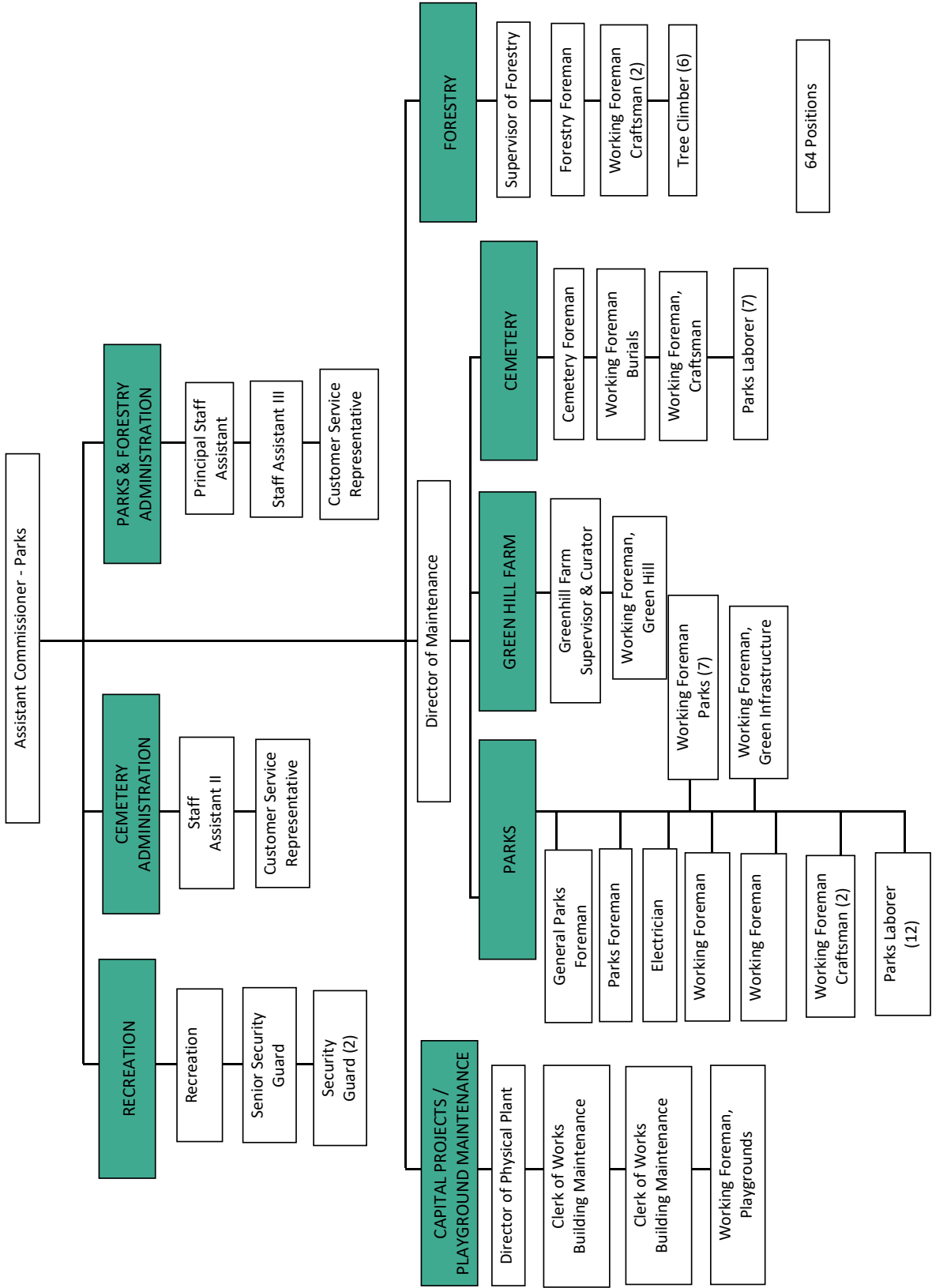
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 3,626,325.07	\$ 4,153,332.00	\$ 2,750,622.97	\$ 4,388,367.00
Overtime	702,801.78	529,062.00	367,921.38	529,062.00
Ordinary Maintenance	2,146,976.85	2,547,000.00	1,438,735.32	2,207,000.00
Capital Outlay	47,157.26	-	-	-
<b>Total</b>	<b>\$ 6,523,260.96</b>	<b>\$ 7,229,394.00</b>	<b>\$ 4,557,279.67</b>	<b>\$ 7,124,429.00</b>
<b>Total Positions</b>	<b>58</b>	<b>62</b>	<b>62</b>	<b>64</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$7,124,429 which is decrease of \$104,965 from the Fiscal 2022 amount of \$7,229,394. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Parks added \$1.50 per hour increase to seasonal staff to increase the minimum wage of all employees to \$15.00 per hour. The department also added 2 new positions: a General Foreman to manage athletic fields, irrigation and overall turf maintenance and a working foreman to inspect all playgrounds in the City's inventory. Parks also regraded a Senior Accountant to a Staff Assistant III due to an increase in responsibilities. Ordinary Maintenance decreased because of one-time expenditures added during Recap of the Fiscal 2022 budget that were not carried forward in to Fiscal 2023. Ordinary Maintenance increases include added funding for fountain maintenance, turf maintenance supplies and irrigation supplies.

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



64 Positions

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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023  
DEPARTMENT OF PUBLIC WORKS & PARKS  
DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION # 720**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 126,408.00	51EM	ASSISTANT COMMISSIONER PARKS	1	\$ 135,141.00
1	80,723.00	46EM	DIRECTOR OF PHYSICAL PLANT	1	86,289.00
1	76,742.00	40M	RECREATION COORDINATOR	1	83,436.00
1	59,571.00	40M	PRINCIPAL STAFF ASSISTANT	1	63,677.00
1	75,753.00	40	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE D	1	80,990.00
1	73,122.00	39	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE C	1	78,158.00
0	-	37	STAFF ASSISTANT 3	1	72,773.00
1	61,200.00	34	SENIOR ACCOUNTANT	0	-
1	38,765.00	22	CUSTOMER SERVICE REP	1	41,646.00
1	47,022.00	4	SENIOR SECURITY GUARD	1	49,966.00
2	86,779.00	2	SECURITY GUARD	2	91,617.00
<u>11</u>	<u>\$ 726,085.00</u>		REGULAR SALARIES #7201	<u>11</u>	<u>\$ 783,693.00</u>
1	\$ 83,500.00	43EM	DIRECTOR OF MAINTENANCE PARKS/CEMETERY	1	\$ 86,346.00
1	59,571.00	40M	GREENHILL FARM SUPERVISOR & CURATOR	1	63,677.00
0	-	38	GENERAL PARK FOREMAN	1	75,562.00
1	70,679.00	38	ELECTRICIAN	1	70,679.00
1	61,200.00	34	PARKS FOREMAN	1	62,432.00
2	113,880.00	32	WORKING FOREMAN, CRAFTSMAN	2	116,178.00
1	56,940.00	32	WORKING FOREMAN, GARDENER	1	58,089.00
1	56,940.00	32	WORKING FOREMAN PARKS (GREEN INFRASTRUCTURE)	1	58,089.00
9	493,650.00	32	WORKING FOREMAN PARKS	10	521,956.00
12	490,055.00	24	PARK LABORER	12	500,221.00
<u>29</u>	<u>\$ 1,486,415.00</u>		REGULAR SALARIES #7203	<u>31</u>	<u>\$ 1,613,229.00</u>
1	\$ 82,059.00	44EM	SUPERVISOR OF FORESTRY	1	87,727.00
0	-	42EM	SUPERVISOR OF FORESTRY	0	-
1	61,200.00	34	FORESTRY FOREMAN	1	62,432.00
2	103,419.00	32	WORKING FOREMAN, CRAFTSMAN	2	88,419.00
6	278,646.00	26	TREE CLIMBER	6	261,796.00
<u>10</u>	<u>\$ 525,324.00</u>		REGULAR SALARIES #7204	<u>10</u>	<u>\$ 500,374.00</u>
1	\$ 63,309.00	35	STAFF ASSISTANT 2	1	\$ 67,689.00
1	61,200.00	34	CEMETERY FOREMAN	1	62,432.00
1	56,940.00	32	WORKING FOREMAN BURIALS	1	58,089.00
1	38,130.00	32	WORKING FOREMAN, CRAFTSMAN	1	40,195.00
0	-	32	WORKING FOREMAN PARKS	0	-
7	282,843.00	24	PARK LABORER	7	293,756.00
1	40,758.00	22	CUSTOMER SERVICE REP	1	32,364.00
<u>12</u>	<u>\$ 543,180.00</u>		REGULAR SALARIES #7206	<u>12</u>	<u>\$ 554,525.00</u>
<u>62</u>	<u>\$ 3,281,004.00</u>		TOTAL SALARIES - ALL DIVISIONS	<u>64</u>	<u>\$ 3,451,821.00</u>
	(26,300.00)		VACANCY FACTOR		(26,300.00)
	9,348.00		EM INCENTIVE PAY		9,812.00
	133,750.00		HOPE CEMETERY TEMPORARY LABORERS		152,500.00
	226,750.00		PARKS TEMPORARY STAFF		245,500.00
	92,550.00		PARKS STEWARD/ TEMPORARY STAFF		111,300.00
	348,750.00		AQUATICS PROGRAM/TEMPORARY STAFF		367,500.00
	252,909.00		CONTRACTUAL STIPENDS-MEO RATES		252,909.00
<u>62</u>	<u>\$ 4,318,761.00</u>		TOTAL RECOMMENDED SALARIES-ALL DIVISIONS	<u>64</u>	<u>\$ 4,565,042.00</u>
	\$ (151,794.00)		<u>FUNDING SOURCES:</u>		\$ (162,267.00)
	(13,635.00)		PROJECT FUNDS		(14,408.00)
	<u>\$ (165,429.00)</u>		CREDIT FROM GOLF COURSE		<u>\$ (176,675.00)</u>
			TOTAL FUNDING SOURCES		
<u>62</u>	<u>\$ 4,153,332.00</u>	<u>720-91000</u>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>64</u>	<u>\$ 4,388,367.00</u>

**JAY J. FINK, P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION # 720**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
	\$ 52,000.00		RECREATION DIVISION OVERTIME		\$ 52,000.00
	220,000.00		MAINTENANCE DIVISION OVERTIME		220,000.00
	135,000.00		FORESTRY DIVISION OVERTIME		135,000.00
	65,753.00		HOPE CEMETERY DIVISION OVERTIME		65,753.00
	56,309.00		SNOW REMOVAL OVERTIME		56,309.00
	<u>\$ 529,062.00</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
	5,000.00		ARCHITECTS		5,000.00
	13,300.00		SPECIAL POLICE		13,300.00
	836,700.00		HIRED SERVICES		551,700.00
	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
	35,000.00		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
	80,500.00		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		92,000.00
	110,000.00		OTHER CHARGES & EXPENDITURES		10,000.00
	25,000.00		TAG DAY		25,000.00
	3,350.00		LICENSES		3,350.00
	<u>\$ 2,547,000.00</u>	<b>720-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 2,207,000.00</u>
	<u>\$ 7,229,394.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 7,124,429.00</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.

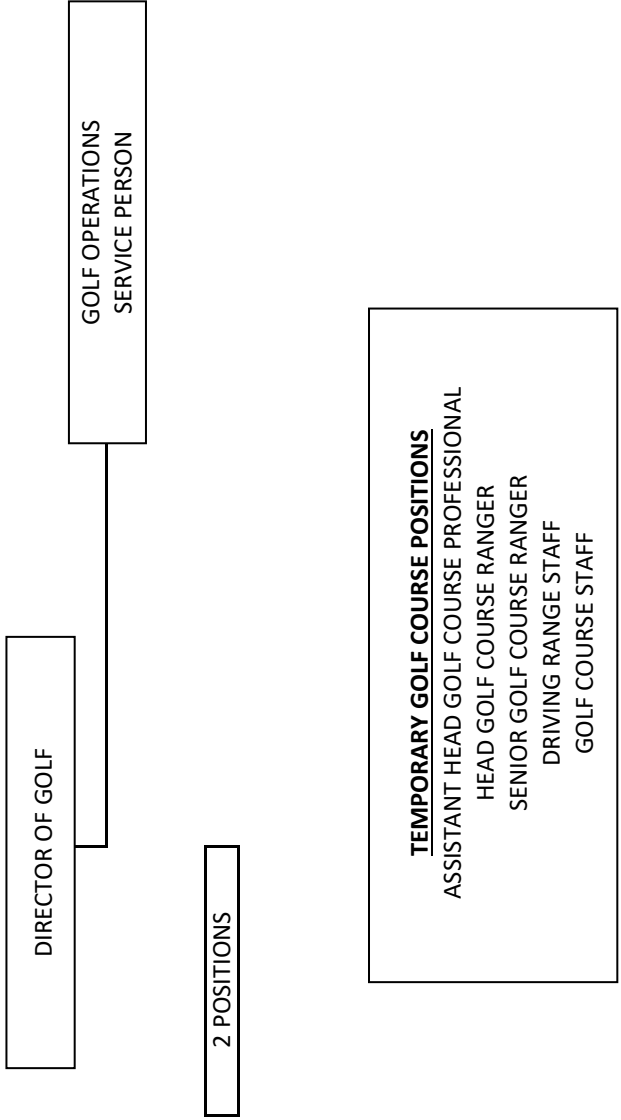
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 323,810.11	\$ 319,456.00	\$ 222,793.68	\$ 361,308.00
Overtime	-	-	-	-
Ordinary Maintenance	900,168.90	940,000.00	619,153.61	1,015,820.00
Debt Service	416,662.51	388,569.00	396,303.87	401,555.00
Transfer of Services	37,087.00	39,151.00	39,151.00	198,496.00
Fringe Benefits	109,239.50	133,484.00	99,379.00	151,471.00
<b>Total Expenditures</b>	<b>\$ 1,786,968.02</b>	<b>\$ 1,820,660.00</b>	<b>\$ 1,376,781.16</b>	<b>\$ 2,128,650.00</b>
<b>Total Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

### Operating Budget Highlights

The budget for Fiscal 2023 is recommended to be \$2,128,650 which is an increase of \$307,990 from the Fiscal 2022 amount of \$1,820,660. Salaries increased due to the minimum wage increase to \$15.00 per hour for temporary seasonal positions. Ordinary Maintenance increased due to increases in electricity, hired services, software systems, pro shop, auto fuel and pump house repairs. These increases are offset by a reduction in the water budget.

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





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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023  
DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #710**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 104,568.00	44EM	DIRECTOR OF GOLF	1	\$ 111,777.00
1	75,294.00	39M	GOLF OPERATIONS SERVICE PERSON	1	80,497.00
2	\$ 179,862.00		REGULAR SALARIES	2	\$ 192,274.00
	4,207.00		EM INCENTIVE PAY		4,497.00
			<u>GOLF COURSE TEMPORARY STAFF:</u>		
	25,000.00	FLT	ASSISTANT HEAD GOLF COURSE PROFESSIONAL		39,150.00
	33,912.00	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		30,500.00
	42,657.00		GOLF COURSE TEMPORARY STAFF		52,157.00
	135,387.00		TOTAL RECOMMENDED PERSONAL SERVICES		164,537.00
2	\$ 319,456.00	<b>710-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	2	\$ 361,308.00
	\$ 36,600.00		ELECTRICITY		\$ 39,100.00
	48,000.00		LEASES & RENTALS		48,000.00
	565,000.00		HIRE SERVICES		628,220.00
	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		69,000.00
	5,000.00		PRINTING		5,000.00
	2,000.00		MAINTENANCE SYSTEM SOFTWARE		5,100.00
	13,000.00		MAINTENANCE/REPAIR BUILDING		33,000.00
	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
	89,900.00		RECREATIONAL SUPPLIES		95,900.00
	5,700.00		AUTO FUEL NO LEAD GAS		6,700.00
	500.00		HARDWARE/DEVICES		500.00
	18,700.00		OTHER CHARGES & EXPENDITURES		18,700.00
	4,000.00		MEALS		4,000.00
	\$ 940,000.00	<b>710-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 1,015,820.00
	\$ 306,855.00		DEBT PRINCIPAL		\$ 327,348.00
	81,714.00		DEBT INTEREST		74,207.00
	\$ 388,569.00	<b>710-94000</b>	<b>TOTAL RECOMMENDED DEBT SERVICE</b>		\$ 401,555.00
	\$ 39,151.00	<b>710-95000</b>	<b>TOTAL RECOMMENDED TRANSFER OF SERVICES</b>		\$ 198,496.00

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

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

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
			FRINGE BENEFITS:		
	\$ 48,263.00		HEALTH INSURANCE		\$ 55,571.00
	11,000.00		UNEMPLOYMENT COMPENSATION		11,000.00
	55,774.00		CONTRIBUTORY PENSIONS		65,776.00
	92.00		EARLY RETIREMENT		92.00
	18,355.00		PENSION OBLIGATION BONDS		19,032.00
	<u>\$ 133,484.00</u>	<b>710-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ 151,471.00</u>
<hr/>					
	<u>\$ 1,820,660.00</u>		<b>SUMMARY:</b>		
			<b>TOTAL BUDGET</b>		<u>\$ 2,128,650.00</u>
			<b>FUNDING SOURCES:</b>		
	(1,720,660.00)		GOLF COURSE REVENUES		(2,028,650.00)
	(100,000.00)		TAX LEVY SUBSIDY		(100,000.00)
	<u>\$ (1,820,660.00)</u>		<b>TOTAL FUNDING SOURCES</b>		<u>\$ (2,128,650.00)</u>

# SNOW

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**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 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Regular Salaries	\$ 32,224.17	\$ 50,000.00	\$ 26,449.42	\$ 50,000.00
Overtime	650,055.63	1,150,000.00	579,771.64	1,150,000.00
Ordinary Maintenance	3,779,732.61	4,800,000.00	3,456,781.42	4,800,000.00
<b>Total</b>	<b>\$ 4,462,012.41</b>	<b>\$ 6,000,000.00</b>	<b>\$ 4,063,002.48</b>	<b>\$ 6,000,000.00</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be leveled funded at \$6,000,000.

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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**DEPARTMENT OF PUBLIC WORKS & PARKS - SNOW REMOVAL #411**

APPROVED FY22 AMOUNT		TITLE	RECOMMENDED FY23 AMOUNT
\$ 50,000.00	<b>411-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	\$ 50,000.00
\$ 1,150,000.00	<b>411-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>	\$ 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
3,156,850.00		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
\$ 4,800,000.00	<b>411-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	\$ 4,800,000.00
\$ 6,000,000.00		<b>TOTAL RECOMMENDED TAX LEVY</b>	\$ 6,000,000.00

## STREETLIGHTS

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### 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>Actual</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Ordinary Maintenance	\$ 1,489,632.32	\$ 1,495,490.00	569,353.83	\$ 1,495,490.00
Capital Outlay	\$ -	\$ -	200,000.00	\$ -
<b>Total</b>	<b>\$ 1,489,632.32</b>	<b>\$ 1,495,490.00</b>	<b>\$ 769,353.83</b>	<b>\$ 1,495,490.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be leveled funded at \$1,495,490.

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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

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

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY23 AMOUNT
\$ 640,000.00	ELECTRICITY	\$ 640,000.00
60,000.00	SPECIAL POLICE	60,000.00
64,000.00	MAINTENANCE/REPAIR BUILDING	64,000.00
716,000.00	MAINTENANCE/REPAIR EQUIPMENT	716,000.00
5,490.00	NATURAL GAS	5,490.00
10,000.00	SAFETY SUPPLIES	10,000.00
<u>\$ 1,495,490.00</u>	<b>412-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 1,495,490.00</u>
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<u>\$ 1,495,490.00</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.

### Water Rate Calculation

<b>Sewer Rate Calculation</b>	
<b>FY23</b>	
<b>Category</b>	<b>Amount</b>
Total Expenditures	\$ 49,837,223
Revenue	\$ 50,472,347
Revenue over Expenditure	\$ 635,124
Budgeted Net Change in Reserves	\$ 635,124
Est Begin Operation Reserve Balance	\$ 5,755,572
Est Ending Operating Reserve Balance	\$ 6,390,696
Reserve Target (3 Months)	\$ 6,920,924
End % of Target Reserve Balance	92%
<b>Rate Calculation</b>	<b>FY23</b>
Revenue	\$ 50,472,347
Non Rate Revenue	3,000,000
Reserve Use (Debt Service)	-
Net Worcester Revenue	\$ 47,472,347
Projected Worcester Usage	5,485,000
Worcester Calculated Rate	\$ 8.65
Rate Increase	0.18
% Rate Increase	2.1%

The above table provides a breakdown of the proposed Fiscal Year 2023 sewer rate calculation of \$8.65, which is an increase of \$0.18, or 2.1%, over the Fiscal 2023 rate. This rate does not include the use of any reserves for Fiscal 2023.

### Department Allocation Summary

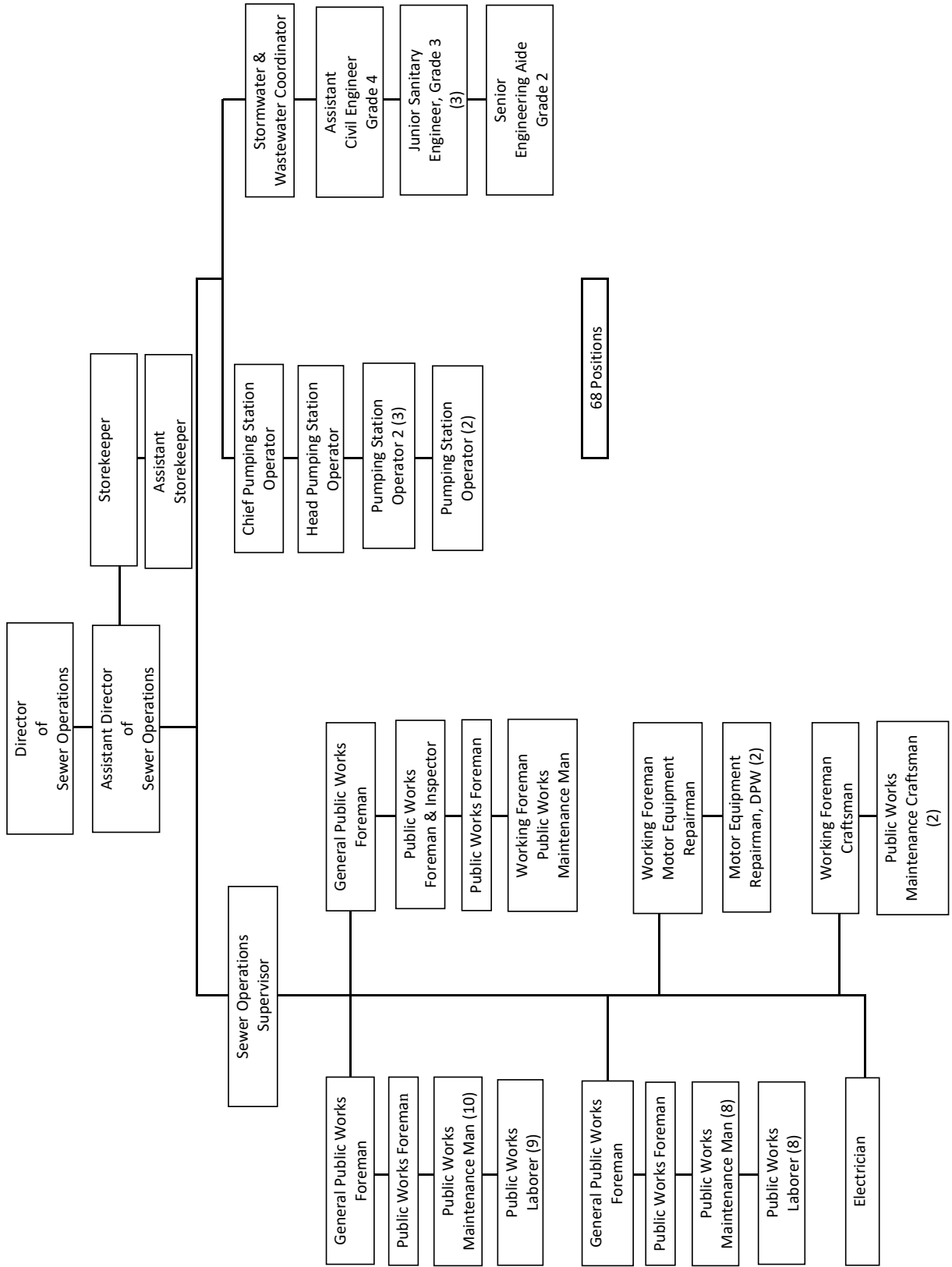
	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 3,045,633.07	\$ 3,567,873.00	\$ 2,230,533.88	\$ 3,865,342.00
Overtime	354,949.57	350,000.00	311,916.49	360,000.00
Ordinary Maintenance	24,766,850.83	24,721,209.00	17,497,290.94	25,439,048.00
Capital Outlay	-	24,500.00	-	24,500.00
Debt Service	10,399,006.52	10,457,604.00	9,621,445.36	11,984,503.00
Transfer of Services	4,110,116.00	4,090,397.00	4,208,351.00	3,827,698.00
Fringe Benefits	3,237,079.06	3,709,419.00	2,840,817.62	4,336,132.00
Reserve	-	-	-	635,124.00
<b>Total Expenditures</b>	<b>\$ 45,913,635.05</b>	<b>\$ 46,921,002.00</b>	<b>\$ 36,710,355.29</b>	<b>\$ 50,472,347.00</b>
<b>Total Positions</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>68</b>

### Operating Budget Highlights

The budget for Fiscal 2023 is recommended to be \$50,472,347, which is an increase of \$3,551,345 from the Fiscal 2022 amount of \$46,921,002. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Sewer department salaries also increased because of a new Director of Sewer position. The department also eliminated three open positions: Public Station Operator, Public Works Maintenance Man, and a Public Works Laborer. Ordinary Maintenance increased due to the sewage treatment increasing and also the inflationary costs of chemical supplies.



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



**JAY J. FINK, P.E., COMMISSIONER**  
**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2023**  
**DEPARTMENT OF PUBLIC WORKS & PARKS**  
**DIVISION OF SEWER- DIVISION #440**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
0	\$ -	47EM	DIRECTOR OF SEWER	1	\$ 124,306.00
1	101,164.00	47M	ASSISTANT DIRECTOR SEWER OPERATIONS	1	108,151.00
1	68,800.00	44M	STORMWATER & WASTEWATER COORDINATOR	1	73,545.00
1	75,294.00	39M	SEWER OPERATIONS SUPERVISOR	1	80,497.00
1	75,294.00	39M	CHIEF PUMPING STATION OPERATOR	1	80,497.00
1	54,685.00	39	ASSISTANT CIVIL ENGINEER, GRADE 4	1	76,141.00
1	52,785.00	38	ELECTRICIAN	1	53,850.00
3	212,037.00	38	GENERAL PUBLIC WORKS FOREMAN	3	226,686.00
1	65,800.00	38	HEAD PUMPING STATION OPERATOR	1	72,946.00
3	204,207.00	37	JUNIOR SANITARY ENGINEER, GRADE 3	3	190,927.00
1	65,772.00	36	PUBLIC WORKS FOREMAN & INSPECTOR	1	67,088.00
1	63,309.00	35	WORKING FOREMAN MOTOR EQUIPMENT REPAIRMAN	1	64,582.00
3	149,440.00	34	PUBLIC WORKS FOREMAN	3	184,954.00
1	44,579.00	33	SENIOR ENGINEERING AIDE, GRADE 2	1	45,477.00
1	56,940.00	32	WORKING FOREMAN, CRAFTSMAN	1	57,847.00
3	140,044.00	32	PUMPING STATION OPERATOR 2	3	156,247.00
2	91,539.00	31	MOTOR EQUIPMENT REPAIRMAN DPW	2	93,377.00
2	106,530.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	96,035.00
1	40,132.00	30	WORKING FOREMAN, PUBLIC WORKS MAINTENANCE MAN	1	40,925.00
3	159,795.00	30	PUMPING STATION OPERATOR	2	108,660.00
19	774,578.00	26	PUBLIC WORKS MAINTENANCE MAN	18	752,406.00
1	35,350.00	26	STOREKEEPER (DPW)	1	36,060.00
1	33,868.00	25	ASSISTANT STOREKEEPER (DPW)	1	40,854.00
18	751,108.00	24	PUBLIC WORKS LABORER	17	730,107.00
<u>70</u>	<u>3,423,050.00</u>		TOTAL REGULAR SALARIES	<u>68</u>	<u>3,562,165.00</u>
	195,342.00		CONTRACTUAL		353,696.00
	(50,519.00)		VACANCY FACTOR		(50,519.00)
<u>70</u>	<u>\$ 3,567,873.00</u>	<b>440-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>68</u>	<u>\$ 3,865,342.00</u>
	\$ 350,000.00		OVERTIME		\$ 360,000.00
	<u>\$ 350,000.00</u>	<b>440-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 360,000.00</u>
	\$ 320,000.00		BUILDING MAINTENANCE SERVICES		\$ 320,000.00
	550,000.00		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
	835,000.00		HIRE SERVICES		969,203.00
	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
	300,000.00		RUBBISH REMOVAL		300,000.00
	8,400.00		MAINTENANCE SYSTEM SOFTWARE		8,400.00
	412,595.00		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**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	PROPOSED FY23 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
	60,000.00		PARTS/EQUIPMENT SUPPLIES		100,000.00
	20,000.00		SAFETY SUPPLIES		20,000.00
	110,000.00		CHEMICAL SUPPLIES		210,000.00
	10,000.00		CUSTODIAL SUPPLIES		10,000.00
	29,000.00		HARDWARE/DEVICES		29,000.00
	20,740,864.00		SEWAGE TREATMENT		21,184,500.00
	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>\$ 25,439,048.00</u>
	<u>\$ 24,500.00</u>	<b>440-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 24,500.00</u>
	\$ 6,710,363.00		DEBT SERVICE: REDEMPTION OF BONDS		\$ 6,710,363.00
	3,747,241.00		INTEREST ON BONDS		5,274,140.00
	<u>\$ 10,457,604.00</u>	<b>440-94000</b>	<b>TOTAL RECOMMENDED DEBT SERVICES</b>		<u>\$ 11,984,503.00</u>
	<u>\$ 4,090,397.00</u>	<b>440-95000</b>	<b>TOTAL RECOMMENDED TRANSFER OF SERVICES</b>		<u>\$ 3,827,698.00</u>
	\$ 1,483,099.00		HEALTH INSURANCE		\$ 1,979,849.00
	1,660,313.00		CONTRIBUTORY PENSIONS		1,780,972.00
	506,007.00		PENSION OBLIGATION BONDS		515,311.00
	60,000.00		WORKERS COMPENSATION		60,000.00
	<u>\$ 3,709,419.00</u>	<b>440-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ 4,336,132.00</u>
	\$ -		RESERVE FUNDING		\$ 635,124.00
	<u>\$ 46,921,002.00</u>		<b>TOTAL SEWER</b>		<u>\$ 50,472,347.00</u>



The City of  
**WORCESTER**

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## 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.

### Water Rate Calculation

<b>Water Rate Calculation</b>	<b>Proposed</b>
<b>FY23</b>	<b>Budget for</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>
Total Expenditures	\$ 28,489,134
Revenue	\$ 28,489,134
Revenue over Expenditure	\$ -
Budgeted Net Change in Reserves	\$ -
Est Begin Operation Reserve Balance	\$ 7,696,762
Est Ending Operating Reserve Balance	\$ 7,696,762
Reserve Target (3 Months)	\$ 7,122,284
End % of Target Reserve Balance	108%
<b>Rate Calculation</b>	<b>FY23</b>
Revenue	\$ 28,489,134
Non Rate Revenue	4,230,000
Reserve Use (Debt Service)	
Net Worcester Revenue	\$ 24,259,134
Projected Worcester Usage	6,660,000
Worcester Calculated Rate	\$ 3.68
Rate Increase	0.01
% Rate Increase	0.3%

The above table provides a breakdown of the proposed Fiscal 2023 water rate calculation of \$3.68, which is an increase of \$0.01, or 0.3%, over the Fiscal 2022 rate. This rate does not include the use of any reserves for Fiscal 2023.

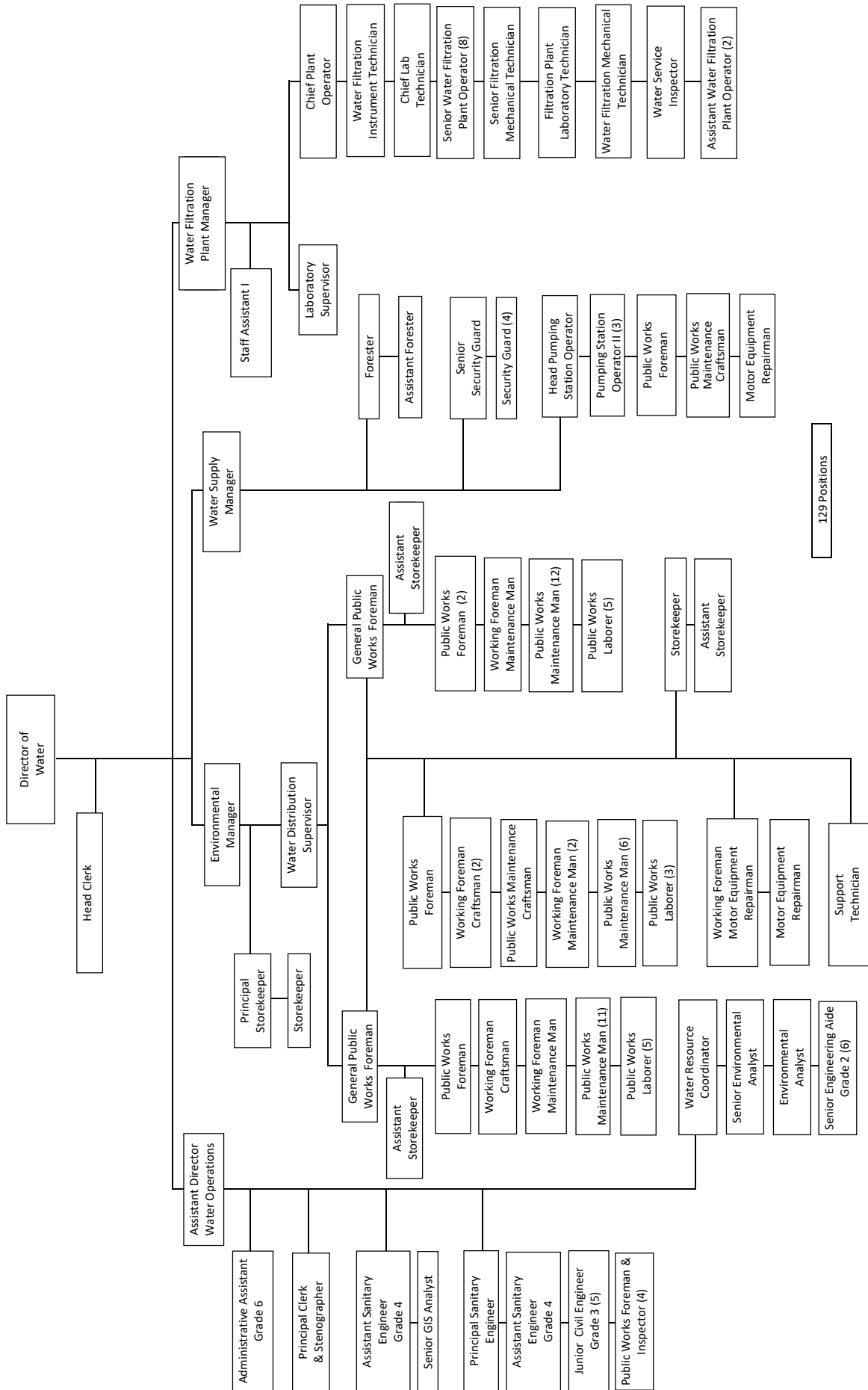
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 5,688,909.71	\$ 6,891,319.00	\$ 3,982,612.33	\$ 7,317,827.00
Overtime	852,896.69	800,000.00	653,454.96	800,000.00
Ordinary Maintenance	4,365,182.01	4,315,100.00	2,523,365.54	4,466,129.00
Capital Outlay	9,820.80	25,000.00	8,883.02	25,000.00
Debt Service	7,229,719.96	7,213,697.00	6,660,816.63	7,516,395.00
Transfer of Services	2,769,967.00	3,031,548.00	2,913,594.00	2,815,377.00
Fringe Benefits	4,440,176.73	5,130,400.00	3,731,455.17	5,548,407.00
<b>Total Expenditures</b>	<b>\$ 25,356,672.90</b>	<b>\$ 27,407,064.00</b>	<b>\$ 20,474,181.65</b>	<b>\$ 28,489,135.00</b>
<b>Total Positions</b>	<b>140</b>	<b>135</b>	<b>135</b>	<b>129</b>

### Operating Budget Highlights

The budget for Fiscal 2023 is recommended to be \$28,489,135 which is an increase of \$1,082,071 from the Fiscal 2022 amount of \$27,407,064. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Water Department eliminated 5 open positions; Public Works Maintenance Man, Senior Engineering Aide, Grade 2, Senior Clerk and Stenographer, and 2 Public Works Laborer positions.

# DEPARTMENT OF PUBLIC WORKS & PARKS WATER DIVISION ORGANIZATIONAL CHART



129 positions

**JAY J. FINK P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF WATER- DIVISION #450**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
0	\$ -	47EM	DIRECTOR OF WATER	1	\$ 124,306.00
1	116,281.00	47EM	DIRECTOR, WATER & SEWER OPERATIONS	0	-
1	104,568.00	48M	ASSISTANT DIRECTOR OF WATER OPERATIONS	1	111,777.00
1	97,113.00	46M	WATER FILTRATION PLANT MANAGER	1	78,909.00
1	73,811.00	46M	PRINCIPAL SANITARY ENGINEER	1	78,909.00
1	68,800.00	44M	CHIEF PLANT OPERATOR	1	96,501.00
1	88,532.00	44M	ENVIRONMENTAL MANAGER	1	96,501.00
1	83,771.00	42M	WATER SUPPLY MANAGER	1	89,550.00
1	57,567.00	39M	WATER DISTRIBUTION SUPERVISOR	1	61,531.00
2	146,557.00	41	ASSISTANT SANITARY ENGINEER, GRADE 4	2	149,480.00
1	78,488.00	41	SENIOR GIS ANALYST	1	83,908.00
1	56,648.00	40	LABORATORY SUPERVISOR	1	60,544.00
1	75,753.00	40	WATER FILTRATION INSTRUMENT TECHNICIAN	1	60,544.00
1	73,122.00	39	FORESTER	1	78,158.00
1	54,685.00	39	WATER RESOURCE COORDINATOR	1	58,442.00
2	146,244.00	39	SENIOR WATER FILTRATION PLANT OPERATOR	8	542,607.00
1	70,679.00	38	CHIEF LAB TECHNICIAN	1	75,562.00
2	123,464.00	38	GENERAL PUBLIC WORKS FOREMAN	2	151,124.00
1	70,679.00	38	HEAD PUMPING STATION OPERATOR	1	75,562.00
5	305,461.00	37	JUNIOR CIVIL ENGINEER, GRADE 3	5	326,675.00
1	51,052.00	37	SUPPORT TECHNICIAN	1	60,976.00
1	65,772.00	36	SENIOR FILTRATION MECHANICAL TECHNICIAN	1	70,306.00
4	239,469.00	36	PUBLIC WORKS FOREMAN AND INSPECTOR	4	234,783.00
6	327,058.00	34	PUBLIC WORKS FOREMAN	5	304,604.00
5	296,853.00	34	WATER FILTRATION PLANT OPERATOR	0	-
2	92,500.00	34	FILTRATION PLANT LABORATORY TECHNICIAN	1	47,522.00
1	47,329.00	34	WORKING FOREMAN, MOTOR EQUIP REPAIRMAN	1	50,560.00
1	62,077.00	33HC	SENIOR ENVIRONMENTAL ANALYST	1	65,772.00
7	347,823.00	33	SENIOR ENGINEERING AIDE, GRADE 2	6	285,474.00
1	44,579.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	46,728.00
1	52,174.00	33	ASSISTANT FORESTER	1	55,155.00
1	51,906.00	33	ENVIRONMENTAL ANALYST	1	54,858.00
1	42,972.00	32	PRINCIPAL STOREKEEPER	1	43,828.00
1	48,985.00	32	STAFF ASSISTANT 1	1	52,370.00
3	153,177.00	32	WORKING FOREMAN, CRAFTSMAN	3	146,809.00
1	47,210.00	32	WATER FILTRATION MECHANICAL TECHNICIAN	1	53,696.00
3	167,145.00	32	PUMPING STATION OPERATOR II	3	174,267.00
2	80,264.00	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	81,850.00
2	103,596.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	107,430.00
4	200,993.00	30	WORKING FOREMAN, MAINTENANCE MAN	4	191,606.00
1	40,132.00	30	HEAD CLERK	1	50,969.00
1	36,457.00	27	PRINCIPAL CLERK & STENOGRAPHER	1	42,408.00
30	1,212,110.00	26	PUBLIC WORKS MAINTENANCE MAN	29	1,198,066.00
1	46,479.00	26	WATER SERVICE INSPECTOR	1	47,419.00
2	70,700.00	26	STOREKEEPER	2	72,120.00
3	115,937.00	25	ASSISTANT STOREKEEPER	3	128,496.00
2	86,694.00	24	ASSISTANT FILTRATION PLANT OPERATOR	2	92,684.00
1	33,868.00	24	SENIOR CLERK AND STENOGRAPHER	0	-
15	599,793.00	24	PUBLIC WORKS LABORER	13	520,826.00
1	58,715.00	4	SENIOR SECURITY GUARD	1	50,268.00
4	162,936.00	1	SECURITY GUARD	4	155,743.00
135	6,878,978.00		REGULAR SALARIES	129	6,888,183.00



**JAY J. FINK P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF WATER- DIVISION #450**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
	3,843.00		EM INCENTIVE PAY		4,108.00
	271,000.00		CONTRACTUAL		688,038.00
	(262,502.00)		VACANCY FACTOR		(262,502.00)
	<u>6,891,319.00</u>		TOTAL RECOMMENDED SALARIES		<u>7,317,827.00</u>
<u>135</u>	<u>\$ 6,891,319.00</u>	<b>450-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>129</u>	<u>\$ 7,317,827.00</u>
	<u>\$ 800,000.00</u>		OVERTIME		<u>\$ 800,000.00</u>
	<u>\$ 800,000.00</u>	<b>450-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 800,000.00</u>
	\$ 1,184,000.00		ELECTRICITY		\$ 1,184,000.00
	17,500.00		LEASES & RENTALS		17,500.00
	107,000.00		SPECIAL POLICE		107,000.00
	35,000.00		HIRED SERVICES		35,000.00
	45,000.00		TELEPHONE		45,000.00
	1,600.00		POSTAGE		1,600.00
	3,500.00		SECURITY SERVICES		3,500.00
	3,000.00		NEWSPAPER ADVERTISING		3,000.00
	1,600.00		REGISTRATION FEES		1,600.00
	265,000.00		WATER		265,000.00
	2,000.00		EXTERMINATOR SERVICES		2,000.00
	15,000.00		PRINTING		15,000.00
	5,000.00		RUBBISH REMOVAL		5,000.00
	42,000.00		MAINTENANCE SYSTEM SOFTWARE		42,000.00
	65,000.00		MAINTENANCE/REPAIR BUILDING		65,000.00
	69,000.00		MAINTENANCE/REPAIR EQUIPMENT		69,000.00
	3,000.00		TRAINING CERTIFICATES		3,000.00
	249,000.00		MAINTENANCE/REPAIR VEHICLE		249,000.00
	6,500.00		CLEANING SERVICES		6,500.00
	50,500.00		INSURANCE		50,500.00
	12,500.00		CONSULTANTS		12,500.00
	6,500.00		ENVIRONMENTAL SERVICES		6,500.00
	7,000.00		HARDWARE NETWORK SUPPORT		7,000.00
	9,500.00		MEMBERSHIP DUES		9,500.00
	1,000.00		AUTOMOTIVE SUPPLIES		1,000.00
	335,000.00		BUILDING SUPPLIES		335,000.00
	13,000.00		OFFICE SUPPLIES		13,000.00
	131,500.00		NATURAL GAS		131,500.00
	4,000.00		SAND & GRAVEL SUPPLIES		4,000.00
	7,500.00		PRINTING SUPPLIES		7,500.00
	80,000.00		AUTO FUEL NO LEAD GAS		80,000.00
	72,000.00		DIESEL FUEL		72,000.00
	90,000.00		LABORATORY SUPPLIES		90,000.00
	175,000.00		PARTS/EQUIPMENT SUPPLIES		175,000.00
	29,000.00		SAFETY SUPPLIES		29,000.00
	2,000.00		SUBSCRIPTIONS		2,000.00
	410,000.00		CHEMICAL SUPPLIES		561,029.00

**JAY J. FINK P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF WATER- DIVISION #450**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
	\$ 18,000.00		CUSTODIAL SUPPLIES		\$ 18,000.00
	2,000.00		COPY PAPER		2,000.00
	2,000.00		UNIFORMS		2,000.00
	2,500.00		HARDWARE/DEVICES		2,500.00
	3,400.00		LANDSCAPING SUPPLIES		3,400.00
	567,000.00		OTHER CHARGES & EXPENDITURES		567,000.00
	160,000.00		TAXES		160,000.00
	4,500.00		LICENSES		4,500.00
	<u>\$ 4,315,100.00</u>	<b>450-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 4,466,129.00</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>
	\$ 4,864,796.00		DEBT SERVICES:		\$4,864,796.00
	2,348,901.00		REDEMPTION OF BONDS		2,651,599.00
	<u>\$ 7,213,697.00</u>	<b>450-94000</b>	<b>TOTAL RECOMMENDED DEBT SERVICES</b>		<u>\$ 7,516,395.00</u>
	<u>\$ 3,031,548.00</u>	<b>450-95000</b>	<b>TOTAL RECOMMENDED TRANSFER OF SERVICES</b>		<u>\$ 2,815,377.00</u>
	\$ 2,127,057.00		HEALTH INSURANCE		\$ 2,541,278.00
	2,207,555.00		CONTRIBUTORY PENSIONS		2,236,899.00
	-		EARLY RETIREMENT		-
	672,788.00		PENSION OBLIGATION BONDS		647,230.00
	120,000.00		WORKERS COMPENSATION		120,000.00
	3,000.00		UNEMPLOYMENT COMPENSATION		3,000.00
	<u>\$ 5,130,400.00</u>	<b>450-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ 5,548,407.00</u>
	<u>\$ 27,407,064.00</u>		<b>TOTAL WATER</b>		<u>\$ 28,489,135.00</u>

## 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 2021	Fiscal 2022	3/31/22	Fiscal 2023
<b>Expenditures</b>				
Pearl Elm Garage	\$ 984,345.66	\$ 1,939,442.00	\$ 1,285,622.89	\$ 2,415,291.00
Federal Plaza Garage	631,773.11	769,001.00	485,372.05	662,264.00
Off Street Parking Lots	118,978.86	456,323.00	77,713.71	434,299.00
Parking Meters	302,861.41	345,360.00	233,393.29	395,721.00
Union Station Garage	692,620.38	708,033.00	528,125.80	741,933.00
Major Taylor Blvd Garage	715,401.58	753,206.00	457,388.12	778,713.00
Worcester Common Garage	572,803.23	517,000.00	360,827.78	517,000.00
<b>Total Expenditures</b>	<b>\$ 4,018,784.23</b>	<b>\$ 5,488,365.00</b>	<b>\$ 3,428,443.64</b>	<b>\$ 5,945,221.00</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	769,001.00	485,372.05	662,264.00
Off Street Parking Lots	118,978.86	362,829.00	77,713.71	362,829.00
Parking Meters	302,861.41	345,360.00	233,393.29	395,721.00
Union Station Garage	692,620.38	575,000.00	528,125.80	575,000.00
Major Taylor Blvd Garage	715,401.58	2,276,175.00	457,388.12	2,789,407.00
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>\$ 5,488,365.00</b>	<b>\$ 3,428,443.64</b>	<b>\$ 5,945,221.00</b>

### Operating Budget Highlights

The budget for Fiscal 2023 is recommended to be \$5,945,221 which is an increase of \$456,856 from the Fiscal 2022 amount of \$5,488,365. The majority of this increase is due to the debt service on the improvements to the Pearl Elm Garage.

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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**OFF STREET PARKING PROGRAM #46S**

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY23 AMOUNT
\$ 657,000.00	PEARL / ELM GARAGE ORDINARY MAINTENANCE	\$ 657,000.00
570,278.00	INTEREST ON BONDS	727,238.00
712,164.00	REDEMPTION ON BONDS	1,031,053.00
<u>\$ 1,939,442.00</u>	<b>TOTAL PEARL ELM GARAGE</b>	<u>\$ 2,415,291.00</u>
\$ 455,000.00	FED/PLAZA GARAGE ORDINARY MAINTENANCE	\$ 455,000.00
87,896.00	INTEREST ON BONDS	30,179.00
226,105.00	REDEMPTION ON BONDS	177,085.00
<u>\$ 769,001.00</u>	<b>TOTAL FEDERAL PLAZA GARAGE</b>	<u>\$ 662,264.00</u>
\$ 315,000.00	PARKING METERS ORDINARY MAINTENANCE	\$ 315,000.00
3,360.00	INTEREST ON BONDS	8,444.00
27,000.00	REDEMPTION ON BONDS	72,277.00
<u>\$ 345,360.00</u>	<b>TOTAL PARKING METERS</b>	<u>\$ 395,721.00</u>
\$ 225,000.00	OFF STREET PARKING LOTS ORDINARY MAINTENANCE	\$ 225,000.00
101,213.00	INTEREST ON BONDS	79,519.00
130,110.00	REDEMPTION ON BONDS	129,780.00
<u>\$ 456,323.00</u>	<b>TOTAL OFF STREET PARKING LOTS</b>	<u>\$ 434,299.00</u>
\$ 423,000.00	UNION STATION ORDINARY MAINTENANCE	\$ 423,000.00
49,448.00	INTEREST ON BONDS	43,129.00
235,585.00	REDEMPTION ON BONDS	275,804.00
<u>\$ 708,033.00</u>	<b>TOTAL UNION STATION GARAGE</b>	<u>\$ 741,933.00</u>
\$ 730,000.00	MAJOR TAYLOR BOULEVARD GARAGE ORDINARY MAINTENANCE	\$ 730,000.00
902.00	INTEREST ON BONDS	13,543.00
22,304.00	REDEMPTION ON BONDS	35,170.00
<u>\$ 753,206.00</u>	<b>TOTAL MAJOR TAYLOR BOULEVARD GARAGE</b>	<u>\$ 778,713.00</u>
\$ 517,000.00	WORCESTER COMMON GARAGE ORDINARY MAINTENANCE	\$ 517,000.00
<u>\$ 517,000.00</u>	<b>TOTAL WORCESTER COMMON GARAGE</b>	<u>\$ 517,000.00</u>
<u>\$ 5,488,365.00</u>	<b>TOTAL OFF - STREET PARKING</b>	<u>\$ 5,945,221.00</u>
<u>FUNDING SOURCES:</u>		
\$ (775,000.00)	PEARL ELM GARAGE	\$ (775,000.00)
(769,001.00)	FEDERAL PLAZA	(662,264.00)
(345,360.00)	PARKING METERS	(395,721.00)
(362,829.00)	OFF STREET PARKING LOTS	(362,829.00)
(575,000.00)	UNION STATION GARAGE	(575,000.00)
(2,276,175.00)	MAJOR TAYLOR BOULEVARD GARAGE	(2,789,407.00)
(385,000.00)	WORCESTER COMMON GARAGE	(385,000.00)
<u>\$ (5,488,365.00)</u>	<b>TOTAL FUNDING SOURCES</b>	<u>\$ (5,945,221.00)</u>
<u>\$ -</u>	<b>RECOMMENDED TAX LEVY</b>	<u>\$ -</u>

# TRANSPORTATION & MOBILITY

## Vacant, Commissioner

76 East Worcester St.  
Worcester, MA 01604

### Mission:

In partnership with other agencies and municipal departments, the Department of Transportation & Mobility (TAM) plans, coordinates, designs, operates, and implements transportation improvements that provide safe and convenient mobility and access options and public spaces for people to gather, engage, and interact.

### Vision:

A city of vibrant and healthy neighborhoods, connected and served by safe, sustainable, and convenient transportation choices accessible to all.

**Goal 1:** Establish staffing to implement a comprehensive program integrating transportation planning, design, and implementation.

**City Priority Area:** Sound Fiscal & Operational Government, Opportunity for All

**Objective 1:** Hire highly capable staff with specific experience and backgrounds in transportation.

Initiative(s)	Measure
Initial hiring of TAM positions.	<ul style="list-style-type: none"> <li>• % of positions filled within 6 months of funding.</li> <li>• % of positions filled at close of FY.</li> </ul>
Fill positions with appropriately credentialed staff.	<ul style="list-style-type: none"> <li>• Two or more TAM staff hold Massachusetts PE licenses.</li> <li>• Number of TAM staff who are members of one or more professional organizations relevant to their position.</li> </ul>

**Objective 2:** Provide opportunities for employment and advancement.

Initiative(s)	Measure
Identify and provide for training and professional development opportunities for staff.	<ul style="list-style-type: none"> <li>• % of staff offered training annually</li> <li>• % of staff completing training annually</li> <li>• Number of conference presentations or publications by TAM staff.</li> </ul>
Utilize CIRCA, the company providing diversity recruiting services to the City, to attract a diverse and representative workforce.	<ul style="list-style-type: none"> <li>• Percentage of job opportunity notices sent to CIRCA</li> <li>• Number of candidates referred through CIRCA</li> <li>• Number of CIRCA candidates hired</li> </ul>

**Goal 2:** Create safe streets and public spaces in which people travel, congregate, engage, and interact.

**City Priority Area:** Vibrant Thriving City, Strong Neighborhoods, Opportunity for All.

**Objective 1:** Establish a comprehensive program to proactively address traffic safety

Initiative(s)	Measure
Vision Zero.	<ul style="list-style-type: none"> <li>• Vision Zero policy proposed in FY23.</li> <li>• Vision Zero program components identified in FY23.</li> <li>• Establishment of Vision Zero task force.</li> </ul>

**Objective 2: Identify priority locations for traffic calming and safety improvements**

Initiative(s)	Measure
Road Safety Audits.	<ul style="list-style-type: none"> <li>Number of Road Safety Audits conducted.</li> </ul>
Expand and evaluate speed hump pilot program.	<ul style="list-style-type: none"> <li>Number of locations installed.</li> <li>Observed reduction in speeding (before/after).</li> <li>Resident satisfaction (survey).</li> </ul>
Traffic calming and safety program.	<ul style="list-style-type: none"> <li>Development of a traffic calming toolkit.</li> <li>Number of traffic calming and safety improvements planned.</li> <li>Number of traffic calming and safety improvements implemented.</li> </ul>

**Goal 3:** Plan, design, and implement accessible, convenient, and sustainable transportation options available to all.

**City Priority Area:** Vibrant Thriving City, Strong neighborhoods, Opportunity for All

**Objective 1: Establish planning, programming and project tracking tools.**

Initiative(s)	Measure
Transportation Plans.	<ul style="list-style-type: none"> <li>Completed Worcester Now   Next Plan with major transportation goals, policies, and programs identified (led by EOED/DPRS)</li> <li>Initiate a Mobility Plan that will identify specific projects and actions to implement the Green Worcester Plan and Worcester Now   Next plans (co-led by TAM and DSR).</li> <li>Prepare a scope of work for ADA Transition Plan (transportation system).</li> </ul>
Develop Project Prioritization Methodology.	<ul style="list-style-type: none"> <li>Establish a 5-year Local Transportation Improvement Program (TIP)</li> </ul>

**Objective 2: Implementation of Complete Streets**

Initiative(s)	Measure
MassDOT Complete Streets Funding Program.	<ul style="list-style-type: none"> <li>MassDOT Approval of Complete Streets Prioritization Plan</li> <li>List of prioritized projects</li> <li>Construction funding applications submitted</li> <li>Construction grant totals received from MassDOT</li> <li>Construction grant totals received from other sources</li> </ul>
City of Worcester Complete Streets Program.	<ul style="list-style-type: none"> <li>Updated Complete Streets Policy reflecting new City organization &amp; current best practices</li> <li>Redefined and clarified roles for Transportation Advisory Group</li> </ul>
Complete Streets Improvements.	<ul style="list-style-type: none"> <li>Number of street reconstruction/reconfiguration projects under development (planning/design)</li> <li>Number of street reconstruction/reconfiguration projects completed.</li> <li>Miles of sidewalks/pedestrian facilities improved (planned/constructed)</li> <li>Miles of bicycle facilities improved (planned/constructed)</li> </ul>

**Objective 3: Operate Worcester's transportation system in an efficient and reliable manner**

Initiative(s)	Measure
Traffic signal upgrades.	<ul style="list-style-type: none"> <li>Inventory and assessment of existing traffic signals updated</li> </ul>

Initiative(s)	Measure
	<ul style="list-style-type: none"> <li>• Improvements to traffic signal timing implemented</li> <li>• Improvements to traffic signal equipment, including detection and communication</li> </ul>

**Objective 4:** Improve regional transportation coordination in a manner that reflects Worcester’s role as the Commonwealth’s second largest city.

Initiative(s)	Measure
Participate in regional transportation planning.	<ul style="list-style-type: none"> <li>• Participation in CMRPC/CMMPO meetings</li> <li>• Participation in CMRPC long-range plan development</li> <li>• Advocacy and recommendations for WRTA and MBTA service improvements</li> <li>• Advocacy and recommendations for airline service to Worcester Regional Airport</li> </ul>
Partnerships with MassDOT.	<ul style="list-style-type: none"> <li>• Transportation project partnerships with MassDOT participation.</li> </ul>

**Goal 6:** Enhance and improve municipal parking and curbside management programs

**City Priority Area:** Vibrant Thriving City, Strong Neighborhoods, Sound Fiscal & Operational Government

**Objective 1:** Accommodate a variety of on-street parking and access needs

Initiative(s)	Measure
Reconcile and update parking regulation schedules.	<ul style="list-style-type: none"> <li>• Streets updated</li> <li>• Number of parking zone changes implemented</li> </ul>
Improve Residential Parking Program.	<ul style="list-style-type: none"> <li>• Complete review and update to Residential Parking program</li> </ul>

**Objective 2:** Improve compliance with parking regulations

Initiative(s)	Measure
Update parking and loading signage.	<ul style="list-style-type: none"> <li>• Number of parking signs installed</li> </ul>
Expand enforcement capacity.	<ul style="list-style-type: none"> <li>• Total PCO-hours deployed</li> <li>• Parking meter transactions</li> </ul>
Implement license reader technology.	<ul style="list-style-type: none"> <li>• Number of license plate readers deployed</li> </ul>

**Objective 3:** Maintain off-street lots and garages in good working condition

Initiative(s)	Measure
Off-street capital improvements.	<ul style="list-style-type: none"> <li>• Number of planned capital projects completed</li> </ul>

## Department Allocation Summary

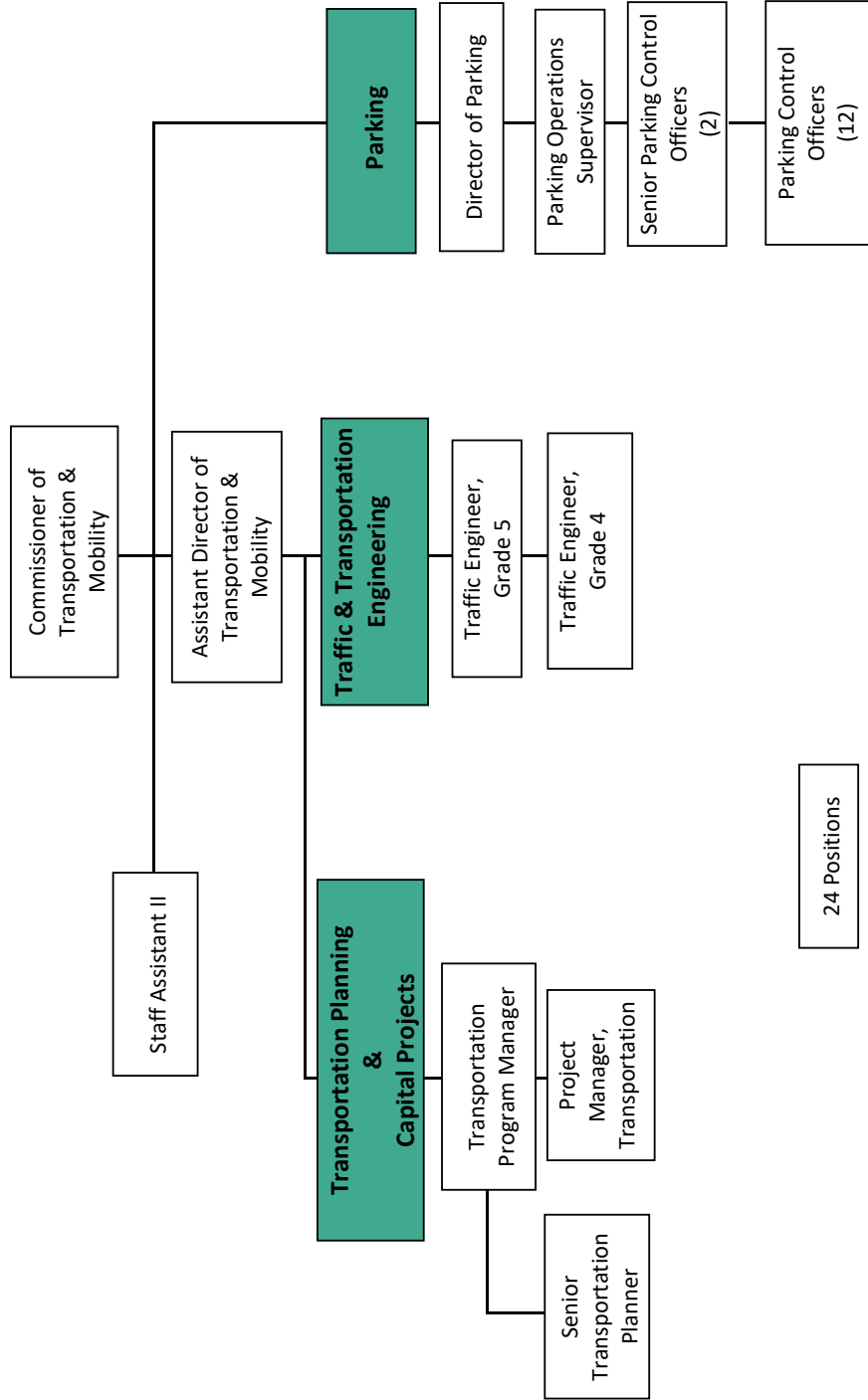
	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ -	\$ -	\$ -	\$ 1,420,414.00
Overtime	-	-	-	25,000.00
Ordinary Maintenance	-	-	-	1,548,800.00
Capital Outlay	-	-	-	250,000.00
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,244,214.00</b>
<b>Total Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>

## Operating Budget Highlights

The Department of Transportation & Mobility is a new department as of Fiscal 2023 and comprises transfers from other City departments, as well as new positions and operating costs. The total budget for Fiscal 2023 is recommended to be \$3,244,214. Included in this budget is the transfer of 19 positions from the DPW Engineering Division and 2 positions from the Executive Office of Economic Development, Planning & Regulatory Services Division. In addition to these transfers, there are 3 new positions; Commissioner of Transportation & Mobility, Project Manager, and Staff Assistant II. The positions transferring from the DPW Engineering Division will be responsible for the City's parking operations, as well as traffic and transportation engineering. The positions transferring from the Planning & Regulatory Services Division will be responsible for transportation planning and capital project management. The total Salary budget for Fiscal 2023 is recommended to be \$1,420,414. The Overtime budget for Fiscal 2023 is recommended to be \$25,000 and is a transfer from the DPW Engineering Division. The total Ordinary Maintenance budget for Fiscal 2023 is \$1,548,800. This budget includes funding for engineering services, street line painting, traffic signal operating costs, and operational funding for the new department. The Capital Outlay budget for Fiscal 2023 is recommended to be \$250,000 and will provide funding for additional speed humps to be installed in each Council district.



# DEPARTMENT OF TRANSPORTATION & MOBILITY ORGANIZATIONAL CHART



24 Positions

**VACANT, COMMISSIONER OF TRANSPORTATION & MOBILITY**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**DEPARTMENT OF TRANSPORTATION & MOBILITY**

**TRANSPORTATION & MOBILITY - DEPARTMENT #490**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
0	\$ -	58CM	COMMISSIONER TRANSPORTATION & MOBILITY	1	\$ 130,000.00
0	-	48M	ASSISTANT DIRECTOR TRANSPORTATION & MOBILITY	1	98,196.00
0	-	46M	DIRECTOR OF PARKING	1	103,817.00
0	-	45M	TRANSPORTATION PROGRAM MANAGER	1	84,938.00
0	-	44M	SENIOR TRAFFIC ENGINEER, GRADE 5	1	96,501.00
0	-	42M	PROJECT MANAGER	1	76,184.00
0	-	42M	SENIOR TRANSPORTATION PLANNER	1	76,384.00
0	-	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	1	80,054.00
0	-	39	PARKING OPERATIONS SUPERVISOR	1	66,358.00
0	-	35	STAFF ASSISTANT 2	1	61,960.00
0	-	32	SENIOR PARKING CONTROL OFFICER	2	161,029.00
0	-	26	PARKING CONTROL OFFICER	12	501,863.00
0	\$ -		TOTAL REGULAR SALARIES	24	\$ 1,537,284.00
	-		EM INCENTIVE PAY		-
	-		VACANCY FACTOR		(119,570.00)
	-		STIPENDS		2,700.00
0	\$ -	XXX-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	24	\$ 1,420,414.00
	\$ -		OVERTIME		\$ 25,000.00
	\$ -	XXX-97000	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 25,000.00
	\$ -		ELECTRICITY		\$ 75,000.00
	-		LEASES & RENTALS		4,500.00
	-		TELEPHONE		2,000.00
	-		NEWSPAPER ADVERTISING		1,000.00
	-		REGISTRATION FEES		1,500.00
	-		PRINTING		1,500.00
	-		SOFTWARE MAINTENANCE		26,000.00
	-		MAINTENANCE/REPAIR EQUIPMENT		381,000.00
	-		CONSULTANT SERVICES		225,000.00
	-		MAINTENANCE/REPAIR VEHICLE		2,000.00
	-		LINE PAINTING		795,550.00
	-		MEMBERSHIP DUES		750.00
	-		BOOKS		2,000.00
	-		OFFICE SUPPLIES		2,000.00
	-		OTHER SUPPLIES		11,000.00
	-		AUTO FUEL		3,000.00
	-		PARTS/EQUIPMENT SUPPLIES		1,000.00
	-		COPY PAPER		1,000.00
	-		HARDWARE DEVICES		10,500.00
	-		TRAVEL		2,500.00
	\$ -	XXX-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 1,548,800.00
	\$ -		CAPITAL OUTLAY		\$ 250,000.00
	\$ -		TOTAL CAPITAL OUTLAY		\$ 250,000.00
	\$ -		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 3,244,214.00

## ECONOMIC DEVELOPMENT

### Peter Dunn, Chief Development Officer

City Hall, 4<sup>th</sup> Floor  
455 Main St.  
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; a top destination to live, learn, work and play.

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

**City Priority Area:** Sound Fiscal and Operational Government

**Objective 1:** Remove clerical/administrative duties from program managers, project managers, and analysts to increase productivity.

Initiative(s)	Measure
Fill all three (3) budgeted administrative assistants to support five divisions.	<ul style="list-style-type: none"> <li>Number of positions filled</li> </ul>

**Objective 2:** Expand technological capacity for all EOED staff.

Initiative(s)	Measure
Acquire extra set of monitors for 100% of EOED staff.	<ul style="list-style-type: none"> <li>Percentage of EOED staff with extra monitor</li> </ul>

**Objective 3:** Integrate administrative functions with new ERP system (HR, Financial management)

Initiative(s)	Measure
Assign one (1) administrative staff to be a Workday ambassador.	<ul style="list-style-type: none"> <li>Number of Workday ambassadors selected</li> </ul>

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

**City Priority Area:** Vibrant Thriving City

**Objective 1:** Implement interdepartmental strategy to identify and make key investments in the Green Island neighborhood/Canal District upon Polar Park completion

Initiative(s)	Measure
Three (3) major development projects within the DIF will be underway, leveraging over \$200 million in private investment; 83 affordable housing rental units will be created as well as	<ul style="list-style-type: none"> <li>Number of projects within DIF underway</li> <li>Amount of private investment secured</li> <li>Number of affordable units created</li> <li>Number of market rate units created</li> </ul>

Initiative(s)	Measure
nearly 400 units of market-rate housing with first-floor retail.	
3,889 sq. yards of road resurfacing and 1,446 square yards of concrete sidewalks in the Green Island neighborhood.	<ul style="list-style-type: none"> <li>• Sq. yards of road resurfaced</li> <li>• Sq. yards of concrete sidewalks resurfaced</li> </ul>

**Objective 2:** Dedicate Business & Community Development Coordinator to continue to support business district organizations to leverage private investment in those business districts.

Initiative(s)	Measure
Implementation of DWBID initiatives to include: tactical Wayfinding, street trees, and public art Downtown. 7 façade improvements on Main St in the Main South TDI District and Pleasant St TDI District.	<ul style="list-style-type: none"> <li>• Number of façade improvements completed or underway</li> <li>• Number of new tactical wayfinding points installed</li> <li>• Number of new street trees</li> <li>• Number of new public art installations</li> </ul>

**Goal 3:** Strengthen and diversify the local economy through business retention, expansion, and recruitment, with help from American Rescue Plan Act, funds.

**City Priority Area:** Strong Neighborhoods

**Objective 1:** Streamline and digitalize business financial assistance program applications and closing documents to enhance accessibility to small businesses.

Initiative(s)	Measure
Ensure that 100% of department employees have access to and are using DocuSign to circulate documents	<ul style="list-style-type: none"> <li>• Number of staff with access to DocuSign</li> </ul>

**Objective 2:** Launch Small Business relief programs through the American Rescue Plan Act funds.

Initiative(s)	Measure
Have 250 small businesses will receive Business safety net grants.	<ul style="list-style-type: none"> <li>• Number of businesses receiving grants</li> </ul>
Launch the MBE/WBE fund to break down barriers for minority- and women-owned businesses to address inequities in public contracting opportunities with at least 100 businesses benefiting.	<ul style="list-style-type: none"> <li>• Number of businesses benefiting from the fund</li> </ul>
Launch the Technical Assistance for Small Businesses program to help underrepresented businesses thrive and succeed with at least 3 local organizations receiving funds and at least 100 small businesses being served.	<ul style="list-style-type: none"> <li>• Number of organizations receiving funds</li> <li>• Number of small businesses served</li> </ul>

**Objective 3:** Create Permit Advisory Task Force with multiple depts. to identify opportunities for efficiency and streamlining.

Initiative(s)	Measure
Utilize and expand current Interdepartmental Review Team (IRT) format to collaborate among multiple departments to streamline	<ul style="list-style-type: none"> <li>• Average turnaround on permitting/licensing</li> </ul>

Initiative(s)	Measure
permitting/licensing process to an average turnaround of 45 days.	

**Objective 4:** Include the Diverse Business Directory link into ARPA Business Safety Net program and Technical Assistance program applications. Encourage MBE/WBE businesses to join directory.

Initiative(s)	Measure
Have at least 100 new MBE/WBE businesses included in the Diverse Business Directory.	<ul style="list-style-type: none"> <li>Number of new businesses in the directory</li> </ul>

**Goal 4:** Create and preserve high quality, safe, affordable homeownership and rental housing, with assistance from American Rescue Plan Act funds.

**City Priority Area:** Vibrant Thriving City

**Objective 1:** Stabilize rental housing market due to COVID-19 pandemic to avoid evictions and foreclosures.

Initiative(s)	Measure
Launch the Sustaining Housing First Solutions “A Place to Live” project to address the homelessness crisis with at least 75 units resulting from the effort.	<ul style="list-style-type: none"> <li>Number of units</li> </ul>
Administer the ARPA Lead Abatement program to allow lead abatement funding for rental units between 50-80% AMI. At least 100 affordable housing rental units will be created/preserved and abated under this program	<ul style="list-style-type: none"> <li>Number of units</li> </ul>

**Objective 2:** Develop new affordable homeownership opportunities for people that might not otherwise be able to afford.

Initiative(s)	Measure
Launch the First-Time Homeownership Development program to provide an opportunity for homeownership and wealth creation for low to moderate income people with at least 33 units of first time homeownership opportunities created.	<ul style="list-style-type: none"> <li>Number of first time homeownership opportunities</li> </ul>
Administer the ARPA Down Payment Assistance Program to provide direct grants to at least 150 low to moderate income homebuyers to make a down payment on a home.	<ul style="list-style-type: none"> <li>Number of homebuyers</li> </ul>

**Objective 3:** Develop new mixed income housing to allow affordable housing that is not concentrated in certain geographic areas in the City.

Initiative(s)	Measure
Identify and work with professional, high quality, development company to develop at least 83 mixed income housing units to reduce concentration.	<ul style="list-style-type: none"> <li>Number of units</li> </ul>

**Objective 4:** Fill vacant Staff Assistant III position in Housing Development division to expand capacity to do housing inspections, develop rehabilitation specifications.

Initiative(s)	Measure
50% increase of housing inspections for rehabilitation programs. Reducing time for underwriting and funds disbursements.	<ul style="list-style-type: none"> <li>• Increase in inspections</li> </ul>

**Objective 5:** Rehabilitation of existing housing stock to eliminate health and code violations.

Initiative(s)	Measure
In addition to the above Lead Abatement program, an ARPA owner-occupied housing rehabilitation program will be launched to provide rehab funding to people who make less than 100% of AMI. At least 100 owner-occupied properties will benefit from this program.	<ul style="list-style-type: none"> <li>• Number of properties benefitting</li> </ul>

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

**City Priority Area:** Sound Fiscal and Operational Government

**Objective 1:** 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.

Initiative(s)	Measure
Update career paths maps for at least 5 priority occupations.	<ul style="list-style-type: none"> <li>• Number of positions with updated career paths</li> </ul>

**Objective 2:** Develop demographic/psychographic analysis approach for priority occupations. Expand the pool of available qualified Career Technical Education (CTE) Instructors. Seek additional funding for priority occupations. Work with employers to diversify workforce.

Initiative(s)	Measure
Three (3) new funding sources to defray CTE are accessed.	<ul style="list-style-type: none"> <li>• Number of funding sources identified</li> </ul>

**Goal 6:** Advance diversity and inclusion with training and increasing representation in our workforce to better reflect the community.

**City Priority Area:** Opportunity for All

**Objective 1:** Hire highly qualified people from underrepresented demographics.

Initiative(s)	Measure
Have concrete partnerships with all Worcester public high schools, colleges and universities in the City to build diverse pipeline. A 30% increase of BIPOC staff in Department.	<ul style="list-style-type: none"> <li>• Number of partnerships with high schools, colleges &amp; universities</li> <li>• Increase in BIPOC staff</li> </ul>
Work with HR to include inclusive language such as multilingual ability under preferred criteria in all job postings resulting in a 20% increase in multilingual staff members in Department.	<ul style="list-style-type: none"> <li>• Increase in multilingual staff members in Department</li> </ul>

**Objective 2:** Train managers to understand the issues team members from different backgrounds may face.

Initiative(s)	Measure
Coordinate with Office of Diversity and Inclusion to conduct at least three (3) trainings to fill gaps in managers understanding of what diversity, equity, and inclusion are.	<ul style="list-style-type: none"> <li>Number of trainings</li> </ul>

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Improve and increase organizational and process efficiency to better serve the community.	Design more streamlined organizational structure to provide clear direction to staff of roles, responsibilities and communication flows.	<p><b>COMPLETED:</b> Clean up organization chart to align staff with appropriate division. 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.</p> <p><b>Outcomes</b> Clear accountability of ACDO's and Division directors. Improved efficiencies in approval time. Reduction in confusion among staff on administrative processes.</p>
Improve and increase organizational and process efficiency to better serve the community.	Re-evaluate division office placement to better align with organization structure.	<p><b>COMPLETED:</b> Move divisions that have most synergy closer together, sparking more communication among staff of different divisions Both Housing and Neighborhood Development divisions are in Room 405, and Special Projects and Business Development divisions in Room 402.</p>
Improve and increase organizational and process efficiency to better serve the community.	Remove clerical/administrative duties from program managers, project managers and analyst to increase productivity.	<p><b>PARTIALLY COMPLETED:</b> 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.</p> <p>Filled one out of 3 admin positions. New admin sitting at front reception desk.</p> <p><b>Outcomes</b> Improvement in customer service at front reception desk. Program/project managers/analysts spend less time going to reception. Staff has noticed and expressed a huge improvement in productivity since filling the void of a receptionist/admin assistant.</p>
Improve and increase organizational and process efficiency to better serve the community.	Expand technological capacity for planning staff.	<p><b>PARTIALLY COMPLETED:</b> Acquire upgraded CPU's with AutoCAD capability, as well as larger monitors for Planning staff to be more efficient in plan reviews.</p> <p>Every member of the Planning &amp; Regulatory Services division now has double monitors.</p> <p><b>Outcomes</b> Staff has noticed and expressed a huge improvement in productivity since receiving an extra monitor, allowing staff to review plans, applications, GIS mapping at same time.</p>

<p>Foster neighborhood and business district revitalizations to attract new commercial users and enhance residential quality of life.</p>	<p>Actively monitor and facilitate development of commercial, residential and public property surrounding Polar Park, Canal District and Green Island Neighborhood.</p>	<p><b>PARTIALLY COMPLETED (MULTI YEAR PROJECT):</b>  <i>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.</i></p> <p><b>Housing Development</b>  153 Green Street Development – Boston Capital project underway. 169 Washington/10 Scott Street redevelopment – triple decker and single family property in Green Island.</p> <p><b>Neighborhood Development</b>  Resurfacing of roadways and sidewalks in Green Island Neighborhood</p> <p><b>Planning &amp; Regulatory Serv./Special Projects</b>  Summit Street – Completion of Summit Street terraces to include food vendors for Polar Park. Pickett Plaza – Public event space underway within Canal District</p> <p><b>Economic Development</b>  Madison properties development/The Cove Project</p> <p><b>Outcomes</b>  The Madison + Cove project will leverage more than \$100 million in private investment in Canal District. 87 Affordable housing rental units will be created. 3,889 sq yards of road resurfacing 1,446 square yards of concrete sidewalks reconstructed in Green Island neighborhood.</p>
<p>Foster neighborhood and business district revitalizations to attract new commercial users and enhance residential quality of life.</p>	<p>Support beautification, place making, business development initiatives of the Downtown Worcester Business Improvement District as well as Main South Transformative Development Initiative District.</p>	<p><b>PARTIALLY COMPLETED:</b> <i>Dedicate Business &amp; Community Development Coordinator to continue to support business district organizations to leverage private investment in those business districts.</i></p> <p>Actively coordinate and help fund projects within Downtown Business Improvement District</p> <p><b>Outcomes</b>  First outdoor dining parklet in the City was installed on Franklin St at Chashu Ramen.  Trash/cigarette receptacles installed and maintained throughout the Downtown district.  Green St Bridge – Underpass lighting in the Canal District</p>



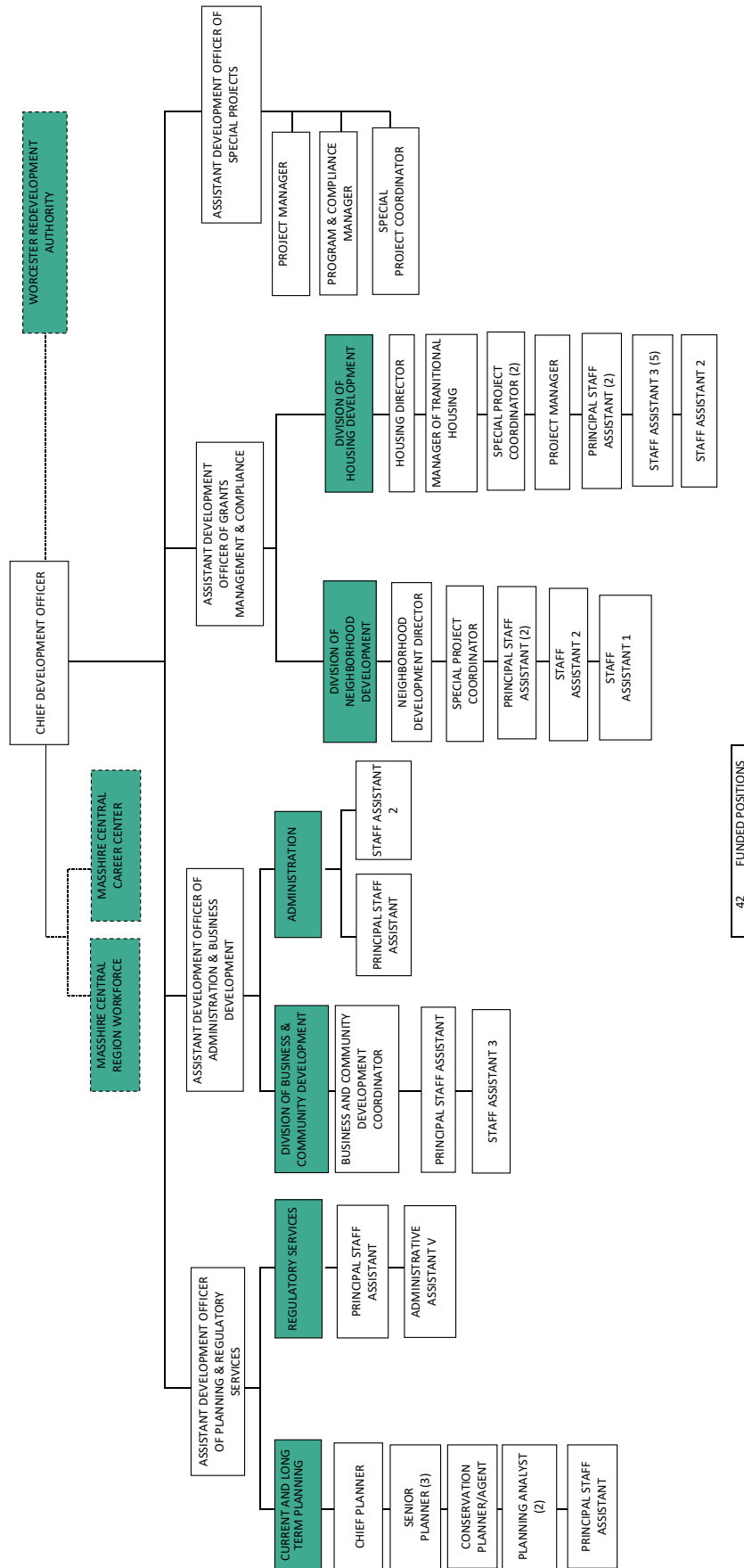
## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 1,392,126.34	\$ 1,748,688.00	\$ 1,052,120.42	\$ 1,686,560.00
Overtime	-	-	519.84	-
Ordinary Maintenance	330,239.80	472,554.00	119,753.30	399,794.00
<b>Total Expenditures</b>	<b>\$ 1,722,366.14</b>	<b>\$ 2,221,242.00</b>	<b>\$ 1,172,393.56</b>	<b>\$ 2,086,354.00</b>
<b>Total Positions</b>	37	42		42

## Operating Budget Highlights

The Fiscal 2023 tax levy for the Executive Office of Economic Development Department is recommended to be funded at \$2,086,354, which is a decrease of \$134,888 from Fiscal 2022. This decrease is a net result of an increase in grant funding, a transfer of a Staff Assistant 2 to the City Manager's Office, and relocating the Transportation Program Manager and Senior Transportation Planner to the new Transportation Department, offset by salary increases due to four position regrades to re-align pay with current responsibilities, step increases for employees who are not at maximum pay, and a Senior Planner being added to the table of organization to perform duties associated with the Conservation Commission & Planning Board. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The decrease in Ordinary Maintenance is due to the partial completion of the Master Plan offset by additional funding provided for land management costs, Adobe license fees, and consultant work related to historic design.

# EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT ORGANIZATIONAL CHART



42 FUNDED POSITIONS

**PETER DUNN, CHIEF DEVELOPMENT OFFICER**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2023  
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 110,142.00	58CM	CHIEF DEVELOPMENT OFFICER	1	\$ 128,437.00
1	96,424.00	48EM	ASSISTANT DEVELOPMENT OFFICER- GRANTS MGMT. & COMPLIANCE	1	103,066.00
2	\$ 206,566.00		REGULAR SALARIES	2	\$ 231,503.00
	8,311.00		EM INCENTIVE PAY		9,314.00
2	\$ 214,877.00		TOTAL SALARIES	2	\$ 240,817.00
			<b>FUNDING SOURCES:</b>		
	\$ (102,595.00)		FEDERAL GRANTS		\$ (109,885.00)
	\$ (102,595.00)		TOTAL FUNDING SOURCES		\$ (109,885.00)
2	\$ 112,282.00		TOTAL PERSONAL SERVICES	2	\$ 130,932.00
1	\$ 86,005.00	48EM	ASSISTANT DEVELOPMENT OFFICER- ADMINISTRATION & BUSINESS DEVELOPMENT	1	\$ 100,695.00
1	68,894.00	42M	BUSINESS & COMMUNITY DEVELOPMENT COORDINATOR	1	76,289.00
2	137,621.00	40M	PRINCIPAL STAFF ASSISTANT	2	147,113.00
1	68,069.00	37	STAFF ASSISTANT 3	1	72,773.00
1	47,628.00	35	STAFF ASSISTANT 2	1	59,393.00
6	\$ 408,217.00		TOTAL REGULAR SALARIES	6	\$ 456,263.00
1	\$ 94,503.00	48EM	ASSISTANT DEVELOPMENT OFFICER OF SPECIAL PROJECTS	1	\$ 101,028.00
2	164,683.00	45M	SPECIAL PROJECT COORDINATOR	1	76,184.00
1	83,771.00	42M	PROJECT MANAGER	1	71,164.00
1	78,050.00	40M	PROGRAM & COMPLIANCE MANAGER	1	83,436.00
5	\$ 421,007.00		TOTAL REGULAR SALARIES	4	\$ 331,812.00
1	\$95,366.00	42EM	NEIGHBORHOOD DEVELOPMENT DIRECTOR	1	\$ 101,908.00
1	63,309.00	45M	SPECIAL PROJECT COORDINATOR	1	67,689.00
0	-	40M	PRINCIPAL STAFF ASSISTANT	2	127,354.00
2	121,248.00	35	STAFF ASSISTANT 2	1	61,960.00
1	52,221.00	32	STAFF ASSISTANT 1	1	59,637.00
5	\$332,144.00		TOTAL REGULAR SALARIES	6	\$ 418,548.00
1	\$90,432.00	42EM	HOUSING DIRECTOR	1	\$ 96,673.00
1	71,264.00	45M	SPECIAL PROJECT COORDINATOR	2	185,036.00
0	-	42M	PROJECT MANAGER	1	68,525.00
2	156,100.00	40M	PRINCIPAL STAFF ASSISTANT	2	166,005.00
1	68,069.00	37	MANAGER OF TRANSITIONAL HOUSING	1	72,773.00
7	416,554.00	37	STAFF ASSISTANT 3	5	334,370.00
1	52,219.00	35	STAFF ASSISTANT 2	1	59,078.00
13	\$854,638.00		TOTAL REGULAR SALARIES	13	\$ 982,460.00
1	\$101,227.00	48EM	ASSISTANT DEVELOPMENT OFFICER- PLANNING & REGULATORY SERVICES	1	\$ 108,215.00
1	90,503.00	45M	CHIEF PLANNER	1	99,543.00
1	82,122.00	45M	TRANSPORTATION PROGRAM MANAGER	0	-
1	69,602.00	42M	SENIOR TRANSPORTATION PLANNER	0	-
1	72,826.00	42M	CONSERVATION PLANNER/AGENT	1	77,374.00
2	136,823.00	42M	SENIOR PLANNER	3	195,561.00
2	137,621.00	40M	PRINCIPAL STAFF ASSISTANT	2	147,113.00
2	111,822.00	37	PLANNING ANALYST	2	122,719.00
0	-	31	ADMINISTRATIVE ASSISTANT V	1	44,454.00
11	\$802,546.00		REGULAR SALARIES	11	\$ 794,979.00
40	\$2,818,552.00		REGULAR SALARIES	40	\$ 2,984,062.00
	(10,000.00)		VACANCY FACTOR		(10,000.00)
	5,803.00		EM INCENTIVE PAY		6,380.00
40	\$ 2,814,355.00		TOTAL PERSONAL SERVICES	40	\$ 2,980,442.00
			<b>FUNDING SOURCES:</b>		
	\$ (1,053,931.00)		FEDERAL GRANTS		\$ (1,389,367.00)
	(31,331.00)		STATE GRANTS		(35,447.00)
	(92,687.00)		URBAN RENEWAL		-
	(1,177,949.00)		TOTAL FUNDING SOURCES		(1,424,814.00)
40	\$ 1,636,406.00		TOTAL PERSONAL SERVICES	40	\$ 1,555,628.00
42	\$ 1,748,688.00	043-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	42	\$ 1,686,560.00

**PETER DUNN, CHIEF DEVELOPMENT OFFICER**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
	\$ 1,110.00		BOOKS		\$ 1,110.00
	278,800.00		CONSULTANTS		170,000.00
	2,200.00		COPY PAPER		2,200.00
	12,317.00		ENVIRONMENTAL SERVICES		12,317.00
	100.00		EQUIPMENT INSURANCE		100.00
	10,950.00		HARDWARE/DEVICES		10,950.00
	1,200.00		LEASE & RENTALS		1,200.00
	50,000.00		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		5,440.00
	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		50,000.00
	\$ 472,554.00		TOTAL ORDINARY MAINTENANCE		\$ 399,794.00
	\$ 472,554.00	043-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 399,794.00
	\$ 198,546.00		HEALTH INSURANCE		\$ 239,424.00
	115,249.00		RETIREMENT		138,123.00
	\$ 313,795.00		TOTAL FRINGE BENEFITS		\$ 377,547.00
	\$ (313,795.00)		<u>FUNDING SOURCES:</u>		\$ (377,547.00)
	\$ (313,795.00)		FUNDING SOURCES		\$ (377,547.00)
	\$ (313,795.00)		TOTAL FUNDING SOURCES		\$ (377,547.00)
	\$ -	043-96000	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ -
	\$ 2,221,242.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 2,086,354.00

# 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 Worcester Red Sox, and associated public projects in the Ballpark District Improvement Financing district. 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
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/2022</b>	<b>Fiscal 2023</b>
Ordinary Maintenance	\$ 1,522,074.00	\$ 1,610,521.00	\$ 1,357,262.93	\$ 1,854,519.00
<b>Total Expenditures</b>	<b>\$ 1,522,074.00</b>	<b>\$ 1,610,521.00</b>	<b>\$ 1,357,262.93</b>	<b>\$ 1,854,519.00</b>
<b>Funding Sources</b>				
Operating Revenue	\$ 154,357.52	\$ 627,244.00	\$ 430,804.53	\$ 594,214.00
FTA Preventative Maintenance	894,443.73	579,972.00	292,715.00	732,000.00
General Revenue Funds	496,071.00	403,305.00	302,478.75	528,305.00
<b>Total Funding Sources</b>	<b>\$ 1,544,872.25</b>	<b>\$ 1,610,521.00</b>	<b>\$ 1,025,998.28</b>	<b>\$ 1,854,519.00</b>

The tax levy appropriation for Fiscal 2023 is recommended to be \$528,305, which is an increase of \$125,000 from the Fiscal Year 2022 amount of \$403,305. The total operating budget for Fiscal 2023 is recommended to be \$1,854,519, which is an increase of \$243,998. This increase is due to rising costs in the areas of snow removal, janitorial services, maintenance and repair, and real estate taxes. These increases are partially offset by increases in FTA Preventative Maintenance funding, which provides 80% funding for eligible operating costs within Union Station.

**PETTER DUNN, CHIEF DEVELOPMENT OFFICER**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**DEPARTMENT OF ECONOMIC DEVELOPMENT**

**DIVISION OF UNION STATION- DIVISION #480**

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY23 AMOUNT
	<b><u>UNION STATION AND BUSPORT OPERATIONS</u></b>	
\$ 288,190.00	JANITORIAL SERVICES	\$ 325,500.00
165,500.00	MAINTENANCE & REPAIR	203,319.00
364,160.00	SECURITY	354,000.00
195,500.00	SNOW REMOVAL & GROUNDS	335,500.00
71,500.00	UNION STATION PROPERTY MANAGEMENT	75,000.00
30,000.00	TENANT PARKING	4,000.00
3,700.00	OTHER ORDINARY MAINTENANCE	1,700.00
184,471.00	REAL ESTATE TAXES	225,000.00
23,000.00	INSURANCE	28,500.00
22,500.00	GENERAL & ADMINISTRATIVE	27,000.00
262,000.00	UTILITIES	275,000.00
<u>\$ 1,610,521.00</u>	ORDINARY MAINTENANCE UNION STATION	<u>\$ 1,854,519.00</u>
<u>-</u>	DOWNTOWN URBAN RENEWAL INITIATIVE	<u>-</u>
<u>\$ 1,610,521.00</u>	TOTAL WORCESTER REDEVELOPMENT AUTHORITY	<u>\$ 1,854,519.00</u>
	<b><u>FUNDING SOURCES:</u></b>	
\$ (627,244.00)	TENANT REVENUE	\$ (594,214.00)
(579,972.00)	FTA PREVENTATIVE MAINTENANCE	(732,000.00)
<u>\$ (1,207,216.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,326,214.00)</u>
<u>\$ 403,305.00</u>	<b>480-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 528,305.00</u>
<u>\$ 403,305.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 528,305.00</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.

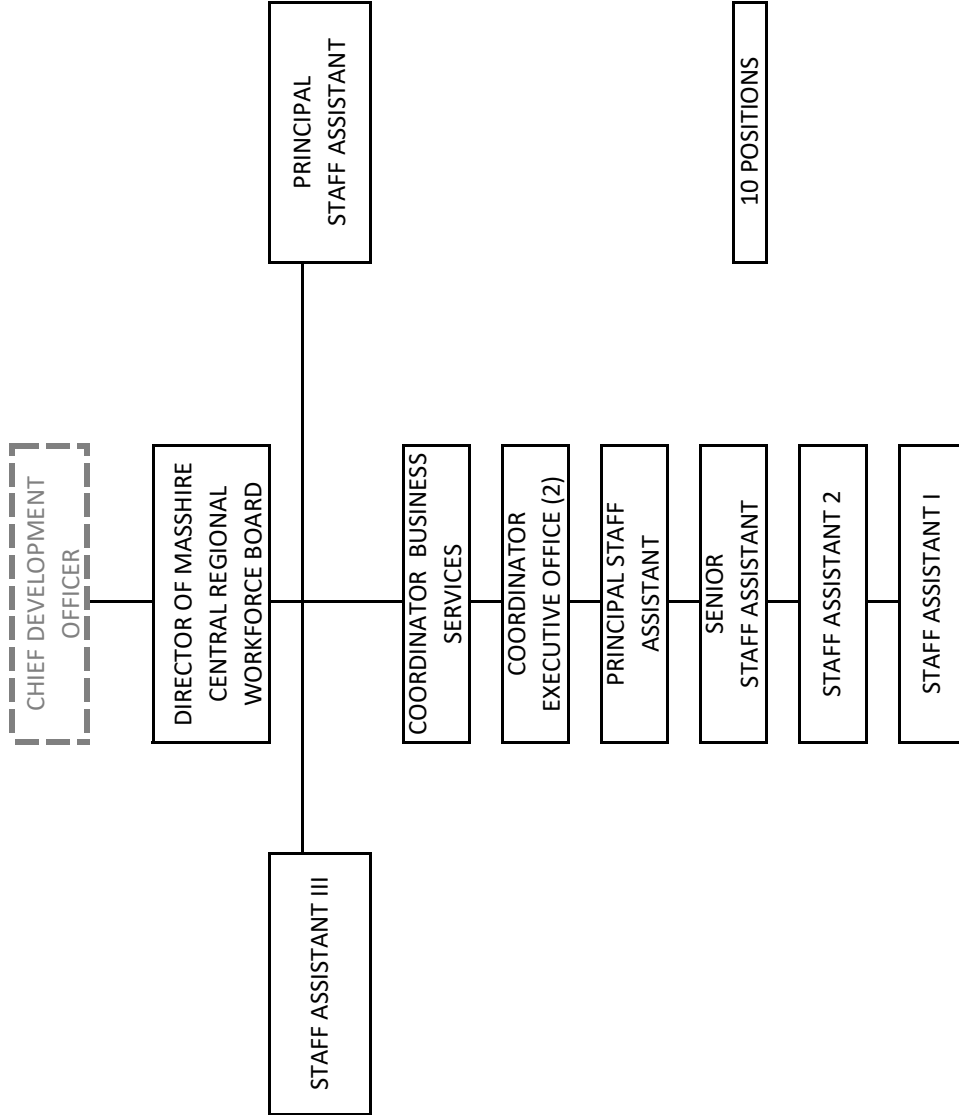
### **Department Allocation Summary**

	<b>Actuals</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b><u>Expenditures</u></b>	<b><u>Fiscal 2021</u></b>	<b><u>Fiscal 2022</u></b>	<b><u>3/31/22</u></b>	<b><u>Fiscal 2023</u></b>
Salaries	\$ 494,876.00	\$ 572,865.00	\$ 383,072.07	\$ 615,379.00
Ordinary Maintenance	2,017,131.97	2,025,895.00	1,975,803.20	2,687,805.00
Capital Outlay	-	3,600.00	-	3,600.00
Fringe Benefits	118,303.19	160,998.00	53,945.35	165,233.00
<b>Total</b>	<b>\$2,630,311.16</b>	<b>\$2,763,358.00</b>	<b>\$2,412,820.62</b>	<b>\$ 3,472,017.00</b>
Federal & State Grants	(2,430,311.16)	(2,563,358.00)	(2,212,820.62)	(3,272,017.00)
<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 2023 Budget is recommended to be \$200,000, which is a level funded budget to Fiscal 2022. The increase in Personal Services is due to step increases for employees that are not at maximum pay, EM incentive pay, and salary increases from Fiscal Year 2022 to Fiscal Year 2023 which include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Ordinary Maintenance and Fringe Benefits increased due to anticipated costs and are offset with Federal & State Grants.

# EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT MASSHIRE CENTRAL REGION WORKFORCE BOARD





**JEFFREY TURGEON - DIRECTOR**
**CITY OF WORCESTER - NET COST FISCAL 2023**
**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT**
**DIVISION OF MASSHIRE CENTRAL REGION WORKFORCE BOARD- DIVISION #31S, 310**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 108,472.00	53EM	DIRECTOR OF MASSHIRE CENTRAL REGION WORKFORCE BOARD	1	\$ 115,960.00
1	66,242.00	43EM	COORDINATOR OF BUSINESS SERVICES	1	70,786.00
2	177,178.00	42EM	COORDINATOR, EXECUTIVE OFFICE	2	183,434.00
2	135,931.00	40M	PRINCIPAL STAFF ASSISTANT	2	150,397.00
1	57,567.00	39M	SENIOR STAFF ASSISTANT	1	61,531.00
1	51,052.00	37	STAFF ASSISTANT 3	1	54,580.00
1	47,628.00	35	STAFF ASSISTANT 2	1	50,933.00
1	47,543.00	32	STAFF ASSISTANT 1	1	48,730.00
10	\$ 691,613.00		TOTAL REGULAR SALARIES	10	\$ 736,351.00
	8,297.00		EM INCENTIVE PAY		8,870.00
	(127,045.00)		VACANCY FACTOR		(129,842.00)
10	\$ 572,865.00	<b>31S-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	10	\$ 615,379.00
	\$ 2,025,895.00		ORDINARY MAINTENANCE		\$ 2,687,805.00
	\$ 2,025,895.00	<b>31S-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 2,687,805.00
	\$ 3,600.00		CAPITAL PURCHASE		\$ 3,600.00
	\$ 3,600.00	<b>31S-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ 3,600.00
	\$ 88,604.00		HEALTH INSURANCE		\$ 88,156.00
	72,394.00		RETIREMENT		77,077.00
	\$ 160,998.00	<b>31S-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ 165,233.00
	\$ 2,763,358.00		<b>TOTAL MASSHIRE CENTRAL REGION WORKFORCE BOARD BUDGET</b>		\$ 3,472,017.00
	\$ (2,563,358.00)		FUNDING SOURCES:		\$ (3,272,017.00)
	\$ (2,563,358.00)		FEDERAL AND STATE GRANTS		\$ (3,272,017.00)
	\$ 200,000.00		TOTAL FUNDING SOURCES		\$ 200,000.00
			<b>TOTAL RECOMMENDED TAX LEVY/WORCESTER JOBS FUND</b>		\$ 200,000.00



The City of  
**WORCESTER**

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# 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.

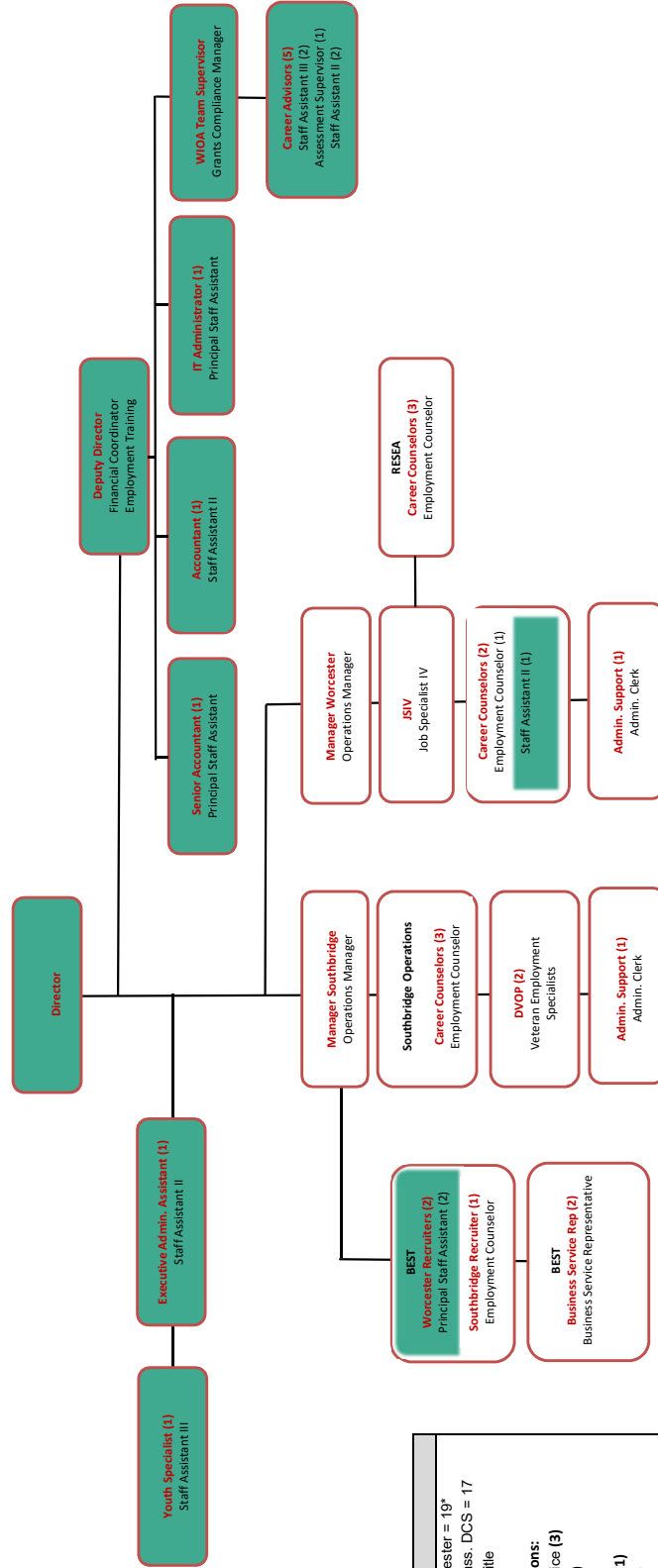
### Department Allocation Summary

	<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 2021</b>	<b>Fiscal 2022</b>	<b>3/31/21</b>	<b>Fiscal 2023</b>
Salaries	\$ 1,127,809.29	\$ 1,838,071.00	\$ 846,139.64	\$ 1,929,048.00
Ordinary Maintenance	888,895.98	1,182,679.00	751,161.43	1,745,550.00
Capital Outlay	-	-	-	-
Fringe Benefits	231,895.31	606,112.00	141,784.72	621,579.00
<b>Total</b>	<b>\$ 2,248,600.58</b>	<b>\$ 3,626,862.00</b>	<b>\$ 1,739,085.79</b>	<b>\$ 4,296,177.00</b>
Federal & State Grants	(2,248,600.58)	(3,626,862.00)	(1,739,085.79)	(4,296,177.00)
<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 2023 Budget is recommended to be \$4,296,177, which is an increase of \$669,315 from the Fiscal 2022 amount of \$3,626,862. The salary increase is due to step increases for employees that are not at maximum pay, an upgrade of one position, and salary increases from Fiscal Year 2022 to Fiscal Year 2023 which include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Ordinary Maintenance increased due to tuition, the lease agreement for office space, licenses, and supplies. 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
Above Line	Functional Title
Below Line	HR Title
* There are 19 open positions:	
Coordinator, Executive Office (3)	
Principal Staff Assistant (3)	
Senior Staff Assistant (2)	
Admin. Assistant Grade 8 (1)	
Assessment Supervisor (1)	
Staff Assistant 3 (3)	
Staff Assistant 2 (2)	
Admin. Assistant Grade 6 (1)	
Staff Assistant 1 (1)	
Head Clerk (2)	

**JANICE RYAN WEEKES, DIRECTOR MASSHIRE CENTRAL CAREER CENTER**
**CITY OF WORCESTER - NET COST FISCAL 2023**
**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT**
**DIVISION OF MASSHIRE CENTRAL CAREER CENTER- DIVISION #31S**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 101,101.00	48EM	DIRECTOR OF MASSHIRE CENTRAL CAREER CENTERS	1	\$ 115,642.00
1	85,441.00	45EM	COORDINATOR CAREER SERVICES	1	91,331.00
1	101,415.00	43EM	FINANCIAL COORDINATOR	1	108,409.00
3	192,078.00	42EM	COORDINATOR, EXECUTIVE OFFICE	3	197,361.00
7	447,068.00	40M	PRINCIPAL STAFF ASSISTANT	7	478,371.00
2	115,714.00	39M	SENIOR STAFF ASSISTANT	2	123,062.00
1	55,583.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	59,407.00
2	136,138.00	37	ASSESSMENT SUPERVISOR	2	132,459.00
5	300,215.00	37	STAFF ASSISTANT 3	5	288,891.00
7	365,673.00	35	STAFF ASSISTANT 2	7	400,576.00
1	26,016.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	29,458.00
2	104,150.00	32	STAFF ASSISTANT 1	2	111,349.00
2	96,890.00	30	HEAD CLERK	2	85,774.00
35	\$ 2,127,482.00		TOTAL REGULAR SALARIES	35	\$ 2,222,090.00
	4,943.00		EM INCENTIVE PAY		1,312.00
	-		INTERDEPARTMENTAL CHARGE		-
	(294,354.00)		VACANCY FACTOR		(294,354.00)
35	\$ 1,838,071.00	<b>31S-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	35	\$ 1,929,048.00
	\$ 1,182,679.00		ORDINARY MAINTENANCE		\$ 1,745,550.00
	\$ 1,182,679.00	<b>31S-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 1,745,550.00
	\$ -		CAPITAL PURCHASE		\$ -
	\$ -	<b>31S-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ -
	\$ 383,718.00		HEALTH INSURANCE		\$ 389,352.00
	222,394.00		RETIREMENT		232,227.00
	\$ 606,112.00	<b>31S-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ 621,579.00
	\$ 3,626,862.00		<b>TOTAL CENTRAL CAREER CENTER BUDGET</b>		\$ 4,296,177.00
	\$ (3,626,862.00)		<u>FUNDING SOURCES:</u>		\$ (4,296,177.00)
	\$ (3,626,862.00)		FEDERAL GRANTS		\$ (4,296,177.00)
			TOTAL FUNDING SOURCES		\$ (4,296,177.00)
	\$ -		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ -



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## 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 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 242,155,260.78	\$ 247,026,263	159,837,287.59	\$ 270,689,225
Overtime	\$ 1,271,785.78	240,115	1,128,996.29	1,600,000
Ordinary Maintenance	\$ 41,030,538.06	39,102,056	26,514,038.87	44,188,269
Capital Outlay	\$ 1,437,608.85	353,428	103,057.69	603,428
Fringe Benefits	\$ 72,397,663.37	76,626,906	61,308,144.26	80,215,739
<b>Total Expenditures</b>	<b>\$ 358,292,856.84</b>	<b>\$ 363,348,768</b>	<b>248,891,524.70</b>	<b>\$ 397,296,661</b>
<b>Non Net School Spending</b>				
Salaries	\$ 4,198,231.73	\$ 5,194,507	3,494,578.68	\$ 10,860,834
Overtime	\$ 153,633.67	713,714	668,890.26	907,348
Ordinary Maintenance	\$ 9,683,410.88	19,215,099	9,966,405.68	8,737,309
Capital Outlay	\$ 70,531.76	-	-	-
<b>Total Expenditures</b>	<b>\$ 14,105,808.04</b>	<b>\$ 25,123,320</b>	<b>14,129,874.62</b>	<b>\$ 20,505,491</b>
<b>Total Worcester Public Schools Budget</b>	<b>\$ 372,398,664.88</b>	<b>\$ 388,472,088</b>	<b>263,021,399.32</b>	<b>\$ 417,802,152</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$417,802,152, which is an increase of \$29,330,064, or 7.6% from the Fiscal 2022 amount of \$388,472,088. The budget increase represents a \$25.9 million increase in Chapter 70 state aid and charter school reimbursement, \$5.4 million increase in City contribution, offset by a \$0.6 million net increase in charter school tuition, school choice and state special education assessments. The Fiscal 2023 budget includes the second year of funding under the Student Opportunity Act (SOA).

The Fiscal 2023 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

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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.

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 2023****WORCESTER PUBLIC SCHOOLS - DEPARTMENT #500 and #540**

Net School Spending Funding			
APPROVED FY22 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY23 AMOUNT
\$ 247,026,263.00		REGULAR SALARIES	\$ 270,689,225.00
\$ 247,026,263.00	500-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	\$ 270,689,225.00
\$ 240,115.00		OVERTIME	\$ 1,600,000.00
\$ 240,115.00	500-97000	<b>TOTAL RECOMMENDED OVERTIME</b>	\$ 1,600,000.00
\$ 39,102,056.00		ORDINARY MAINTENANCE	\$ 44,188,269.00
\$ 39,102,056.00	500-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	\$ 44,188,269.00
\$ 353,428.00	500-93000	<b>TOTAL CAPITAL OUTLAY</b>	\$ 603,428.00
\$ 76,626,906.00	500-96000	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	\$ 80,215,739.00
\$ 363,348,768.00		<b>TOTAL RECOMMENDED BUDGET TAX LEVY</b>	\$ 397,296,661.00
Non Net School Spending Funding			
APPROVED FY22 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY23 AMOUNT
\$ 5,194,507.00		REGULAR SALARIES	\$ 10,860,834.00
\$ 5,194,507.00	540-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	\$ 10,860,834.00
\$ 713,714.00		OVERTIME	\$ 907,348.00
\$ 713,714.00	540-97000	<b>TOTAL RECOMMENDED OVERTIME</b>	\$ 907,348.00
\$ 19,215,099.00		ORDINARY MAINTENANCE	\$ 8,737,309.00
\$ 19,215,099.00	540-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	\$ 8,737,309.00
\$ 25,123,320.00		<b>TOTAL RECOMMENDED BUDGET TAX LEVY</b>	\$ 20,505,491.00
\$ 388,472,088.00			\$ 417,802,152.00



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# 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.

**Goal 1:** Satisfy curiosity and stimulate learning and imagination

**City Priority Area:** *Opportunity for All; Vibrant, Thriving City*

**Objective 1:** Perform a diversity audit of the Young Adult and One City, One Library collections.

Initiative(s)	Measure
33% of respective collections that depict characters of underrepresented groups. Compare the data vs. City of Worcester census data.	<ul style="list-style-type: none"> <li>Percentage of collections meeting set standard.</li> </ul>
100% of American Library Association (ALA) "Inclusive Booklists" titles to be in respective collections.	<ul style="list-style-type: none"> <li>Percentage of American Library Association (ALA) "Inclusive Booklists" titles in collections.</li> </ul>

**Objective 2:** Plan and budget eBook & eAudio lending to reduce wait times and increase readership.

Initiative(s)	Measure
Number of average hold days reduced from current FY at 40.19 days.	<ul style="list-style-type: none"> <li>Number of average hold days.</li> </ul>
Number of Circulated eBooks and eAudio increased at least 10% over current FY.	<ul style="list-style-type: none"> <li>Number of circulated eBooks and eAudio.</li> <li>Percentage change in circulated eBooks and eAudio from previous quarter.</li> </ul>

**Objective 3:** Expand programs and events to reflect the changing community

Initiative(s)	Measure
Hold 30% of programs dedicated to building marketable skills for employment vs. 70% of programs for entertainment or literacy.	<ul style="list-style-type: none"> <li>Number of skills based programs.</li> <li>Percentage of programs which are skills based.</li> <li>Number of entertainment programs.</li> <li>Percentage of programs for entertainment.</li> </ul>
See 85% of positive responses in program follow up form using Public Library Association (PLA) Project Outcome toolkit.	<ul style="list-style-type: none"> <li>Percentage of positive responses.</li> <li>Number of Positive responses.</li> <li>Number of Negative responses.</li> </ul>

**Objective 4:** Plan and implement teen programs at all library branches throughout the city.

Initiative(s)	Measure
Hold at least 25 programs at each branch conducted by a Teen Librarian.	<ul style="list-style-type: none"> <li>Number of programs conducted at each branch by a Teen Librarian.</li> </ul>
Increase overall percentage of teen programming in comparison to adult and children library programming, comparing vs census data of teens in Worcester.	<ul style="list-style-type: none"> <li>Percentage of teen programming.</li> <li>Number of teen programs.</li> <li>Percentage of adult programming.</li> <li>Number of adult programs.</li> <li>Percentage of child programming.</li> <li>Number of child programs.</li> </ul>

**Goal 2:** Connect patrons with the technology

**City Priority Area:** *Opportunity for All; Vibrant, Thriving City*

**Objective 1:** Introduce new lending opportunities to the community

Initiative(s)	Measure
Increase Number of check outs for non-traditional library materials by 15%.	<ul style="list-style-type: none"> <li>Number of check outs for non-traditional library materials.</li> <li>Percent change in number of check outs for non-traditional library materials.</li> <li>Percentage of times materials are available vs checked out.</li> </ul>
Launch new self-serve "library vending machines" in three locations throughout the city.	<ul style="list-style-type: none"> <li>Number of machines installed.</li> <li>Number of circulations per vending machine.</li> </ul>

**Objective 2:** Introduce Wonderbooks, traditional print books with audio enabled descriptions, to community

Initiative(s)	Measure
Circulate at least 1,875 of Wonderbooks through the Youth Services Department.	<ul style="list-style-type: none"> <li>Number of Wonderbooks circulated by the Youth Services Department.</li> </ul>
Circulate at least 500 of Wonderbooks through the Talking Book Library.	<ul style="list-style-type: none"> <li>Number of Wonderbooks circulated by the Talking Book Library.</li> </ul>

**Objective 3:** Create a "new technologies certificate" to enable patrons to use advanced equipment with little oversight.

Initiative(s)	Measure
Train 100 patrons to earn their "new technologies certificate."	<ul style="list-style-type: none"> <li>Number of patrons with certification.</li> <li>Amount of time "Open Lab" is occupied by patrons.</li> </ul>

**Objective 4:** Convert Talking Book Library collection to "Duplication on Demand" model.

Initiative(s)	Measure
Make BARD mobile available to 50% of TBL patrons.	<ul style="list-style-type: none"> <li>Number of TBL patrons using BARD mobile.</li> </ul>
Train 100% of Talking Book Library staff to process Duplication on Demand requests.	<ul style="list-style-type: none"> <li>Number of staff trained.</li> <li>Number of Duplication on Demand processed by staff.</li> </ul>
Reformat at least 250 traditional talking books from National Library Service for the Blind and Print Disabled into new duplication on demand format.	<ul style="list-style-type: none"> <li>Number of traditional talking books reformatted.</li> </ul>

**Goal 3: Provide Community Space and Access****City Priority Area:** *Opportunity for All; Vibrant, Thriving City; Strong Neighborhoods***Objective 1: Provide professional librarian support for high-need interest groups**

Initiative(s)	Measure
Increase support services for small business growth by 10%.	<ul style="list-style-type: none"> <li>• Number of bookings in study rooms.</li> <li>• Number of wireless sessions.</li> <li>• Number of business consulting sessions with Business Librarian.</li> <li>• Percent change in service utilization from FY22.</li> </ul>
Allocate resources to create “New Americans Librarian” position.	<ul style="list-style-type: none"> <li>• Number of ESOL classes hosted by the library.</li> <li>• Number of library-staff run conversation circles.</li> <li>• Number of library card applications in languages other than English.</li> </ul>

**Objective 2: Allocate resources to create “New Americans Librarian” position.**

Initiative(s)	Measure
Hold 25 library-staff run conversation circles.	<ul style="list-style-type: none"> <li>• Number of library-staff run conversation circles.</li> </ul>
Offer library card applications in the 9 most used languages other than English in the city.	<ul style="list-style-type: none"> <li>• Number of languages other than English available.</li> <li>• Number of library card applications in languages other than English.</li> </ul>

**Objective 3: Budget and plan Great Brook Valley renovation with Worcester Housing Authority.**

Initiative(s)	Measure
Facilitate a 10% increase in visits to the GBV branch.	<ul style="list-style-type: none"> <li>• Number of current visits to GBV branch, compared to branch visits of larger branches.</li> </ul>
Increase staffing to meet extrapolated GBV branch usage.	<ul style="list-style-type: none"> <li>• Percent increase of staffing.</li> <li>• Number of new staff members.</li> <li>• Total number of staff.</li> </ul>
Hold 1,000 wireless sessions for GBV.	<ul style="list-style-type: none"> <li>• Number of wireless sessions for GBV.</li> </ul>

**Objective 4: Restore pre-pandemic Bookmobile visits while adding new stops uncovered in the pandemic.**

Initiative(s)	Measure
Schedule at least 200 bookmobile visits during FY23.	<ul style="list-style-type: none"> <li>• Number of bookmobile visits categorized as education.</li> <li>• Number of bookmobile visits categorized as elder affairs.</li> <li>• Number of bookmobile visits categorized as recreation.</li> </ul>
Schedule 96 Public School visits for non-OCOL elementary schools.	<ul style="list-style-type: none"> <li>• Number of Public School visits for non-OCOL elementary schools.</li> </ul>

**Goal 4: Share Information with the Community****City Priority Area:** *Sound Fiscal and Operational Government, Opportunity for All***Objective 1: Create a public information campaign on the post-renovation Worcester Public Library and branches**

Initiative(s)	Measure
Issue at least 1,000 new library cards.	<ul style="list-style-type: none"> <li>• Number of new library cards.</li> <li>• Percent change in new library cards issued from FY22.</li> </ul>
Publish at least 3 relevant articles per quarter.	<ul style="list-style-type: none"> <li>• Number of articles published.</li> <li>• Number of hits to relevant articles.</li> </ul>

**Objective 2: Budget and plan for additional programs designed to welcome new Americans**

Initiative(s)	Measure
Offer at least 25 programs in a language other than English.	<ul style="list-style-type: none"> <li>Number of programs for speakers of languages other than English.</li> </ul>
Increase use of LanguageLine software by 33%.	<ul style="list-style-type: none"> <li>Number of times LanguageLine software is used.</li> <li>Percent change in software usage.</li> </ul>

**Objective 3: Create a series of programs and events designed to inform and educate the general public on issues of Intellectual Freedom, Digital Literacy, and Information Literacy.**

Initiative(s)	Measure
Hold at least 15 programs on issues of Intellectual Freedom, Digital Literacy, and Information Literacy.	<ul style="list-style-type: none"> <li>Number of programs.</li> </ul>
Have an average of at least 150 attendees at programs on issues of Intellectual Freedom, Digital Literacy, and Information Literacy.	<ul style="list-style-type: none"> <li>Number of attendees.</li> </ul>

**Objective 4: Participate in local and national discussions and work on issues of Intellectual Freedom, Digital Literacy, and Information Literacy.**

Initiative(s)	Measure
Staff will participate in at least 6 library conferences and journals of librarianship.	<ul style="list-style-type: none"> <li>Percentage of staff participating.</li> <li>Number of staff participating.</li> <li>Number of library conferences with staff participation.</li> <li>Number of journals with staff participation.</li> </ul>

**Previous Year DDP Highlights**

Goal	Objective	Current Progress
Satisfy curiosity and stimulate learning and imagination.	<p>Build a diverse set of programs to engage and meet the interests of the community.</p> <p>Increase services to teens and families.</p>	<p>27% increase in programs offered in first half of FY22.</p> <p>19% decrease in program attendance in first half of FY22, still showing strong online attendance, in person programs still stalling due to rescheduling and cancellations during Omicron surge.</p> <p>2% increase in programming for Youth Services (Teen &amp; Families) – expected larger percentage, reduction due to Omicron.</p>
Satisfy curiosity and stimulate learning and imagination.	Ensure the library's collection meets the needs of the community.	73 checkouts of 11 items currently in library of things in the first half of FY2022 (excluding Hotspots).
Connect patrons with the technology.	Introduce the lending of technology tools and equipment for use within the library.	12,886 wireless sessions by patrons in the first half FY22. 23,504 computer sessions in the first half of FY22.
Connect patrons with the technology.	Promote the preservation of Worcester and its family history.	420 consultations with librarians with topics of local history and preservation.
Provide Community Space.	Introduce community to renovated Main Library.	300+ attendees at ribbon cutting and celebration. 1,200+ attendees at block party, celebrating the new library.

Provide Community Space.	Ensure equity of service at all library locations and in all neighborhoods of the city.	104 Programs at all branches of the library (excluding Main). 1,464 of people attended a library event in one of the 6 branches. 25,218 visits to library branches other than Main. 15,940 visits by school children to OCOL branches during school hours/ "On time learning"
Share information with the community.	Communicate library programs and opportunities to the community.	7,190 people read eNewsletter in the first half of FY2022

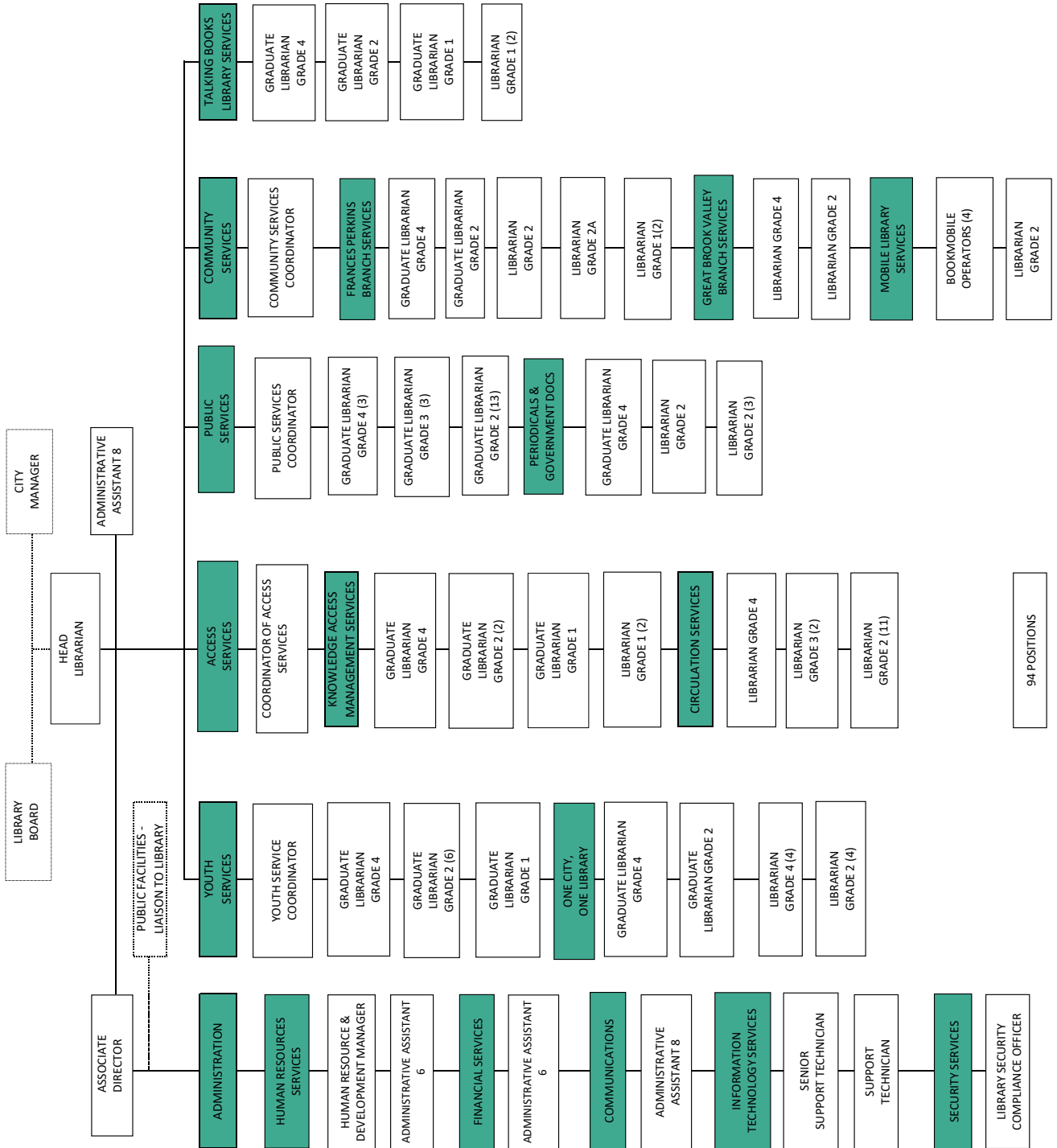
### Department Allocation Summary

	<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 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 3,698,622.20	\$ 4,250,285.00	\$ 3,163,069.10	\$ 4,494,976.00
Overtime	36,817.73	123,795.00	98,306.57	123,795.00
Ordinary Maintenance	1,814,784.17	1,937,948.00	1,255,585.62	1,772,539.00
Capital Outlay	-	5,500.00	-	-
<b>Total</b>	<b>\$ 5,550,224.10</b>	<b>\$ 6,317,528.00</b>	<b>\$ 4,516,961.29</b>	<b>\$ 6,391,310.00</b>
<b>Total Positions</b>	93	94	94	94

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 for the Public Library is recommended to be funded at \$6,391,310, which is an increase of \$73,782 from the Fiscal 2022 amount of \$6,317,528. The salary increase is mainly due to step increases for employees that are not at maximum pay, EM Incentive Pay, and salary increases from Fiscal Year 2022 to Fiscal Year 2023 which include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. These increases are offset by multiple position regrades to better align the job functions with equitable pay and to improve efficiency within the department. Ordinary Maintenance decreased due to the shift in expenses over to the Department of Public Facilities and less being charged to the Public Library for building operations.

# WORCESTER PUBLIC LIBRARY ORGANIZATIONAL CHART





**JASON L. HOMER, HEAD LIBRARIAN**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**WORCESTER PUBLIC LIBRARY- DIVISION #550**

FY22				FY23	
TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 132,505.00	53EM	HEAD LIBRARIAN	1	\$ 141,641.00
1	104,568.00	48M	ASSOCIATE DIRECTOR	1	111,777.00
1	90,286.00	44M	YOUTH SERVICES COORDINATOR	1	96,501.00
1	90,286.00	44M	COMMUNITY SERVICES COORDINATOR	1	96,501.00
1	90,286.00	44M	PUBLIC SERVICE COORDINATOR	1	96,501.00
1	68,800.00	44M	COORDINATOR OF ACCESS SERVICES	1	86,895.00
6	459,015.00	40P	GRADUATE LIBRARIAN, GRADE 4	6	473,036.00
1	75,294.00	41M	HUMAN RESOURCE & DEVELOPMENT MANAGER	1	81,784.00
3	213,346.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	2	152,922.00
2	146,244.00	37P	GRADUATE LIBRARIAN, GRADE 3	3	214,940.00
22	1,310,056.00	36P	GRADUATE LIBRARIAN, GRADE 2	21	1,294,386.00
2	114,319.00	31P	GRADUATE LIBRARIAN, GRADE 1	2	116,616.00
1	75,753.00	40	SENIOR SUPPORT TECHNICIAN	1	80,990.00
1	68,069.00	37	SUPPORT TECHNICIAN	1	72,773.00
0	-	33	ADMINISTRATIVE ASSISTANT, GRADE 6	2	104,740.00
0	-	32	LIBRARIAN, GRADE 5	1	59,686.00
2	110,360.00	31	LIBRARIAN, GRADE 4	1	59,021.00
1	45,561.00	29	LIBRARIAN, GRADE 3	1	48,150.00
1	45,561.00	27	PRINCIPAL CLERK	0	-
2	84,607.00	27	BOOKMOBILE OPERATOR	2	92,200.00
1	44,892.00	26	LIBRARIAN, GRADE 2A	1	45,790.00
3	115,479.00	25	LIBRARIAN, GRADE 2	18	657,353.00
18	622,573.00	21	LIBRARIAN, GRADE 1	3	115,040.00
1	42,200.00	28	LIBRARY SECURITY COMPLIANCE OFFICER	1	47,050.00
73	\$ 4,150,060.00		TOTAL REGULAR SALARIES WITHOUT PAGES	73	\$ 4,346,293.00
1	\$ 76,820.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 81,237.00
1	57,450.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	60,712.00
4	205,219.00	31	LIBRARIAN, GRADE 4	4	213,021.00
2	94,058.00	27	BOOKMOBILE OPERATOR	2	91,058.00
4	157,263.00	25	LIBRARIAN, GRADE 2	5	194,498.00
1	35,711.00	21	LIBRARIAN, GRADE 1	0	-
13	\$ 626,521.00		REGULAR SALARIES	13	\$ 640,526.00
86	\$ 4,776,581.00		REGULAR SALARIES	86	\$ 4,986,819.00
	116,816.00		TOTAL PAGES SALARIES		116,816.00
	-		EM INCENTIVE		2,254.00
	366,664.00		BUILDING OPERATION		382,841.00
	(50,788.00)		VACANCY FACTOR		(20,712.00)
86	\$ 5,209,273.00		TOTAL RECOMMENDED SALARIES	86	\$ 5,468,018.00
			<u>FUNDING SOURCES:</u>		
	(744,469.00)		PILOT		(786,792.00)
	(80,000.00)		BOOKMOBILE FUNDING		(80,000.00)
	(134,519.00)		LIBRARY RESOURCE FUNDING-SALARIES		(106,250.00)
	(958,988.00)		TOTAL FUNDING SOURCES		(973,042.00)
86	\$ 4,250,285.00	550-91000	TOTAL RECOMMENDED PERSONAL SERVICES	86	\$ 4,494,976.00

FY22				FY23	
TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
	\$ 22,658.00		REGULAR OVERTIME		\$ 22,658.00
	66,137.00		SUNDAY OVERTIME		66,137.00
	\$ 88,795.00		TOTAL OVERTIME		\$ 88,795.00
	\$ 35,000.00		BUILDING OPERATIONS		\$ 35,000.00
	\$ 123,795.00	550-97000	TOTAL RECOMMENDED OVERTIME		\$ 123,795.00

**JASON L. HOMER, HEAD LIBRARIAN****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023****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		22,400.00
	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		2,000.00
	6,030.00	MAINTENANCE REPAIR VEHICLE		4,030.00
	80,775.00	MAINTENANCE SYSTEM SOFTWARE		80,775.00
	111,248.00	MEDIA/LIBRARY SUPPLIES		71,248.00
	100.00	MEDICAL SUPPLIES		100.00
	194,000.00	MEMBERSHIP DUES		197,000.00
	7,200.00	NEWSPAPER ADVERTISEMENT		4,200.00
	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
	7,116.00	POSTAGE		7,116.00
	13,850.00	PRINTING		11,850.00
	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
	867,722.00	LIBRARY MATERIALS		883,722.00
\$	1,502,948.00	ORDINARY MAINTENANCE	\$	1,478,948.00
	435,000.00	BUILDING OPERATIONS		293,591.00
\$	1,937,948.00	TOTAL ORDINARY MAINTENANCE	\$	1,772,539.00
\$	1,937,948.00	<b>550-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	\$	1,772,539.00
\$	5,500.00	CAPITAL OUTLAY	\$	-
\$	5,500.00	<b>550-93000 TOTAL RECOMMENDED CAPITAL OUTLAY</b>	\$	-
\$	52,104.00	HEALTH INSURANCE	\$	52,987.00
	9,543.00	RETIREMENT		9,215.00
\$	61,647.00	TOTAL FRINGE BENEFITS	\$	62,202.00
		<b>FUNDING SOURCES:</b>		
\$	(61,647.00)	LIBRARY RESOURCE FUNDING-FRINGE BENEFITS	\$	(62,202.00)
\$	-	<b>550-96000 TOTAL RECOMMENDED FRINGE BENEFITS</b>	\$	-
\$	6,317,528.00	<b>TOTAL RECOMMENDED TAX LEVY</b>	\$	6,391,310.00

**JASON L. HOMER, HEAD LIBRARIAN**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**WORCESTER PUBLIC LIBRARY- DIVISION #550**

1	\$	77,912.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$	81,925.00
1		65,446.00	36P	GRADUATE LIBRARIAN, GRADE 2	1		69,189.00
1		42,491.00	29	LIBRARIAN, GRADE 3	1		44,892.00
3	\$	185,849.00		REGULAR SALARIES	3	\$	196,006.00
		33,450.00		FRINGE BENEFITS			36,488.00
	\$	219,299.00		<b>TOTAL EXPENSES- LIBRARY RESOURCES</b>		\$	232,494.00
		(185,849.00)		<u>FUNDING SOURCES-STATE REVENUES:</u>			
		(33,450.00)		SALARIES			(196,006.00)
		(219,299.00)		FRINGE BENEFITS			(36,488.00)
				TOTAL CREDITS- LIBRARY RESOURCES			(232,494.00)
	\$	-		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$	-

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 76,575.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 80,972.00
1	38,775.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	40,872.00
1	59,112.00	31P	GRADUATE LIBRARIAN, GRADE 1	1	60,302.00
2	78,844.00	21	LIBRARIAN, GRADE 1	2	80,430.00
5	\$ 253,306.00		REGULAR SALARIES	5	\$ 262,576.00
	3,000.00		OVERTIME		3,000.00
	163,167.00		ORDINARY MAINTENANCE		164,527.00
	62,791.00		FRINGE BENEFITS		66,629.00
	\$ 482,264.00		<b>TOTAL EXPENSES- TALKING BOOKS</b>		\$ 496,732.00
	(253,306.00)		<u>FUNDING SOURCES-STATE REVENUES:</u>		
	(3,000.00)		SALARIES		(262,576.00)
	(163,167.00)		OVERTIME		(3,000.00)
	(62,791.00)		ORDINARY MAINTENANCE		(164,527.00)
	\$ (482,264.00)		FRINGE BENEFITS		(66,629.00)
			TOTAL CREDITS- TALKING BOOKS		\$ (496,732.00)
	\$ -		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ -



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## 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 Department of Health & Human Services is to:

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

**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.

**Goal 1:** Better Connected Services

**City Priority Area:** Sound Fiscal & Operational Government, Vibrant, Thriving City

**Objective 1:** Better connected services and communication within HHS.

Initiative(s)	Measure
Hold 1 department-wide full staff meeting at least once per quarter.	<ul style="list-style-type: none"> <li>• Percentage of quarters with at least 1 full staff meeting</li> <li>• Total number of full staff meetings held during FY23</li> </ul>
Schedule weekly meetings with division heads during no less than 75% of weeks during FY23.	<ul style="list-style-type: none"> <li>• Percentage of weeks with division head meetings scheduled</li> <li>• Percentage of division heads attending at least 80% of scheduled meetings</li> </ul>
Create and distribute a contact sheet to 100 % of HHS employees no later than the end of Q2 of FY23.	<ul style="list-style-type: none"> <li>• Percentage of employees who have received the contact sheet</li> </ul>

**Objective 2:** Increase Recovery Coach and Navigator Services.

Initiative(s)	Measure
Hire 1 new staff to focus on Recovery Coach and Navigator Services no later than the end of Q2.	<ul style="list-style-type: none"> <li>• Number of new staff hired</li> </ul>
Strive for a 5% decrease in overdoses. (Mass.gov/WPD data)	<ul style="list-style-type: none"> <li>• Percent decrease in overdoses</li> </ul>

**Objective 3: Better connected HHS services outside HHS.**

Initiative(s)	Measure
Develop and implement community crisis response model where 75% of calls are responded to within 1 hour and 75% of clients are connected to clinicians no later than the end of Q4.	<ul style="list-style-type: none"> <li>• Number calls responded to</li> <li>• Percentage of calls responded to</li> <li>• Average call response time</li> <li>• Number of clients connected to services by clinicians</li> <li>• Percentage of clients connected to services by clinicians</li> </ul>
Increase client housing by 5% per quarter.	<ul style="list-style-type: none"> <li>• Percent increase client housing (RedCap)</li> </ul>
Decrease homeless count by 5% per FY.	<ul style="list-style-type: none"> <li>• Percent decrease of homeless count (Point-in-time/CMHA data)</li> </ul>
Increase vaccination rate in the City of Worcester by 2% per quarter of FY23	<ul style="list-style-type: none"> <li>• Percent increase in vaccination rate</li> <li>• Total percentage of vaccinated residents</li> <li>• Total number of vaccinations during last quarter</li> <li>• Number of doses given at mobile clinics</li> </ul>
All task forces will hold meetings no less than 1 time per quarter.	<ul style="list-style-type: none"> <li>• Number of Mayor's Mental Health Task Force meetings held</li> <li>• Number of Reentry Task Force meetings held</li> <li>• Number of Opioid Task Force meetings held</li> <li>• Number of Equity Task Force meetings held</li> <li>• Number of Cabinet for Families and Children meetings held</li> <li>• Number of HUB, and Housing First Coordinating Council meetings held</li> </ul>

**Goal 2: Assessment****City Priority Area: Sound Fiscal & Operational Government****Objective 1: Increase shared data across HHS Divisions.**

Initiative(s)	Measure
Send weekly communication emails with updates during 75% of weeks in FY23.	<ul style="list-style-type: none"> <li>• Percentage of weeks emails are sent</li> </ul>
Have divisions contribute information to weekly emails during at least 50% of weeks during FY23.	<ul style="list-style-type: none"> <li>• Percentage of divisions contributing to at least 80% of weekly emails</li> <li>• Number of divisions contributing to weekly emails at least 80% of the time</li> </ul>

**Goal 3: Quality Improvement****City Priority Area: Sound Fiscal & Operational Government, Opportunity for All****Objective 1: Develop and implement HHS onboarding process.**

Initiative(s)	Measure
Deputy Commissioner and Division Heads will review and improve 2 processes no later than the end of Q2 of FY23 to implement uniform onboarding process for HHS.	<ul style="list-style-type: none"> <li>• Number of processes reviewed</li> <li>• Number of processes adjusted</li> <li>• Number of processes implemented</li> </ul>
From the end of Q2 onwards, 75% of onboarding processes will be conducted using the new processes.	<ul style="list-style-type: none"> <li>• Number of onboarding processes scheduled</li> <li>• Number of new employees attending sessions</li> <li>• Percentage of onboarding processes conducted using the new process</li> </ul>

**Objective 2: Recruit, support, retain, promote, and mentor BIPOC candidates and staff.**

Initiative(s)	Measure
Increase targeted outreach for new candidates from BIPOC communities including making 2 social media posts per month and sending 1 community outreach email to identified BIPOC community groups per month.	<ul style="list-style-type: none"> <li>Number of social media posts made</li> <li>Number of community outreach emails sent to BIPOC organizations</li> </ul>
Hold performance assessment meetings with 100% of staff bi-annually.	<ul style="list-style-type: none"> <li>Number of assessment meetings held</li> <li>Percentage of staff attending meetings</li> </ul>
Hold 1 team building event per quarter.	<ul style="list-style-type: none"> <li>Number of team building events held</li> </ul>

**Goal 4: Expand Resources**

**City Priority Area:** Sound Fiscal & Operational Government, Strong Neighborhoods

**Objective 1: Increase funding.**

Initiative(s)	Measure
Maintain no less than 80% of grants.	<ul style="list-style-type: none"> <li>Number grants maintained</li> <li>Percentage of grants maintained</li> </ul>
Gain at least 10% more grant funding during FY23.	<ul style="list-style-type: none"> <li>Number of new grants</li> <li>Total amount of new funding acquired</li> </ul>

**Objective 2: Hire Deputy Commissioner.**

Initiative(s)	Measure
Increase retention to 75%.	Retention Rate
Hold 1 meeting with each division head each month	Number of meetings with Division Heads
Facilitate 4 collaborative projects between divisions during FY23	Number of Collaborative projects between Divisions

**Objective 3: Realign Senior Staff Management.**

Initiative(s)	Measure
Increase retention to 75%	Retention Rate
Hold 1 meeting with each division head each month	Number of meetings with Division Heads
Facilitate 4 collaborative projects between divisions during FY23	Number of collaborative projects between Divisions

**Previous Year DDP Highlights**

Goal	Objective	Current Progress
Better connected Services	Objective 1.1: Better connect services and communication within HHS	<ul style="list-style-type: none"> <li>-1 HHS/DPH Staff Meeting</li> <li>-Weekly Housing Group meeting for navigators, recovery coaches, and outreach workers</li> </ul>
Better connected Services	Objective 1.2: Better connect HHS services outside of Department	<ul style="list-style-type: none"> <li>-Budget increase for Crisis Intervention</li> <li>-RFP process in progress for Crisis Intervention contract</li> <li>-Mobile Vaccine Clinic established and deployed (Over 430 clinics to date)</li> <li>-Retention of housing navigators, recovery coaches, and outreach workers</li> <li>-Reentry Task Force, Mayor's Mental Health task Force, Opioid Task Force, Covid-19 Equity Task Force,</li> </ul>

		HUB, Housing First Coordinating Council, Cabinet for Families and Children
Assessment	Objective 2.1: Increase shared data across HHS Divisions	-Email exchanges between DPH and HHS with weekly Covid/Vaccine data
Quality Improvement	Objective 3.1: Create an HHS department-wide employee onboarding process	-N/A
Quality Improvement	Objective 3.2: Clarify and edit HR, Budget, and Economic Development communication processes, to efficiently expedite HHS-related work.	-Participation in Racial Equity Audit
Quality Improvement	Objective 3.3: Create HHS Employee Resource Group	-N/A
Quality Improvement	Objective 3.4: Identify and Empower Diversity Liaison for HHS to implement ongoing dialogue about race and equity for all current HHS staff and new hires.	-Participation in Racial Equity Audit
Expand Resources	Objective 4.1: Funding	-Maintained ESG grant, BCBS grant for Fitness in the Parks
Expand Resources	Objective 4.2: Build internal capacity	-Budget process, requested: Deputy Commissioner, Chief of Staff and Director of Homeless Services

### 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 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 774,918.89	\$ 999,979.00	\$ 783,699.64	\$ 1,188,410.00
Ordinary Maintenance	1,509,321.93	3,038,656.00	1,069,891.64	2,422,156.00
Overtime	-	-	-	-
<b>Total</b>	<b>\$ 2,284,240.82</b>	<b>\$ 4,038,635.00</b>	<b>\$ 1,853,591.28</b>	<b>\$ 3,610,566.00</b>
<b>Total Positions</b>	19	23	23	25

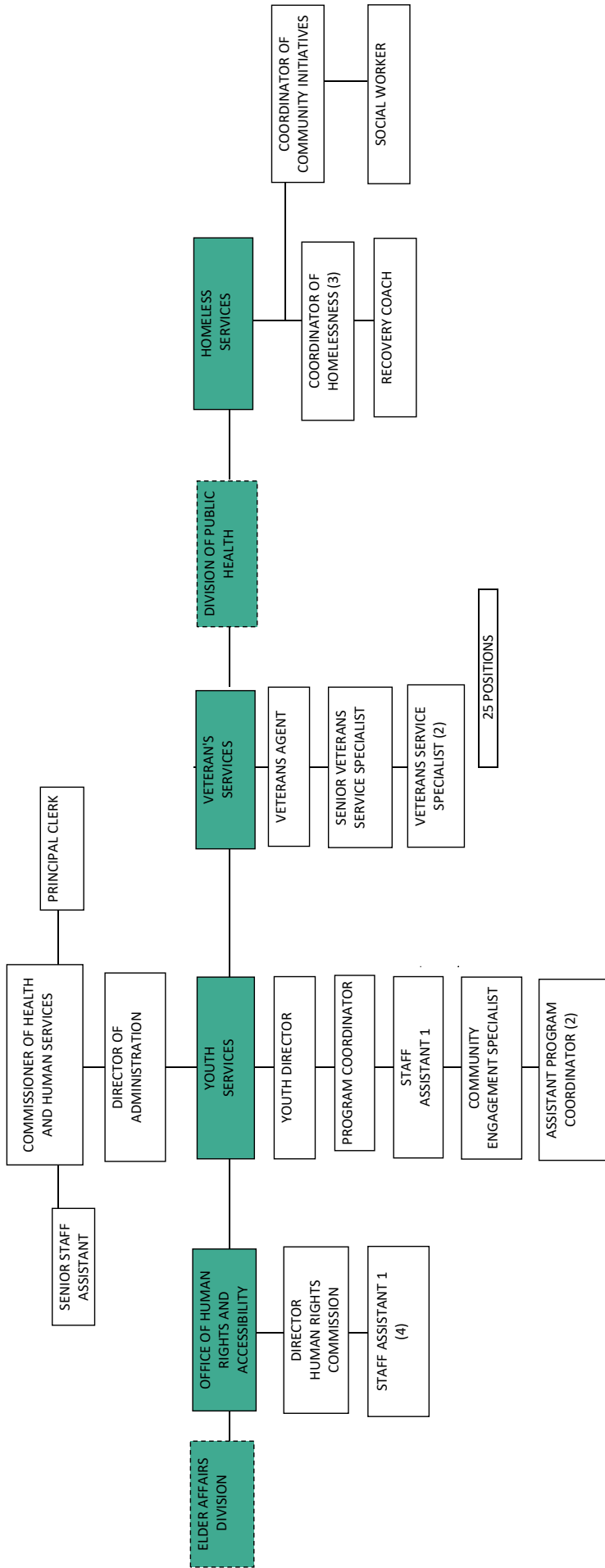
### Operating Budget Highlights

The Fiscal 2023 operating budget for the Department is recommended to be funded at \$3,610,566 which is a decrease of \$428,069 from Fiscal 2022 amount of \$4,038,635. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The salary of the Commissioner of Health and Human Services was increased as well as increasing a part-time Homeless Coordinator position to a full time position fully funded through grant and Opioid Settlement Funding. A new position, Director of Administration, was added and 50% of this new position will be funded by the Opioid Settlement Fund. Health and Human Services also regraded a Program Coordinator position and added



pay step increases to the Veterans Agent and Veterans Service Specialist II. Temporary Salaries was increased to cover salaries of the Recreation Worcester program. Ordinary Maintenance decreased because of a reduction of Veterans expenditures as well as funding 50% of the Mental Health/Crisis Response program with Opioid Settlement Funding. Ordinary Maintenance also increased leases and rentals, telephones, and supplies for the Veteran's office.

# DIVISION OF HEALTH AND HUMAN SERVICES ORGANIZATIONAL CHART



**MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2023**  
**DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES**  
**DIVISION OF ADMINISTRATION- DIVISION #331**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
<b>HEALTH AND HUMAN SERVICES</b>					
1	\$ 132,474.00	58CM	COMMISSIONER OF HEALTH AND HUMAN SERVICES	1	\$ 146,392.00
0	-	42EM	DIRECTOR OF ADMINISTRATION	1	75,377.00
1	68,800.00	39M	SENIOR STAFF ASSISTANT	1	61,531.00
3	166,183.00	37P	COORDINATOR OF HOMELESSNESS	3	214,640.00
1	56,290.00	37P	COORDINATOR OF COMMUNITY INITIATIVES	1	66,144.00
0	-	38P	SOCIAL WORKER/CLINICIAN	1	69,738.00
1	22,738.00	33P	RECOVERY COACH	1	25,093.00
1	48,150.00	27	PRINCIPAL CLERK	1	51,469.00
<u>8</u>	<u>\$ 494,635.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 710,384.00</u>
	5,139.00		EM INCENTIVE PAY		5,679.00
	<u>499,774.00</u>		TOTAL SALARIES		<u>716,063.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ -		OPIOID SETTLEMENT FUND		\$ (118,128.00)
	(22,738.00)		REMILLARD GRANT		(25,093.00)
	(132,477.00)		EMERGENCY SHELTER GRANT		(144,833.00)
	<u>\$ (155,215.00)</u>		TOTAL HHS PERSONAL SERVICES		<u>\$ (288,054.00)</u>
<u>8</u>	<u>\$ 344,559.00</u>	<b>331-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES- HHS</b>	<u>10</u>	<u>\$ 428,009.00</u>
	\$ 500.00		COPY PAPER		\$ 500.00
	1,000.00		HARDWARE DEVICES		1,000.00
	500.00		MAINTENANCE SYSTEM SOFTWARE		500.00
	300.00		NEWSPAPER ADVERTISEMENT		300.00
	1,000.00		OFFICE SUPPLIES		1,000.00
	800.00		PREPARED MEALS		800.00
	2,000.00		REGISTRATION FEES		2,000.00
	2,000.00		TELEPHONE		2,000.00
	1,500.00		TRAVEL		1,500.00
	1,000,000.00		CONSULTANTS		1,000,000.00
	500.00		WATER		500.00
	<u>\$ 1,010,100.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 1,010,100.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ -		OPIOID SETTLEMENT FUND		\$ (500,000.00)
	<u>\$ -</u>		TOTAL FUNDING SOURCES		<u>\$ (500,000.00)</u>
	<u>\$ 1,010,100.00</u>	<b>331-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE- HHS</b>		<u>\$ 510,100.00</u>
<b>OFFICE OF HUMAN RIGHTS AND DISABILITIES</b>					
1	\$ 75,377.00	42EM	EXECUTIVE DIRECTOR HUMAN RIGHTS COMMISSION	1	\$ 80,582.00
4	144,449.00	32	STAFF ASSISTANT 1	4	161,289.00
<u>5</u>	<u>\$ 219,826.00</u>		TOTAL REGULAR SALARIES	<u>5</u>	<u>\$ 241,871.00</u>
	1,733.00		EM INCENTIVE PAY		1,852.00
<u>5</u>	<u>\$ 221,559.00</u>		TOTAL SALARIES	<u>5</u>	<u>\$ 243,723.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ (42,972.00)		WORCESTER FAIR HOUSING PROJECT		\$ (42,972.00)
	(75,000.00)		CONSUMER AID PROGRAM		(75,000.00)
	<u>\$ (117,972.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (117,972.00)</u>
<u>5</u>	<u>\$ 103,587.00</u>	<b>3311-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES- HUMAN RIGHTS</b>	<u>5</u>	<u>\$ 125,751.00</u>
	\$ 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
	43,445.00		TRANSLATION/INTERPRETATION		43,445.00
	100.00		TRAVELING		100.00
	<u>\$ 79,745.00</u>	<b>3311-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE- HUMAN RIGHTS</b>		<u>\$ 79,745.00</u>

**MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2023**  
**DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES**  
**DIVISION OF ADMINISTRATION- DIVISION #331**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
<b>OFFICE OF VETERANS SERVICES</b>					
1	\$ 65,027.00	42EM	VETERANS AGENT	1	\$ 82,201.00
1	55,834.00	35	SENIOR VETERANS SERVICE SPECIALIST	1	64,149.00
2	66,953.00	30	VETERANS SERVICE SPECIALIST	2	75,528.00
4	\$ 187,814.00		TOTAL REGULAR SALARIES	4	\$ 221,878.00
	1,121.00		EM INCENTIVE PAY		1,121.00
4	\$ 188,935.00	3312-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES- VETERANS</b>	4	\$ 222,999.00
	\$ 100.00		COPY PAPER		\$ 100.00
	29,600.00		FLAGS & WREATHS FOR VETERAN'S GRAVES		29,600.00
	500.00		HARDWARE DEVICES		500.00
	28,400.00		LEASE & RENTAL		35,000.00
	3,000.00		MAINTENANCE SYSTEM SOFTWARE		3,000.00
	200.00		MEMBERSHIP DUES		200.00
	1,700.00		OFFICE SUPPLIES		4,100.00
	4,000.00		OTHER PERSONAL SERVICES		4,000.00
	500.00		PRINTING		500.00
	-		TELEPHONE		1,500.00
	1,800,000.00		VETERAN'S BENEFITS		1,673,000.00
	\$ 1,868,000.00	3312-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE- VETERANS</b>		\$ 1,751,500.00
<b>YOUTH SERVICES</b>					
1	\$ 75,294.00	42EM	YOUTH DIRECTOR	1	\$ 80,497.00
1	48,985.00	38M	PROGRAM COORDINATOR	1	59,407.00
1	56,940.00	32	STAFF ASSISTANT 1	1	52,066.00
1	45,589.00	26	COMMUNITY ENGAGEMENT SPECIALIST	1	41,321.00
2	82,268.00	24	ASST. PROGRAM COORDINATOR	2	87,263.00
6	\$ 309,076.00		TOTAL REGULAR SALARIES	6	\$ 320,554.00
	842,043.00		YOUTH PROGRAM TEMPORARY STAFF		897,403.00
	(236,306.00)		RECREATION WORCESTER VACANCY FACTOR		(236,306.00)
	(865.00)		EM INCENTIVE PAY		-
6	\$ 913,948.00		TOTAL SALARIES	6	\$ 981,651.00
	\$ (431,050.00)		<b>FUNDING SOURCES:</b>		\$ (450,000.00)
	-		RECREATION WORCESTER STATE GRANT FUNDING		-
	(120,000.00)		CDBG GRANT FUNDING		(120,000.00)
	\$ (551,050.00)		RECREATION WORCESTER SUMMER PROGRAM DONATIONS		\$ (570,000.00)
			TOTAL FUNDING SOURCES		
6	\$ 362,898.00	3314-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES- YOUTH SERVICES</b>	6	\$ 411,651.00
	\$ 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)
			TOTAL FUNDING SOURCES		\$ (38,950.00)
	\$ 80,811.00	3314-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE- YOUTH SERVICES</b>		\$ 80,811.00
	\$ 25,823.00		HEALTH INSURANCE		\$ 29,947.00
	16,060.00		RETIREMENT		\$ 19,810.00
	\$ 41,883.00		TOTAL FRINGE BENEFITS		\$ 49,757.00
	\$ (41,883.00)		<b>FUNDING SOURCES:</b>		\$ (49,757.00)
	\$ (41,883.00)		FEDERAL GRANTS		\$ (49,757.00)
			TOTAL FUNDING SOURCES		\$ (49,757.00)
	\$ -	3314-96000	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ -
23	\$ 4,038,635.00		<b>TOTAL RECOMMENDED TAX LEVY</b>	25	\$ 3,610,566.00

## 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 and services.

**Vision:** CMRPHA is a region where community voice is valued and all people have the opportunity to be healthy.

**Goal 1:** Develop a well-trained, robust Public Health staff ready to tackle the challenges of a post-COVID world

**City Priority Area:** Sound Fiscal and Operational Government

**Objective 1:** Promote staff wellness on an ongoing basis and specifically following the pandemic.

Initiative(s)	Measure
Hold semi-annual (2) full staff retreats off-site to promote team building, reflection, and quality improvement.	<ul style="list-style-type: none"> <li>Percentage of staff participating in retreats</li> <li>Number of retreats held per year</li> <li>Number of quality improvement projects identified from retreats</li> </ul>
Hold a series of 4 workshops to collectively process the personal impacts the pandemic had on staff.	<ul style="list-style-type: none"> <li>Number of workshops held per year</li> <li>MBI scale score for Division</li> </ul>
Conduct an annual staff wellness and satisfaction survey with 100% staff participation.	<ul style="list-style-type: none"> <li>Percentage of staff participating in survey</li> </ul>

**Objective 2:** Grow the epidemiology capacity of the Division to meet increasing mandated health services and better position the Division for future public health threats.

Initiative(s)	Measure
Add an office of data and epidemiology to the Division organizational chart, adding a staff epidemiologist under the Chief of Epidemiology to fulfill 100% of internal and external data requests.	<ul style="list-style-type: none"> <li>Number of internal and external data requests fulfilled by Epi office</li> </ul>
Epi. Office will be able to turn around internal and external data requests in 7 business days or less.	<ul style="list-style-type: none"> <li>Average turn around on internal and external data requests</li> </ul>
Conduct 2 internal trainings to build capacity for data collection and analysis and community health assessment.	<ul style="list-style-type: none"> <li>Number of staff attending trainings</li> <li>Percentage of staff reporting comfort with data and health assessment skills in performance assessment</li> </ul>

**Objective 3:** Identify or establish an annual training fund and collective process for identifying staff-wide and office-wide trainings.

Initiative(s)	Measure
Hold no less than 4 staff wide training events per year	<ul style="list-style-type: none"> <li>Number of staff trained through training fund</li> <li>Number of staff-wide trainings held</li> </ul>

**Objective 4:** Create opportunities for cross-training and information sharing between WDPH offices.

Initiative(s)	Measure
Reconfigure monthly staff meeting agendas to include dedicated time for cross-office sharing and collaboration where 100% of staff will present their roles.	<ul style="list-style-type: none"> <li>Number of staff presenting their roles at staff meetings annually</li> </ul>

**Goal 2:** Reduce health inequities and promote racial justice.**City Priority Area:** Opportunity for All**Objective 1:** Build capacity across the Division and CMRPHA for engaging in racial justice work.

Initiative(s)	Measure
Hold an annual Division-wide internal training on racial justice and health equity to be attended by 100% of the staff.	<ul style="list-style-type: none"> <li>Number of staff attending annual training</li> </ul>
Support annual external trainings on racial justice and health equity for CMRPHA governing bodies by having at least 15 partner staff (3 from each community) attend annual training events.	<ul style="list-style-type: none"> <li>Number of partner staff attending annual training</li> </ul>
Develop at least 3 office-specific goals related to health equity.	<ul style="list-style-type: none"> <li>Number of goals established across the Division</li> </ul>

**Objective 2:** Increase opportunities for directly engaging with populations with lived experience.

Initiative(s)	Measure
Inventory staff involvement in partner organizations, groups, coalitions, etc., that represent under-resourced populations to ensure the participation of no less than 20 external groups.	<ul style="list-style-type: none"> <li>Number of external groups staff participating in and degree of participation</li> </ul>

**Objective 3:** Identify a process for prioritizing health equity and racial justice across all programs.

Initiative(s)	Measure
Set goals for at least 5 existing programs to identify new opportunities to integrate health equity and racial justice into their work plans.	<ul style="list-style-type: none"> <li>Number of programs with new health equity goals</li> </ul>

**Goal 3:** Foster collaboration and engagement internally and externally.**City Priority Area:** Vibrant, Thriving City**Objective 1:** Establish a communication and branding strategy to increase awareness of WDPH and the public health district.

Initiative(s)	Measure
Create and implement 100% of a branding strategy for the public health district as part of the communications plan.	<ul style="list-style-type: none"> <li>Percentage of branding strategy complete</li> </ul>
Gain approval from at least 100% of CMRPHA leadership on any new branding or verbiage.	<ul style="list-style-type: none"> <li>Number of town administrators and Board of Health members approving new strategy</li> </ul>

**Objective 2:** Increase community outreach to build understanding of Public Health roles and responsibilities.

Initiative(s)	Measure
Create 1 master plan for ongoing community outreach across all partner municipalities	<ul style="list-style-type: none"> <li>Percent of plan complete</li> </ul>
Establish 1 outreach specific role for each WDPH office (e.g., nurses conduct blood pressure clinics at senior center, environmental health staff educate about public health district at farmers markets)	<ul style="list-style-type: none"> <li>Number of roles established</li> </ul>
Present to at least 5 governing bodies (board of selectmen and city council) annually about the roles, accomplishments, and future goals of the Division.	<ul style="list-style-type: none"> <li>Number of governing bodies presented to</li> <li>Number of total attendees for presentations</li> </ul>

**Objective 3:** Increase cross-department collaboration.

Initiative(s)	Measure
WDPH leadership meet at least quarterly with equivalent DIS and HHS leadership.	<ul style="list-style-type: none"> <li>Number of meetings annually</li> <li>Number of staff participating</li> </ul>
Hold workshops for DIS and HHS staff about their roles in Public Health.	<ul style="list-style-type: none"> <li>Number of workshops held</li> <li>Number of staff participating</li> </ul>
Develop 1 standard operating procedure per office that outlines the roles of multiple departments in certain public health activities (e.g. hoarding, homelessness, etc.)	<ul style="list-style-type: none"> <li>Number of SOPs written</li> </ul>

**Previous Year DDP Highlights**

Goal	Objective	Current Progress
Cultivate and strengthen relationships with internal and external partners.	Ensure alignment between Alliance Regional Health District expectations and WDPH service capacity	During FY 22, quarterly meetings were held with City and Town leadership to discuss higher level funding, intermunicipal agreements, and strategic planning.
Cultivate and strengthen relationships with internal and external partners.	Integrate WDPH permitting process (tobacco, medical marijuana, and funeral directors) into the DIS system	All tobacco permitting is now done electronically through the City system
Ensure a Sustainable Public Health Infrastructure.	Develop a business plan for the Central MA Regional Public Health Alliance.	A formal business plan is in the final stages of development. Will be completed during Q4.
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).	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	A new Strategic Partnership Manager has been hired and tasked with educating and implementing CHIP strategies in the CMRPHA communities.

	(CHIP) development and implementation.	
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### Department Allocation Summary

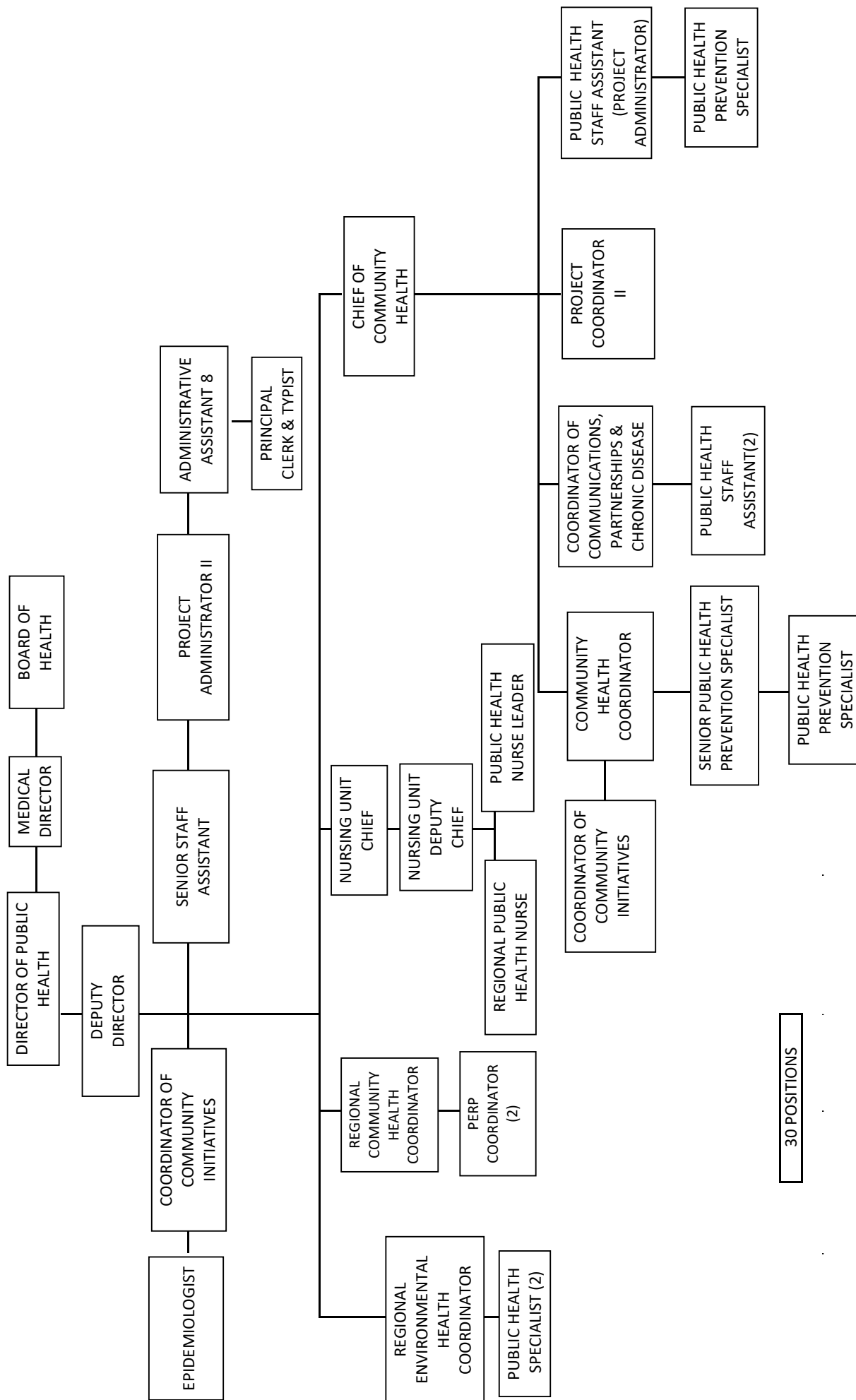
	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 695,296.32	\$ 800,300.00	\$ 626,921.60	\$ 823,469.00
Overtime	1,075.84	500.00	609.71	500.00
Ordinary Maintenance	76,271.39	123,400.00	50,248.25	105,300.00
<b>Total</b>	<b>\$ 772,643.55</b>	<b>\$ 924,200.00</b>	<b>\$ 677,779.56</b>	<b>\$ 929,269.00</b>
<b>Total Positions</b>	27	28	28	30

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$929,269, which is an increase of \$5,069 from the Fiscal 2022 amount of \$924,200. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Salaries also increased due to five regrades of positions. Two new Coordinator of Community Initiatives positions were added to Public Health's budget: one position focusing on the alignment of the Regional Partners and the other will be a Maternal & Child Health Coordinator. Both of these positions are fully funded and will not require tax levy funding. Public Health also had an increase of \$5,000 for stipends for the Director of Public Health and Deputy Director due to increased responsibilities with Regional partnerships. Ordinary Maintenance decreased due to a reduction in the Consultant & Educational Supplies line items, which is offset by the line items increase to Newspaper Advertising, Printing Supplies, Registration Fees, and System Software.



# DIVISION OF PUBLIC HEALTH ORGANIZATIONAL CHART



30 POSITIONS

**KARYN E. CLARK, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023  
DIVISION OF PUBLIC HEALTH -#330**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 103,753.00	52EM	DIRECTOR OF PUBLIC HEALTH	1	\$ 113,115.00
1	46,511.00	50EM	MEDICAL DIRECTOR	1	69,721.00
1	93,668.00	45M	DEPUTY DIRECTOR OF PUBLIC HEALTH	1	100,149.00
1	78,050.00	43M	CHIEF OF EPIDEMIOLOGIST & HEALTH PROTECTION	1	83,436.00
0	-	40M	PROJECT ADMINISTRATOR II	1	77,677.00
1	57,567.00	39M	SENIOR STAFF ASSISTANT	1	72,615.00
1	61,889.00	38M	SENIOR PUBLIC HEALTH PREVENTION SPECIALIST	0	-
1	72,684.00	38M	ADMINISTRATIVE ASSISTANT 8	1	77,708.00
0	-	37P	COORDINATOR OF COMMUNITY INITIATIVES	1	61,531.00
1	48,150.00	27	PRINCIPAL CLERK & TYPIST	1	41,879.00
8	\$ 562,272.00		TOTAL SALARIES	9	\$ 697,831.00
			<b>FUNDING SOURCES:</b>		
	\$ (109,344.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (241,423.00)
	\$ (109,344.00)		TOTAL FUNDING SOURCES		\$ (241,423.00)
	\$ 452,928.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- PUBLIC HEALTH ADMINISTRATION OFFICE</b>		\$ 456,408.00
1	\$ 86,376.00	43M	CHIEF OF COMMUNITY HEALTH	1	\$ 91,532.00
1	61,889.00	42M	COORD. OF COMMUNICATIONS, PARTNERSHIPS & CHRONIC DISEASE	1	79,140.00
1	67,157.00	41M	PROJECT COORDINATOR, PUBLIC HEALTH	1	77,416.00
1	66,566.00	40M	COMMUNITY HEALTH COORDINATOR	1	78,909.00
1	72,113.00	40M	PROJECT ADMINISTRATOR II	1	63,677.00
0	-	38M	SENIOR PUBLIC HEALTH PREVENTION SPECIALIST	1	68,525.00
0	-	37P	COORDINATOR OF COMMUNITY INITIATIVES	1	61,531.00
2	115,366.00	34	PUBLIC HEALTH STAFF ASSISTANT	2	125,810.00
3	138,606.00	33P	PUBLIC HEALTH PREVENTION SPECIALIST	2	118,635.00
10	\$ 608,073.00			11	\$ 765,175.00
			<b>FUNDING SOURCES:</b>		
	\$ (537,521.00)		GRANT & REGIONAL FUNDING SOURCES & OPIOID SETTLEMENT FUND		\$ (690,932.00)
	\$ (537,521.00)		TOTAL FUNDING SOURCES		\$ (690,932.00)
	\$ 70,552.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- COMMUNITY HEALTH OFFICE</b>		\$ 74,243.00
1	\$ 82,122.00	43M	REGIONAL COMMUNITY HEALTH COORDINATOR	1	\$ 91,159.00
1	55,583.00	38M	PERP COORDINATOR	1	76,284.00
1	55,583.00	38M	CHIEF OF ENVIRONMENTAL HEALTH AND RESPONSE (PERP COORDINATOR)	1	66,021.00
3	\$ 193,288.00		TOTAL SALARIES	3	\$ 233,464.00
			<b>FUNDING SOURCES:</b>		
	\$ (127,590.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (178,769.00)
	\$ (127,590.00)		TOTAL FUNDING SOURCES		\$ (178,769.00)
	\$ 65,698.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- EMERGENCY PREPAREDNESS OFFICE</b>		\$ 54,695.00
1	\$ 86,966.00	43M	NURSING UNIT CHIEF	1	\$ 88,798.00
1	68,047.00	41M	NURSING UNIT DEPUTY CHIEF	1	66,144.00
1	54,121.00	40	REGIONAL PUBLIC HEALTH NURSE	1	71,336.00
1	64,958.00	80C	PUBLIC HEALTH NURSE LEADER	1	71,529.00
4	\$ 274,092.00		TOTAL SALARIES	4	\$ 297,807.00
			<b>FUNDING SOURCES:</b>		
	\$ (69,781.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (66,656.00)
	\$ (69,781.00)		TOTAL FUNDING SOURCES		\$ (66,656.00)
	\$ 204,311.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- NURSING UNIT</b>		\$ 231,151.00
0	\$ -	43M	CHIEF OF ENVIRONMENTAL HEALTH AND RESPONSE	0	\$ -
1	68,800.00	40M	REGIONAL ENVIRONMENTAL HEALTH COORDINATOR	1	81,784.00
2	106,386.00	33P	REGIONAL PUBLIC HEALTH SPECIALIST	2	115,210.00
3	\$ 175,186.00		TOTAL SALARIES	3	\$ 196,994.00
			<b>FUNDING SOURCES:</b>		
	\$ (175,186.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (196,994.00)
	\$ (175,186.00)		TOTAL FUNDING SOURCES		\$ (196,994.00)
	\$ -		<b>TOTAL RECOMMENDED PERSONAL SERVICES- REGIONAL PUBLIC HEALTH OFFICE</b>		\$ -
28	\$ 793,489.00		TOTAL SALARIES	30	\$ 816,497.00

KARYN E. CLARK, DIRECTOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**  
**DIVISION OF PUBLIC HEALTH -#330**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
	522.00		PUBLIC HEALTH NURSE STIPENDS		522.00
	1,500.00		TOBACCO PROGRAM TEMPORARY EMPLOYEE STIPEND		1,500.00
	<u>12,000.00</u>		REGIONAL HEALTH STIPEND		<u>17,000.00</u>
	<u>14,022.00</u>		TOTAL CONTRACTUAL STIPENDS AND EXTRAS		<u>19,022.00</u>
			<b>FUNDING SOURCES:</b>		
	-		GRANT & REGIONAL FUNDING SOURCES		(5,000.00)
			TOTAL FUNDING SOURCES		(5,000.00)
	(10,000.00)		VACANCY FACTOR		(10,000.00)
	1,789.00		EM INCENTIVE PAY		1,950.00
	1,000.00		NURSE UNIFORM CONTRACTUAL ALLOWANCE		1,000.00
	<u>\$ 800,300.00</u>		TOTAL SALARIES		<u>\$ 823,469.00</u>
	<u>\$ 800,300.00</u>	<b>330-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>		<u>\$ 823,469.00</u>
	\$ 3,000.00		OVERTIME - REGIONAL HEALTH	\$	3,000.00
	500.00		OVERTIME - NURSING		500.00
	<u>\$ 3,500.00</u>		TOTAL OVERTIME	<u>\$</u>	<u>3,500.00</u>
			<b>FUNDING SOURCES:</b>		
	<u>\$(3,000.00)</u>		GRANT & REGIONAL FUNDINGS SOURCES	<u>\$</u>	<u>\$(3,000.00)</u>
	<u>\$(3,000.00)</u>		TOTAL FUNDING SOURCES	<u>\$</u>	<u>\$(3,000.00)</u>
	<u>\$ 500.00</u>	<b>330-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>	<u>\$</u>	<u>500.00</u>
\$	1,100.00		AUTO FUEL	\$	1,100.00
	80,000.00		CONSULTANT		60,000.00
	400.00		COPY PAPER		400.00
	1,000.00		EDUCATIONAL SUPPLIES		500.00
	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		400.00
	-		NETWORK, HARDWARE, SOFTWARE		1,500.00
	950.00		OFFICE SUPPLIES-NURSING		950.00
	1,000.00		PRINTING		1,000.00
	200.00		PRINTING SUPPLIES		400.00
	150.00		REGISTRATION FEES-NURSING		650.00
	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>\$</u>	<u>105,300.00</u>
	<u>\$ 123,400.00</u>	<b>330-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$</u>	<u>105,300.00</u>
\$	117,649.00		HEALTH INSURANCE	\$	172,969.00
	91,749.00		RETIREMENT		123,731.00
	<u>\$ 209,398.00</u>		TOTAL FRINGE BENEFITS	<u>\$</u>	<u>296,700.00</u>
			<b>FUNDING SOURCES:</b>		
	<u>\$(209,398.00)</u>		GRANT & REGIONAL FUNDING SOURCES	<u>\$</u>	<u>\$(296,700.00)</u>
	<u>\$(209,398.00)</u>		TOTAL FUNDING SOURCES	<u>\$</u>	<u>\$(296,700.00)</u>
	<u>\$ -</u>	<b>330-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$</u>	<u>-</u>
	<u>\$ 924,200.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$</u>	<u>929,269.00</u>



The City of  
**WORCESTER**

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## ELDER AFFAIRS

### Amy Vogel Waters, Director

Worcester 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.

**Goal 1:** Promote and celebrate diverse and inclusive events and programs.

**City Priority Area:** Vibrant, Thriving City

**Objective 1:** Ensure that a wide range of diverse and inclusive events and programs are offered at the Senior Center.

Initiative(s)	Measure
Hold at least 150 different events and programs at the Senior Center to address seniors' needs and varied interests.	<ul style="list-style-type: none"> <li>Number of different programs onsite</li> </ul>
Engage at least 200 participants in the brand new Fitness Center.	<ul style="list-style-type: none"> <li>Number of participants</li> </ul>

**Objective 2:** Produce and air a wide range of remote programming accessible by various means.

Initiative(s)	Measure
Provide and disseminate at least 50 different videos that appeal to seniors' needs and varied interests.	<ul style="list-style-type: none"> <li>Number of different remote programs</li> </ul>
Reach seniors in their homes by making programs accessible utilizing at least 4 venues including Cable TV Channel 192, Senior Center website, Facebook and YouTube.	<ul style="list-style-type: none"> <li>Number of different remote venues</li> </ul>

**Goal 2:** Provide opportunities for all seniors to access the services and support that they need to live a healthy life.

**City Priority Area:** Opportunity for All

**Objective 1:** Provide culturally and linguistically responsive services for the city's under-served, diverse senior populations.

Initiative(s)	Measure
At least 35% of people registered at the Senior Center identify as BIPOC.	<ul style="list-style-type: none"> <li>Percentage of registered individuals who identify as BIPOC</li> </ul>
At least 6 different cultures/ ethnicities will benefit from regular programming responsive to elders who are African American, Albanian, Arabic, Chinese,	<ul style="list-style-type: none"> <li>Number of different identities of multicultural elder groups</li> </ul>

Initiative(s)	Measure
Latino, Vietnamese, and/or other identified underserved populations.	

**Objective 2:** Attract city-wide participation in the programs and services at the Senior Center.

Initiative(s)	Measure
At least 70% of people registered at the Senior Center do not live in the 01604 zip code/Senior Center neighborhood.	<ul style="list-style-type: none"> <li>Percentage of non-neighborhood residents</li> </ul>

**Objective 3:** Participate in and utilize the findings of the City's Racial Equity Audit of HHS.

Initiative(s)	Measure
Within 3 months of receiving the audit report, develop 3 potential initiatives to address recommendations.	<ul style="list-style-type: none"> <li>Number of initiatives developed</li> </ul>
Choose at least 1 initiative to plan and implement this year.	<ul style="list-style-type: none"> <li>Number of initiatives implemented.</li> </ul>

**Previous Year DDP Highlights**

Goal	Objective	Current Progress
To adapt and recover from the impact of the pandemic which caused periodic temporary closures of the Senior Center facility and a shift to remote services and relationships with the city's seniors.	1. Facilitate the return of seniors to participation at the Senior Center safely.	During the first 7 months of operation, there were 2 known positive cases of COVID at the Senior Center with no known spread. The Center closed for January to mid-February to prevent the spread of the highly transmissible Omicron variant. The center has reopened and has stayed open since this issue.
	2. Evaluate lessons learned from the pandemic and incorporate positive findings into Senior Center operations.	Remote programming and services remain integral to the Senior Center's operations even when the doors reopen. During the first 7 months of operation, 84 remote programs were produced and aired on Govt. Channel 192, Facebook and YouTube.
	3. Implement new Initiatives to enhance the accomplishment of our mission.	In the first 7 months of operations, 17 hours of instruction was provided on the new outdoor FitLot fitness equipment; the indoor Fitness Center remains under construction so no services have been provided via this new vehicle yet.

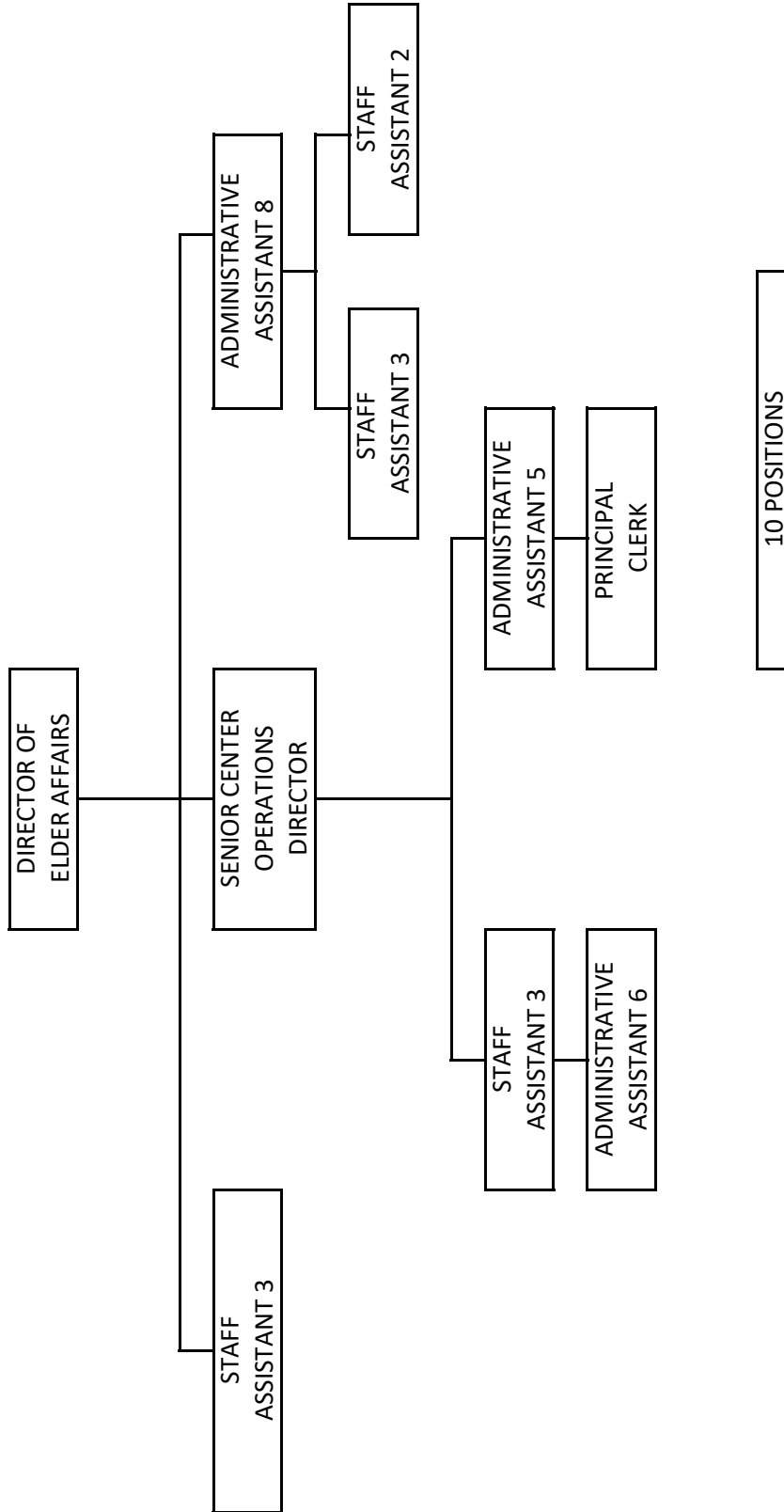
### Department Allocation Summary

	<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 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 431,326.02	\$ 508,925.00	\$ 324,530.73	\$ 554,551.00
Ordinary Maintenance	132,592.61	315,557.00	109,140.52	502,057.00
Capital Outlay	-		-	-
<b>Total</b>	<b>\$ 563,918.63</b>	<b>\$ 824,482.00</b>	<b>\$ 433,671.25</b>	<b>\$ 1,056,608.00</b>
Total Positions	9	10	10	10

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$1,056,608, which is an increase of \$232,126 from the Fiscal 2022 amount of \$824,482. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Ordinary Maintenance will increase by \$186,500 to support the new Fitness Center contract.

# DIVISION OF ELDER AFFAIRS ORGANIZATIONAL CHART





**AMY VOGEL WATERS, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023****DEPARTMENT OF HEALTH & HUMAN SERVICES****DIVISION OF ELDER AFFAIRS - DIVISION #340**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 96,299.00	44EM	DIRECTOR OF ELDER AFFAIRS	1	\$ 102,938.00
1	86,966.00	43M	SENIOR CENTER OPERATIONS DIRECTOR	1	92,962.00
1	72,684.00	38M	ADMINISTRATIVE ASSISTANT 8	1	77,708.00
3	201,696.00	37	STAFF ASSISTANT 3	3	217,570.00
1	63,309.00	35	STAFF ASSISTANT 2	1	67,689.00
1	48,985.00	33	ADMINISTRATIVE ASSISTANT 6	1	48,845.00
1	47,965.00	31	ADMINISTRATIVE ASSISTANT 5	1	53,006.00
1	37,710.00	27	PRINCIPAL CLERK	1	40,160.00
10	\$ 655,614.00		REGULAR SALARIES	10	\$ 700,878.00
	3,874.00		EM INCENTIVE PAY		4,141.00
10	\$ 659,488.00		TOTAL RECOMMENDED SALARIES	10	\$ 705,019.00
	\$ (150,563.00)		FUNDING SOURCES: STATE COUNCIL ON AGING GRANT		\$ (150,468.00)
	\$ (150,563.00)		TOTAL FUNDING SOURCES		\$ (150,468.00)
10	\$ 508,925.00	<b>340-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	10	\$ 554,551.00
	\$ 100.00		BUILDING SUPPLIES		\$ 100.00
	500.00		COPY PAPER		500.00
	161,207.00		CONSULTANTS		347,707.00
	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
	\$ 315,557.00		ORDINARY MAINTENANCE		\$ 502,057.00
	\$ 315,557.00	<b>340-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 502,057.00
	\$ 25,717.00		HEALTH INSURANCE		\$ 26,343.00
	15,734.00		RETIREMENT		15,724.00
	\$ 41,451.00		TOTAL FRINGE BENEFITS		\$ 42,067.00
	(41,451.00)		FUNDING SOURCES: STATE GRANTS		(42,067.00)
	(41,451.00)		TOTAL FUNDING SOURCES		(42,067.00)

**AMY VOGEL WATERS, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023****DEPARTMENT OF HEALTH & HUMAN SERVICES****DIVISION OF ELDER AFFAIRS - DIVISION #340**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
	\$ -	340-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
	\$ 824,482.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,056,608.00

## TECHNICAL SERVICES

### Michael Hamel, Chief Information Officer

1 Officer Manny Familia Way, Building A  
Worcester, MA  
(508) 799-1272

**Mission:** The mission of the Technical Services Department is to provide high-quality, secure technology solutions, consultation, and support to meet the needs of City departments and in turn provide quality services to the public.

**Vision:** To be the trusted advisor to City departments and provide high-quality, reliable, innovative, and sustainable services for both internal and external customers.

**Goal 1:** Safeguard the City's technology infrastructure, assets, and data

**City Priority Area:** Sound Fiscal and Operational Government

**Objective 1:** Ensure that cybersecurity policies are current and enforced

Initiative(s)	Measure
Perform internal assessment on 100% of cybersecurity-related policies during FY23.	<ul style="list-style-type: none"> <li>Percentage of policies evaluated</li> <li>Number of policies revised</li> </ul>
Ensure 100% compliance with the City's password and multi-factor authentication policies during FY23.	<ul style="list-style-type: none"> <li>Percentage of users compliant with password policy</li> <li>Percentage of users compliant with multi-factor authentication policy</li> </ul>

**Objective 2:** Improve the City's ability to prevent and respond to cybersecurity incidents

Initiative(s)	Measure
Achieve 95% compliance with the City's cybersecurity awareness curriculum in FY23.	<ul style="list-style-type: none"> <li>Percentage of users compliant with the City's cybersecurity awareness program.</li> </ul>
In collaboration with HR, draft 100% of a policy for non-compliance with cybersecurity awareness requirement.	<ul style="list-style-type: none"> <li>Percentage of the cybersecurity awareness compliance policy complete</li> </ul>
In collaboration with WPD, draft 100% of version 1 of a response playbook identifying TS and WPD responsibilities.	<ul style="list-style-type: none"> <li>Percentage of version 1 of the playbook complete</li> </ul>

**Goal 2:** Modernize our core technology platforms to ensure consistent, high-quality services

**City Priority Area:** Opportunity for All

**Objective 1:** Improve the accessibility and user experience of technology platforms for the public and City staff

Initiative(s)	Measure
Update the worcesterma.gov platform in FY23 with a decrease in the number of ADA and WCAG 2.1 compliance issues reported.	<ul style="list-style-type: none"> <li>Number of ADA and WCAG 2.1 compliance issues</li> </ul>

**Objective 2: Enhance the City's Open Data Portal**

Initiative(s)	Measure
Implement machine automation to ensure that six inspectional services permit processes (including: gas, plumbing, mechanical, building, and electrical permits) are updated on the open data portal at least weekly.	<ul style="list-style-type: none"> <li>Number of inspectional services permit processes are update open portal at least weekly through machine automation</li> </ul>
Draft 100% of version 1 of a data governance framework during FY23.	<ul style="list-style-type: none"> <li>Percentage of version 1 of the data governance framework complete</li> </ul>

**Objective 3: Enhance the City's GIS Platform**

Initiative(s)	Measure
Draft and deliver 100% of a new GIS Strategic Plan.	<ul style="list-style-type: none"> <li>Percentage of GIS Strategic Plan complete</li> </ul>
Develop and deliver 100% of a new GIS Master Addressing Solution.	<ul style="list-style-type: none"> <li>Percentage of GIS Master Addressing Solution complete</li> <li>Number of business processes leveraging the Master Addressing Solution</li> </ul>

**Objective 4: Establishment of a GIS Steering Committee**

Initiative(s)	Measure
Recruit at least 5 committee members no later than the end of Q3.	<ul style="list-style-type: none"> <li>Number of members recruited</li> </ul>
Convene at least 1 committee meeting no later than the end of Q3.	<ul style="list-style-type: none"> <li>Number of formal meetings held</li> </ul>

**Goal 3: Enhance the City's IT Strategic Plan****City Priority Area: Sound Fiscal and Operational Government****Objective 1: Ensure that IT Operations are accounted for in the IT strategic plan**

Initiative(s)	Measure
Review asset inventory and lifecycle management (network servers, switches, storage, etc.) and identify major IT operations that should be accounted for in the IT Strategic Plan.	<ul style="list-style-type: none"> <li>Percentage of assets reviewed</li> <li>Number of major IT operations initiatives identified</li> </ul>
Update strategic plan to include 100% of identified IT operation initiatives during FY23.	<ul style="list-style-type: none"> <li>Number of IT operation initiatives incorporated in strategic plan</li> </ul>

**Objective 2: Execute on the priorities identified within the strategic plan**

Initiative(s)	Measure
Submit 1 draft of new framework for data governance no later than the end of Q2	<ul style="list-style-type: none"> <li>Number of drafts submitted</li> <li>Number of drafts accepted</li> </ul>
Commission 3 <sup>rd</sup> party to conduct a staffing assessment for the TS Department during FY23.	<ul style="list-style-type: none"> <li>Procurement released</li> <li>Contract executed</li> <li>Percentage of staffing assessment completed</li> </ul>

**Goal 4: Work to ensure that Technical Services better reflects the City we serve****City Priority Area: Opportunity for All****Objective 1: Increase diversity within the candidate pool for open Technical Services positions**

Initiative(s)	Measure
In collaboration with the Chief Diversity Officer, assess the job description for every open position in	<ul style="list-style-type: none"> <li>Percentage of job posting reviewed by Tech Services and the Chief Diversity Officer prior to posting.</li> </ul>

Initiative(s)	Measure
FY23, prior to posting, and eliminate any requirements that are not likely to impact a candidate's ability to deliver excellent, high-quality results, but may have the effect of reducing the diversity of the candidate pool.	
Identify at least two new forums to promote all open tech services job openings that have the potential to increase the diversity of the candidate pool.	<ul style="list-style-type: none"> <li>• Number of forums identified</li> <li>• Percentage of Tech Services job postings that are promoted through the new forums</li> </ul>

**Objective 2: Review departmental practices**

Initiative(s)	Measure
Review the department's hiring and remote work policies with the Chief Diversity Officer to identify any aspects that may disproportionately affect certain employees, without having a meaningful impact on work quality or output.	<ul style="list-style-type: none"> <li>• Number of policies reviewed</li> </ul>
Ensure that every employee in Tech Services has the opportunity to participate in a professional development activity related to racial equity in FY23.	<ul style="list-style-type: none"> <li>• Number of racial equity professional development activities made available to Tech Services staff</li> <li>• Percentage of employees who engaged in at least 1 activity</li> <li>• Total number of staff attendees across all offered activities</li> </ul>

**Goal 5: Implement standards and processes that position Technical Services for successful outcomes**

**City Priority Area: Sound Fiscal and Operational Government**

**Objective 1: Improve our ability to prioritize technology initiatives**

Initiative(s)	Measure
Implement a change management policy by Q3 of FY23.	<ul style="list-style-type: none"> <li>• Percentage of policy complete</li> <li>• Number of change requests submitted</li> <li>• Percentage of change requests that are emergency</li> </ul>
Install basic application performance monitoring on 100% of Tier 1 applications during FY23.	<ul style="list-style-type: none"> <li>• Percentage of applications with basic application performance monitoring</li> </ul>

**Objective 2: Improve project intake and assessment capabilities**

Initiative(s)	Measure
Develop IT project intake process and communicate the new process to 100% of departments during FY23.	<ul style="list-style-type: none"> <li>• Percentage of intake process complete</li> <li>• Percentage of departments the process has been communicated to</li> </ul>
Formalize at least 3 business process consultation templates during FY23.	<ul style="list-style-type: none"> <li>• Number of templates complete</li> </ul>

**Goal 6: Improve access to and quality of broadband services available to the community**

**City Priority Area: Opportunity for All**

**Objective 1: Explore opportunities to increase broadband availability**

Initiative(s)	Measure
Complete 100% of an assessment of broadband competition viability, including fiber to the home.	<ul style="list-style-type: none"> <li>• Percentage of assessment completed</li> </ul>

## Previous Year DDP Highlights

Goal	Objective	Current Progress
Safeguard the City's IT infrastructure and assets by strengthening our cybersecurity posture	Update the City's security policies on a regular basis	Tech Services is actively reviewing security policies to ensure currency and compliance.
Safeguard the City's IT infrastructure and assets by strengthening our cybersecurity posture	Develop a schedule to conduct information security audits	Tech Services is actively working to expand security resources to standardize security practice and cadence.
Expand the Worcester Wi-Fi network to more public buildings and public areas throughout the city	Identify City buildings that require additional Wi-Fi access points for increased coverage within buildings	Tech Services has worked to enhance and update our wireless network for City buildings. 22 City buildings now have wireless access.
Expand the Worcester Wi-Fi network to more public buildings and public areas throughout the city	Identify and prioritize additional public areas throughout the City where Worcester Wi-Fi could be installed	Tech Services has worked to enhance and update our wireless network in public spaces, including close collaboration with the Parks department. The City now has wireless access in 15 public spaces, with connectivity to an additional 8 sites in progress.
Implement the technology recommendations included in the IT Strategic Plan	Establish an IT Governance Committee to oversee the deliverables of the IT Strategic Plan	Tech Services is actively assessing the project portfolio, and alignment to the IT Strategic Plan in preparation for the establishment of the IT Governance Committee
Implement the technology recommendations included in the IT Strategic Plan	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	A learning management system (LMS) has been implemented and a number of basic technology courses have been made available in collaboration with HR. The Fire Department has also made significant use of the platform for their needs. Increased promotion and additional offerings for more technical staff would likely benefit the program.

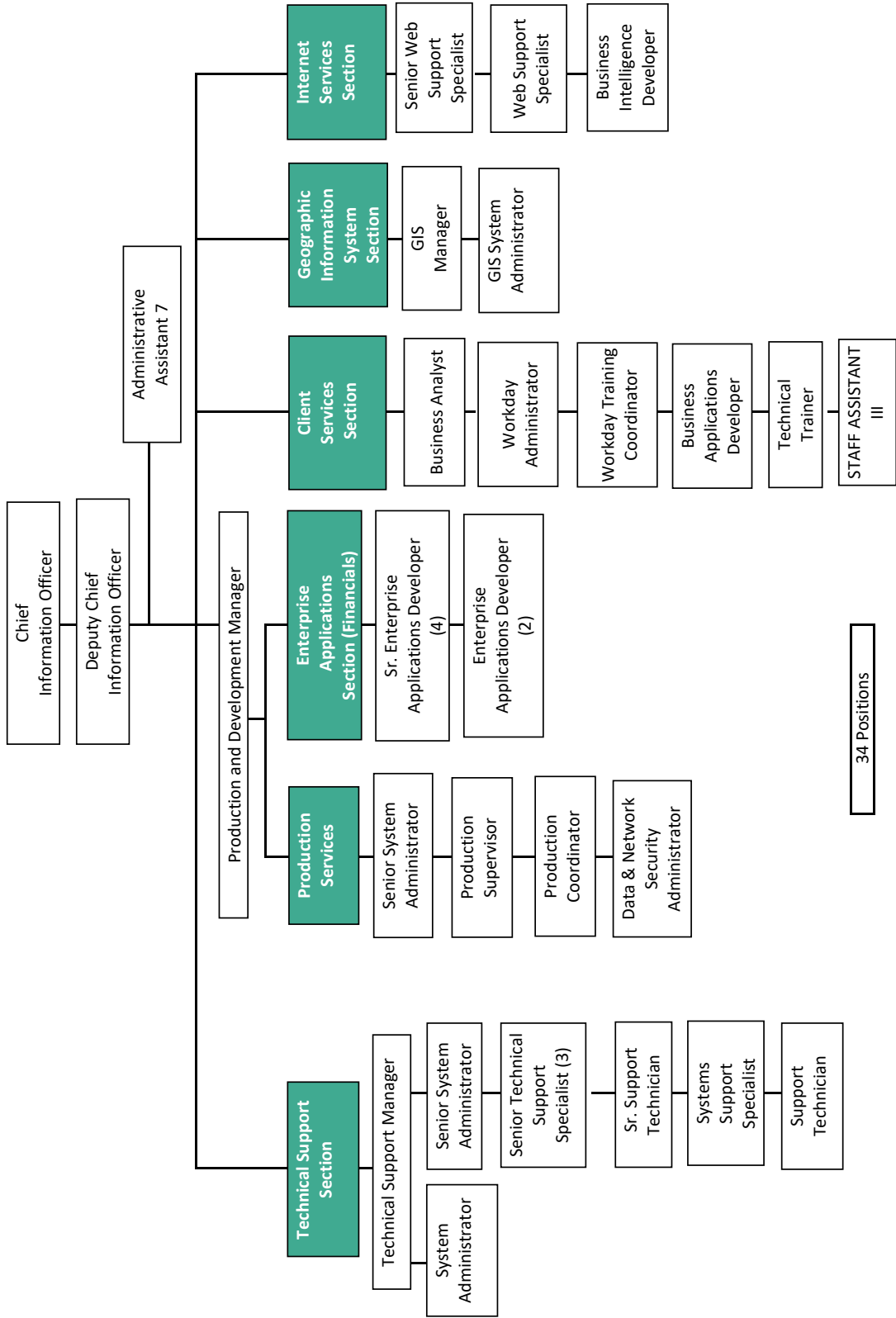
## Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2021</u>	<u>Fiscal 2022</u>	<u>3/31/22</u>	<u>Fiscal 2023</u>
Salaries	\$ 2,942,401.26	\$ 2,962,406.00	\$ 1,741,993.54	\$ 3,083,778.00
Overtime	19,820.90	20,000.00	15,387.82	20,000.00
Ordinary Maintenance	3,249,420.30	2,780,230.00	2,716,368.58	3,301,169.00
Capital Outlay	300,000.00	300,000.00	276,814.87	-
<b>Total</b>	<b>\$ 6,511,642.46</b>	<b>\$ 6,062,636.00</b>	<b>\$ 4,750,564.81</b>	<b>\$ 6,404,947.00</b>
<b>Total Positions</b>	34	34	34	34

## Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$6,404,947, which is an increase of \$342,311 from the Fiscal 2022 amount of \$6,062,636. The salary increase is due to step increases for employees who are not at maximum pay, EM incentive pay, and salary increases from Fiscal Year 2022 to Fiscal Year 2023 which include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The increase is offset by enterprise credits, an increase in the vacancy factor, and the transfer of a Web Support Specialist to the City Manager's Office in exchange for a Staff Assistant III position. In addition, the increase in Ordinary Maintenance of \$520,939 is due to increases in Maintenance System Software and Consultants to cover expenses associated with ePermitting software for online permitting and inspections, annual license and support for Geographic Information Systems (GIS), Microsoft Assurance agreement, data security, video management system, the continuation of the GIS Modernization Project, consulting services for a citywide master address project, and funding for the City's web support content management system consultant. These increases are offset by a reduction of \$300,000 in Capital Outlay.

# TECHNICAL SERVICES DIVISION ORGANIZATIONAL CHART



34 Positions



**MICHAEL P. HAMEL, CHIEF INFORMATION OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**DEPARTMENT OF ADMINISTRATION & FINANCE**

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

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 129,686.00	53EM	CHIEF INFORMATION OFFICER	1	\$ 154,149.00
1	118,766.00	48EM	DEPUTY CHIEF INFORMATION OFFICER	1	131,579.00
1	116,949.00	47EM	PRODUCTION AND DEVELOPMENT MANAGER	1	125,014.00
1	116,949.00	47EM	TECHNICAL SUPPORT MANAGER	1	125,014.00
2	220,870.00	50P	SENIOR SYSTEM ADMINISTRATOR	2	240,846.00
2	197,611.00	48P	SENIOR DATABASE DEVELOPER	2	201,317.00
2	204,017.00	48P	SENIOR CLIENT SERVER DATABASE ANALYST	2	197,251.00
1	83,245.00	48P	SENIOR ENTERPRISE APPLICATIONS DEVELOPER	1	92,405.00
1	104,568.00	48P	NETWORK ADMINISTRATOR	1	84,938.00
1	89,867.00	48P	SYSTEM ADMINISTRATOR	1	107,460.00
3	305,808.00	48P	SENIOR TECHNICAL SUPPORT SPECIALIST	3	330,891.00
4	384,759.00	48P	SENIOR CLIENT SERVER PROGRAMMER/ANALYST	4	395,223.00
1	88,532.00	44P	SENIOR WEB SUPPORT SPECIALIST	1	96,544.00
2	162,343.00	44P	DATABASE DEVELOPER II	0	-
0	-	44P	WORKDAY ADMINISTRATOR	1	78,909.00
0	-	42P	WORKDAY TRAINING COORDINATOR	1	85,747.00
1	83,771.00	42P	CLIENT SERVER PROGRAMMER/ANALYST	1	89,550.00
2	156,450.00	42P	WEB SUPPORT SPECIALIST	1	80,506.00
1	83,164.00	42P	SYSTEM SUPPORT SPECIALIST	1	89,550.00
1	73,021.00	40P	BUSINESS INTELLIGENCE DEVELOPER	1	80,892.00
1	76,516.00	40P	PRODUCTION SUPERVISOR	1	83,414.00
1	68,800.00	40P	PRODUCTION SUPPORT SPECIALIST	1	76,184.00
1	75,753.00	40	SENIOR SUPPORT TECHNICIAN	1	66,358.00
1	57,942.00	38	PRODUCTION COORDINATOR	1	64,657.00
1	68,069.00	37	SUPPORT TECHNICIAN	1	72,773.00
0	-	37	STAFF ASSISTANT III	1	66,773.00
1	63,309.00	35	ADMINISTRATIVE ASSISTANT 7	1	67,689.00
34	\$ 3,130,765.00		REGULAR SALARIES	34	\$ 3,285,633.00
	12,311.00		EM INCENTIVE PAY		13,877.00
	(23,390.00)		VACANCY FACTOR		(51,145.00)
	20,000.00		TEMPORARY STAFF		20,000.00
34	\$ 3,139,686.00		TOTAL RECOMMENDED SALARIES	34	\$ 3,268,365.00
			<b>FUNDING SOURCES:</b>		
	\$ (3,454.00)		GOLF REVENUES		\$ (3,596.00)
	(69,090.00)		SEWER REVENUES		(71,945.00)
	(104,736.00)		WATER REVENUES		(109,046.00)
	\$ (177,280.00)		TOTAL FUNDING SOURCES		\$ (184,587.00)
34	\$ 2,962,406.00	680-91000	TOTAL RECOMMENDED PERSONAL SERVICES	34	\$ 3,083,778.00
	\$ 20,000.00		OVERTIME		\$ 20,000.00
	\$ 20,000.00	680-97000	TOTAL RECOMMENDED OVERTIME		\$ 20,000.00
	\$ 30,000.00		ELECTRICITY		\$ 30,000.00
	100,000.00		LEASE AND RENTALS		710,000.00
	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
	2,113,345.00		REGULAR SYSTEM MAINTENANCE		1,902,746.00
	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

**MICHAEL P. HAMEL, CHIEF INFORMATION OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**DEPARTMENT OF ADMINISTRATION & FINANCE**

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

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 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>\$ 3,173,520.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 3,572,921.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (151,916.00)		CREDIT INET		-
	(2,390.00)		CREDIT FROM GOLF		(2,691.00)
	(96,653.00)		CREDIT FROM SEWER		(108,817.00)
	(142,331.00)		CREDIT FROM WATER		(160,244.00)
	<u>\$ (393,290.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (271,752.00)</u>
	<u>\$ 2,780,230.00</u>	<b>680-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 3,301,169.00</u>
	\$ 300,000.00		FURNITURE & EQUIPMENT		\$ -
	<u>\$ 300,000.00</u>	<b>680-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ -</u>
	<u>\$ 6,062,636.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 6,404,947.00</u>

# HUMAN RESOURCES

## William Bagley Jr., Director

City Hall, Room 109  
455 Main Street  
Worcester, MA 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:** Human Resources will be regarded (1) internally as a collaborative partner to the City's departments to plan, anticipate, and respond efficiently to changes and priorities in staffing trends, City's initiatives, and succession management efforts and (2) externally as a resource to the Worcester Community that is committed to establishing and maintaining a thriving and diverse workforce that is reflective of the community.

**Goal 1:** Improve hiring and promotional processes to provide more efficient service to departments and candidates for open Positions

**City Priority Area:** Sound Fiscal & Operational Government

### Objective 1: Review, Revise and Align Hiring Policy Guide and Affirmative Action Policy

Initiative(s)	Measure
Review Hiring Guide internally, and externally with 100% of Hiring Managers & Departments within six months	<ul style="list-style-type: none"> <li>Percentage of Departments/Hiring Managers with whom HR has met to review Hiring Guide</li> </ul>
Review, revise, and align 100% of the Hiring Guide and Affirmative Action Policy with Chief Diversity Officer ("CDO") within one year of CDO's appointment.	<ul style="list-style-type: none"> <li>Percent of Hiring Guide and Affirmative Action Policy reviewed</li> <li>Percent of Hiring Guide and Affirmative Action Policy revised</li> </ul>

### Objective 2: Provide greater communication/support to Departments/Hiring Managers

Initiative(s)	Measure
Staff liaison will meet with 100% of Departments/Hiring Managers within 6 months of appointment.	<ul style="list-style-type: none"> <li>Percent of departments who have met with staff liaison</li> <li>Number of departments who have met with staff liaison</li> </ul>
For promotions, fill 75% of open non civil service positions within 12 weeks of the initial posting.	<ul style="list-style-type: none"> <li>Average weeks to fill an open position from posting date</li> <li>Percentage of positions filled within specified timeline</li> </ul>
For new hires, for 75% of open non civil service individual positions (excluding classes such as communications dispatchers), to make offer of employment within 12 weeks of the initial job posting.	<ul style="list-style-type: none"> <li>Average weeks to fill an open position from posting date</li> <li>Percentage of positions filled within specified timeline</li> </ul>
During the hiring process the staff liaison will meet with department hiring managers at least once every two weeks 75% of the time.	<ul style="list-style-type: none"> <li>Percent of the time bi-weekly meetings are happening</li> </ul>

**Goal 2:** Maintain a classification structure that encourages career growth and flexibility.

**City Priority Area:** Opportunity for All, Sound Fiscal & Operational Government

**Objective 1:** Establish simplified and accurate salary book

Initiative(s)	Measure
Review and update 100% of the salary book within 6 months	<ul style="list-style-type: none"> <li>• Percent of salary book reviewed</li> <li>• Percent of salary book updated</li> <li>• Percentage of updates approved</li> </ul>

**Objective 2:** Conduct research to determine whether City's pay structure is competitive

Initiative(s)	Measure
Draft recommendations for no less than 5 departments based on the compensation study no later than the end of Q3 of FY23	<ul style="list-style-type: none"> <li>• Number of departments with recommendations</li> </ul>

**Goal 3:** Improve Efficiency of Employee Investigations

**City Priority Area:** Sound Fiscal & Operational Government

**Objective 1:** Establish Investigation Policy

Initiative(s)	Measure
Complete draft of the investigation policy within two months	<ul style="list-style-type: none"> <li>• Percentage of draft completed</li> </ul>
Review and finalize 100% investigation policy within two months of completed draft	<ul style="list-style-type: none"> <li>• Percentage of policy reviewed and finalized</li> </ul>
Communicate implementation of the new investigation policy to 100% of departments within 6 months of the document being finalized	<ul style="list-style-type: none"> <li>• Number of departments communicated to</li> <li>• Percent of departments communicated to</li> </ul>

**Objective 2:** To complete all investigations of employee misconduct submitted to Human Resources within forty-five (45) days of the submission of the complaint.

Initiative(s)	Measure
Have no less than 1 staff meeting each month to review all pending investigations	<ul style="list-style-type: none"> <li>• Percentage of months where at least one meeting was held</li> <li>• Total number of meetings held to date during the FY</li> </ul>
Work with Department out of which complaint arises to ensure availability of witnesses and documentation needed to complete no less than 75% of investigations within 45 days.	<ul style="list-style-type: none"> <li>• Percentage of investigations completed within 45 days.</li> </ul>

**Goal 4:** Build an Accessible and Robust Training and Professional Development Plan

**City Priority Area:** Sound Fiscal & Operational Government

**Objective 1:** Increase Utilization of Online Portal for Compliance Training

Initiative(s)	Measure
50% of City employees will complete compliance training through the online training portal during FY23	<ul style="list-style-type: none"> <li>• Percent compliance from City employees using online training portal for annual Ethics and Harassment training</li> </ul>
2 Public Works divisions will complete the compliance training via online portal in FY23	<ul style="list-style-type: none"> <li>• Number of Public Works divisions that have completed the compliance training</li> </ul>

**Objective 2: Increase Utilization of Online Portal for Skill Building Training**

Initiative(s)	Measure
50% of employees will complete 4 skill building trainings online during FY23 (1 per quarter)	<ul style="list-style-type: none"> <li>Percentage of employees to complete Q1 training</li> <li>Percentage of employees to complete Q2 training</li> <li>Percentage of employees to complete Q3 training</li> <li>Percentage of employees to complete Q4 training</li> <li>Percentage of employees to complete 0 training modules</li> <li>Percentage of employees to complete 1 training module</li> <li>Percentage of employees to complete 2 training modules</li> <li>Percentage of employees to complete 3 training modules</li> <li>Percentage of employees to complete 4 training modules</li> </ul>
50% of managers will complete 4 skill building trainings online during FY23 (1 per quarter)	<ul style="list-style-type: none"> <li>Percentage of managers to complete Q1 training</li> <li>Percentage of managers to complete Q2 training</li> <li>Percentage of managers to complete Q3 training</li> <li>Percentage of managers to complete Q4 training</li> <li>Percentage of managers to complete 0 training modules</li> <li>Percentage of managers to complete 1 training module</li> <li>Percentage of managers to complete 2 training modules</li> <li>Percentage of managers to complete 3 training modules</li> <li>Percentage of managers to complete 4 training modules</li> </ul>

**Goal 5: Build a Career Path to Management Positions****City Priority Area:** Opportunity for All**Objective 1: Collect Data on Needs for Development**

Initiative(s)	Measure
Complete needs assessment of 75% departments in FY 23	<ul style="list-style-type: none"> <li>Number of departments that have completed the needs assessment</li> <li>Percentage of departments that have completed the needs assessment</li> </ul>

**Objective 2: Build Learning plans**

Initiative(s)	Measure
Create learning plan for 20 employees in FY 23	<ul style="list-style-type: none"> <li>Number of employees contacted to create learning plans</li> <li>Number of employees who have had learning plans created</li> </ul>
Contract with 2 colleges to provide relative course work for learning plans during FY 23	<ul style="list-style-type: none"> <li>Number of colleges contacted</li> <li>Number of contracts executed</li> </ul>
Award 10 merit prizes for completion of training sessions	<ul style="list-style-type: none"> <li>Number of merit prizes awarded</li> </ul>

**Goal 6: Implement Peer to Peer Program****City Priority Area:** Vibrant, Thriving City**Objective 1: Engage Municipalities**

Initiative(s)	Measure
Engage at least 1 other municipality during FY23 to participate in a Peer to Peer program so employees can spend a day watching how others do their jobs. (City Clerks, Assessors, Human Resources )	<ul style="list-style-type: none"> <li>Number of departments participating</li> <li>Number of municipalities participating</li> </ul>

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Promote the City of Worcester as an employer of choice through ongoing advertising and education about the City's services and benefits.	Increase the number of job opportunity fairs; Establish partnership with Colleges/Universities for internship programs and entry level professional jobs.	COVID made it difficult to engage in these types of activities during the previous fiscal year, but the Department is hopeful that such opportunities will be available as we move forward.
Maintain a classification structure that encourages career growth and flexibility and classification specifications that accurately reflect the needed qualifications, knowledge, skills, and abilities.	Update the job descriptions periodically; Conduct salary surveys and job market analysis; Create training & professional development programs; Encourage internal promotions	Working on development of training, learning and development programs to offer to City employees.
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.	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	Presently negotiating with NAGE, Local 495.
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.	Integrate the civil service certification process in the pre-employment selection process; Connect HRD NeoGov System with the City's hiring process	Planning to integrate as part of ERP, which is ongoing.

### Department Allocation Summary

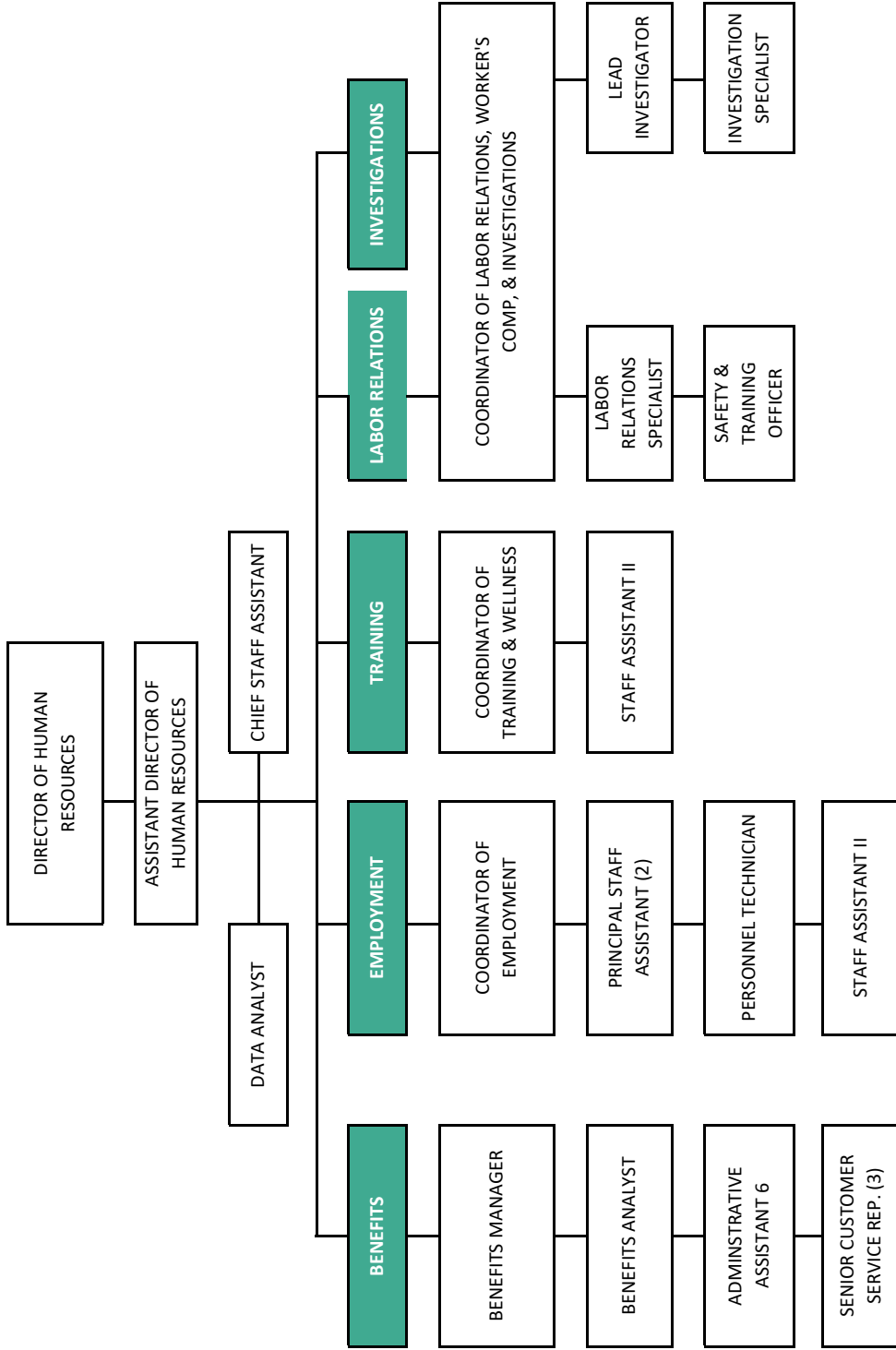
	Actual	Approved	Actuals	Recommended
	Fiscal 2021	Budget for	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2021</u>	<u>Fiscal 2022</u>	<u>3/31/22</u>	<u>Fiscal 2023</u>
Salaries	\$ 963,619.41	\$ 1,137,344.00	\$ 643,741.31	\$ 1,456,419.00
Overtime	2,448.76	5,000.00	2,108.36	5,000.00
Ordinary Maintenance	457,072.16	411,549.00	315,373.49	499,807.00
<b>Total</b>	<b>\$ 1,423,140.33</b>	<b>\$ 1,553,893.00</b>	<b>\$ 961,223.16</b>	<b>\$ 1,961,226.00</b>
<b>Total Positions</b>	17	17	17	22

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be funded at \$1,961,226 which is an increase of \$407,333 from Fiscal 2022. The salary increase is mainly due to the addition of three new positions in order to advance the training capacity and recruitment capabilities within the department, step increases for employees who are not at maximum pay, and salary increases from Fiscal Year 2022 to Fiscal Year 2023 which include certain Cost of Living

Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. These increases are offset by regrading the Coordinator of Employment position to a lower paygrade. Also, Ordinary Maintenance increased to include funding for additional job advertising platforms, network storage, telephone, and increased Adobe license fees.

# HUMAN RESOURCE DEPARTMENT ORGANIZATIONAL CHART



22 POSITIONS



**WILLIAM BAGLEY JR., DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023****HUMAN RESOURCES DEPARTMENT - DEPARTMENT #170**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
<b>ADMINISTRATION:</b>					
1	\$ 132,474.00	58CM	DIRECTOR HUMAN RESOURCES	1	\$ 135,784.00
0	-	47EM	ASSISTANT DIRECTOR HUMAN RESOURCES	1	118,621.00
1	79,449.00	42M	CHIEF STAFF ASSISTANT	1	89,550.00
0	-	40M	DATA ANALYST	1	63,677.00
2	\$ 211,923.00			4	\$ 407,632.00
1	\$ 97,113.00	46M	COORDINATOR OF EMPLOYMENT	1	\$ 84,938.00
1	62,949.00	40M	PRINCIPAL STAFF ASSISTANT	2	133,466.00
1	68,069.00	38M	PERSONNEL TECHNICIAN	1	72,773.00
0	-	35	STAFF ASSISTANT II	1	50,933.00
3	\$ 228,131.00			5	\$ 342,110.00
1	\$ 106,363.00	49M	COORD. LABOR RELATIONS, WORKER'S COMP, & INVESTIGATIONS	1	\$ 115,267.00
1	93,668.00	45M	LABOR RELATIONS SPECIALIST	1	76,184.00
1	82,305.00	42M	SAFETY & TRAINING OFFICER	1	89,550.00
3	\$ 282,336.00			3	\$ 281,001.00
1	\$ 87,072.00	44M	BENEFITS MANAGER	1	\$ 95,674.00
1	48,854.00	35	BENEFIT ANALYST	1	59,169.00
1	48,611.00	33	ADMINISTRATIVE ASSISTANT 6	1	53,200.00
3	141,487.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	3	153,657.00
6	\$ 326,024.00			6	\$ 361,700.00
1	\$ 90,286.00	44M	COORD. OF TRAINING, DEVELOP. AND WELLNESS PROGRAMS	1	\$ 96,501.00
0	-	35	STAFF ASSISTANT II	1	50,933.00
1	\$ 90,286.00			2	\$ 147,434.00
1	\$ 71,264.00	45M	LEAD INVESTIGATOR	1	\$ 89,262.00
1	64,102.00	42M	INVESTIGATION SPECIALIST	1	52,272.00
2	\$ 135,366.00			2	\$ 141,534.00
17	\$ 1,274,066.00		REGULAR SALARIES	22	\$ 1,681,411.00
	\$ 92,400.00		INTERNSHIP PROGRAM		\$ 92,400.00
	3,095.00		EM INCENTIVE PAY		6,530.00
	(3,491.00)		VACANCY FACTOR		(26,592.00)
	\$ 1,366,070.00		TOTAL RECOMMENDED SALARIES		\$ 1,753,749.00
	\$ (1,092.00)		<b>FUNDING SOURCES:</b> CREDIT FROM GOLF COURSE		\$ (1,420.00)
	(98,741.00)		CREDIT FROM SEWER		(128,357.00)
	(128,893.00)		CREDIT FROM WATER		(167,553.00)
	\$ (228,726.00)		TOTAL FUNDING SOURCES		\$ (297,330.00)
17	\$ 1,137,344.00	<b>170-91000</b>	<b>TOTAL RECOMMENDED PERSONNEL SERVICES</b>	22	\$ 1,456,419.00
	\$ 5,000.00		OVERTIME		\$ 5,000.00
	\$ 5,000.00	<b>170-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 5,000.00

**WILLIAM BAGLEY JR., DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022****HUMAN RESOURCES DEPARTMENT - DEPARTMENT #170**

FY22 TOTAL POSITIONS	APPROVED FY21 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 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		3,080.00
	1,400.00		MEMBERSHIP DUES		1,400.00
	34,000.00		NEWSPAPER ADVERTISING		64,740.00
	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
	30,000.00		PROFESSIONAL DEVELOPMENT-TRAINING CERTIFICATIONS		48,000.00
	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
	-		RENTAL/NETWORK STORAGE		1,500.00
	4,345.00		SECURITY SERVICES		4,345.00
	1,000.00		TELEPHONE		8,000.00
	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>\$ 449,595.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 508,915.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (3,645.00)		CREDIT FROM SEWER		\$ (4,126.00)
	(4,401.00)		CREDIT FROM WATER		(4,982.00)
	(30,000.00)		INTERDEPARTMENTAL CREDIT		-
	<u>\$ (38,046.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (9,108.00)</u>
	<u>\$ 411,549.00</u>	<b>170-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 499,807.00</u>
	<u>\$ 1,553,893.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,961,226.00</u>

## WORKERS' COMPENSATION

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### William Bagley Jr., 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 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Ordinary Maintenance	\$ 45,227.48	\$ 91,359.00	\$ 52,765.42	\$ 91,359.00
Fringe Benefits	812,663.59	1,155,641.00	590,405.74	1,105,641.00
<b>Total</b>	<b>\$ 857,891.07</b>	<b>\$ 1,247,000.00</b>	<b>\$ 643,171.16</b>	<b>\$ 1,197,000.00</b>

### Operating Budget Highlights

The total Workers' Compensation budget for Fiscal 2023 is recommended to be \$1,197,000, which is a decrease of \$50,000 from the Fiscal 2022 amount of \$1,247,000. 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 M.G.L. Chapter 152.

**WILLIAM BAGLEY JR., DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023****DEPARTMENT OF HUMAN RESOURCES****DIVISION OF WORKERS' COMPENSATION - DIVISION #171**

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY23 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>
\$ 1,381,321.00	BASIC WORKERS' COMPENSATION	\$ 1,331,321.00
<u>\$ 1,381,321.00</u>	<b>171-96000</b> <b>TOTAL FRINGE BENEFITS</b>	<u>\$ 1,331,321.00</u>
	<b>FUNDING SOURCES:</b>	
\$ (120,000.00)	CREDIT FROM WATER	\$ (120,000.00)
(60,000.00)	CREDIT FROM SEWER	(60,000.00)
(45,680.00)	CREDIT FROM SCHOOLS	(45,680.00)
<u>\$ (225,680.00)</u>	<b>TOTAL FUNDING SOURCES</b>	<u>\$ (225,680.00)</u>
<u>\$ 1,247,000.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 1,197,000.00</u>

## INJURED ON DUTY CLAIMS

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### William Bagley Jr., 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 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Ordinary Maintenance	\$ 98,549.00	\$ 98,550.00	\$ 82,125.00	\$ 98,550.00
Fringe Benefits	703,000.01	903,386.00	634,156.77	903,386.00
<b>Total</b>	<b>\$ 801,549.01</b>	<b>\$ 1,001,936.00</b>	<b>\$ 716,281.77</b>	<b>\$ 1,001,936.00</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 2023 is recommended to be \$1,001,936, which is level funded from Fiscal 2022.

**WILLIAM BAGLEY JR., DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023****DIVISION OF PUBLIC SAFETY INJURED ON DUTY (IOD) CLAIMS- DIVISION #174**

APPROVED FY22 AMOUNT		TITLE		RECOMMENDED FY23 AMOUNT
\$	98,550.00	174-92000	ADMINISTRATIVE SERVICES	\$ 98,550.00
\$	98,550.00	<b>174-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	\$ 98,550.00
\$	333,399.00	1741	POLICE DEPARTMENT IOD CLAIMS	\$ 336,311.00
	569,987.00	17412	FIRE DEPARTMENT IOD CLAIMS	567,075.00
\$	903,386.00	<b>174-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	\$ 903,386.00
\$	1,001,936.00		<b>TOTAL RECOMMENDED TAX LEVY</b>	\$ 1,001,936.00

## UNEMPLOYMENT COMPENSATION

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### William Bagley Jr., 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>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Ordinary Maintenance	\$ -	\$ -	\$ -	\$ 18,840.00
Fringe Benefits	101,000.00	101,000.00	31,943.55	101,000.00
<b>Total</b>	<b>\$101,000.00</b>	<b>\$ 101,000.00</b>	<b>\$ 31,943.55</b>	<b>\$ 119,840.00</b>

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

### Operating Budget Highlights

The total unemployment compensation budget for Fiscal 2023 is recommended to be \$119,840, which is an increase of \$18,840. This increase is associated with an administrative fee for claim management. 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.

**WILLIAM BAGLEY, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**DEPARTMENT OF HUMAN RESOURCES**

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

APPROVED FY22 AMOUNT	ACCOUNT NUMBER	TITLE	RECOMMENDED FY23 AMOUNT
\$ -	172-92000	ADMINISTRATIVE SERVICES	\$ 18,840.00
\$ -	<b>172-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	\$ 18,840.00
\$ 115,000.00		REGULAR UNEMPLOYMENT COMPENSATION	\$ 115,000.00
\$ 115,000.00		TOTAL UNEMPLOYMENT COMPENSATION	\$ 115,000.00
		FUNDING SOURCES:	
\$ (3,000.00)		CREDIT FROM WATER	\$ (3,000.00)
(11,000.00)		CREDIT FROM GOLF	(11,000.00)
\$ (14,000.00)		TOTAL FUNDING CREDITS	\$ (14,000.00)
\$ 101,000.00	<b>172-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	\$ 119,840.00
\$ 101,000.00		<b>TOTAL RECOMMENDED TAX LEVY</b>	\$ 119,840.00



## HEALTH INSURANCE

### **William Bagley Jr., 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. Great efforts have been made 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. In FY23, the City will administer six (6) conventional and five (5) Medicare health plans. There will be migration of subscribers to new health plans offered by Blue Cross and Harvard Pilgrim as Fallon Health exits the conventional health insurance market. The associated shift in premium and claims cost has been included in the FY23 Health Insurance budget.

### **Department Allocation Summary**

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Fringe Benefits	\$ 26,995,796.15	\$ 28,711,109.00	\$ 24,848,805.31	\$ 30,325,822.00
<b>Total</b>	<b>\$ 26,995,796.15</b>	<b>\$ 28,711,109.00</b>	<b>\$ 24,848,805.31</b>	<b>\$ 30,325,822.00</b>

### **Operating Budget Highlights**

The Fiscal 2023 tax levy budget for Health Insurance and employee Fringe Benefit costs, excluding Worcester Public Schools, is recommended to be funded at \$30,325,822, which is an increase of \$1,614,713 from Fiscal 2022. 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 3,144 of the 3,519 active and retired City employees that carry the Health Insurance benefit. The other 375 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.

**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.

**WILLIAM BAGLEY JR., DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023****HEALTH INSURANCE - DEPARTMENT #663**

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY23 AMOUNT
\$ 601,540.00	BC/ BS PREFERRED	\$ 617,063.00
5,519,064.00	NETWORK BLUE NEW ENGLAND	6,785,443.00
-	NETWORK BLUE SELECT	5,367,264.00
-	HPHC CHOICENET	10,576,719.00
-	HPHC FOCUS	3,076,288.00
-	HPHC HIGH DEDUCTIBLE PLAN	418,383.00
3,265,566.00	CITY OF WORCESTER DIRECT	-
15,543,571.00	CITY OF WORCESTER ADVANTAGE	-
3,727,358.00	BC/ BS MEDEX	3,780,836.00
80,982.00	FALLON MEDICARE PLUS	118,178.00
26,779.00	FALLON MEDICARE CENTRAL	34,689.00
350,550.00	TUFTS MEDICARE PREFERRED	325,616.00
906,831.00	TUFTS MEDICARE SUPPLEMENT	945,122.00
75,000.00	HEALTH INSURANCE CONSULTANT	76,500.00
60,000.00	PBM ADMINISTRATIVE COSTS	60,000.00
346,412.00	HIGH DEDUCTIBLE HEALTH PLAN	-
<u>\$ 30,503,653.00</u>	<b>TOTAL HEALTH INSURANCE</b>	<u>\$ 32,182,101.00</u>
\$ 133,825.00	LIFE INSURANCE	\$ 129,937.00
2,156,609.00	MEDICARE INSURANCE	2,532,245.00
172,200.00	DIABETES CARE PROGRAM	172,200.00
26,500.00	EMPLOYEE ASSISTANCE PROGRAM	26,500.00
114,738.00	WELLNESS PROGRAM	26,136.00
<u>\$ 2,603,872.00</u>	<b>TOTAL OTHER COSTS</b>	<u>\$ 2,887,018.00</u>
164,000.00	RESERVE FOR SETTLEMENTS	-
<u>\$ 33,271,525.00</u>	<b>TOTAL FRINGE BENEFITS</b>	<u>\$ 35,069,119.00</u>
	<b>FUNDING SOURCES:</b>	
\$ (1,331,195.00)	CREDIT FROM INDIRECT	\$ (1,469,293.00)
(35,751.00)	CREDIT ELDER AFFAIRS	(34,472.00)
(345,981.00)	CREDIT FROM WORKFORCE DEVELOPMENT	(388,736.00)
(77,925.00)	CREDIT DPW- PROJECTS	-
(314,886.00)	CREDIT GRANTS	(433,081.00)
(807,876.00)	CREDIT FROM SEWER	(848,499.00)
(1,563,416.00)	CREDIT FROM WATER	(1,482,203.00)
(42,929.00)	CREDIT FROM GOLF	(46,775.00)
(40,457.00)	CREDIT FROM AIRPORT	(40,238.00)
<u>\$ (4,560,416.00)</u>	<b>TOTAL FUNDING SOURCES</b>	<u>\$ (4,743,297.00)</u>
<u>\$ 28,711,109.00</u>	<b>663-96000 TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ 30,325,822.00</u>
<u>\$ 28,711,109.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 30,325,822.00</u>

WILLIAM BAGLEY JR., DIRECTOR  
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023

HEALTH INSURANCE ENROLLMENT

CITY OF WORCESTER	IND. BLUE CARE PREFERRED	FAM. BLUE CARE PREFERRED	IND. NETWORK BLUE CARE	FAM. NETWORK BLUE CARE	IND. NETWORK BLUE CARE	FAM. NETWORK BLUE CARE	IND. HPIC CHOICENET	FAM. HPIC CHOICENET	IND. HPIC FOCUS	FAM. HPIC FOCUS	IND. HDHP QUALIFIED	FAM. HDHP QUALIFIED	IND. C. OF W. DIRECT	FAM. C. OF W. DIRECT	IND. ADVANTAGE	FAM. ADVANTAGE	MEDEX (INEM)	FALLON MEDICARE PLUS	FALLON MEDICARE CENTRAL	TUFTS MEDICARE SUPPLEMENT	TUFTS MEDICARE PREFERRED	COW HIGH DEDUCT. INDIVIDUAL	COW HIGH DEDUCT. FAMILY	TOTAL	
																									15
CABLE SERVICES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
REGIONAL LIBRARY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FINANCE (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HEALTH (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HEALTH & HUMAN RESOURCES (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INSPECTIONAL SERVICES (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CITY MANAGER (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DPW (PROJECTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ELDER AFFAIRS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKFORCE DEVELOPMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SEWER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WATER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GOLF	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AIRPORT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SUB TOTAL</b>	<b>15</b>	<b>17</b>	<b>200</b>	<b>202</b>	<b>163</b>	<b>278</b>	<b>411</b>	<b>175</b>	<b>128</b>	<b>31</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1134</b>	<b>42</b>	<b>16</b>	<b>305</b>	<b>113</b>	<b>0</b>	<b>0</b>	<b>3519</b>	
WORK PUBLIC SCHOOL	32	10	516	505	293	407	605	316	256	14	16	0	0	0	0	0	1838	46	18	611	196	0	0	6112	
COBRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SUB TOTAL</b>	<b>32</b>	<b>10</b>	<b>516</b>	<b>505</b>	<b>293</b>	<b>407</b>	<b>605</b>	<b>316</b>	<b>256</b>	<b>14</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1838</b>	<b>46</b>	<b>18</b>	<b>611</b>	<b>196</b>	<b>0</b>	<b>0</b>	<b>6112</b>	
<b>GRAND TOTAL</b>	<b>47</b>	<b>27</b>	<b>716</b>	<b>707</b>	<b>456</b>	<b>685</b>	<b>1016</b>	<b>491</b>	<b>384</b>	<b>45</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2972</b>	<b>88</b>	<b>34</b>	<b>916</b>	<b>309</b>	<b>0</b>	<b>0</b>	<b>9631</b>	

CITY OF WORCESTER	IND. BLUE CARE PREFERRED	FAM. BLUE CARE PREFERRED	IND. NETWORK BLUE CARE	FAM. NETWORK BLUE CARE	IND. NETWORK BLUE CARE	FAM. NETWORK BLUE CARE	IND. HPIC CHOICENET	FAM. HPIC CHOICENET	IND. HPIC FOCUS	FAM. HPIC FOCUS	IND. HDHP QUALIFIED	FAM. HDHP QUALIFIED	IND. C. OF W. DIRECT	FAM. C. OF W. DIRECT	IND. ADVANTAGE	FAM. ADVANTAGE	MEDEX (INEM)	FALLON MEDICARE PLUS	FALLON MEDICARE CENTRAL	TUFTS MEDICARE SUPPLEMENT	TUFTS MEDICARE PREFERRED	COW HIGH DEDUCT. INDIVIDUAL	COW HIGH DEDUCT. FAMILY	TOTAL	
																									18
CABLE SERVICES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
REGIONAL LIBRARY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FINANCE (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HEALTH (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HEALTH & HUMAN RESOURCES (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INSPECTIONAL SERVICES (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CITY MANAGER (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DPW (PROJECTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ELDER AFFAIRS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WORKFORCE DEVELOPMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SEWER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WATER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GOLF	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AIRPORT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SUB TOTAL</b>	<b>18</b>	<b>17</b>	<b>184</b>	<b>177</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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>	
WORK PUBLIC SCHOOL	31	21	474	477	0	0	0	0	0	0	0	0	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	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>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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>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>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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>9576</b>		

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

**WILLIAM BAGLEY JR., DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023  
LIFE INSURANCE & FEDERAL MEDICARE PAYMENTS**

<b>MEDICARE PAYMENTS</b>				
<b>DEPARTMENT</b>	<b>March 22 DEDUCTIONS</b>	<b>AVERAGE WEEKLY</b>	<b>YEARLY AMOUNT</b>	<b>BUDGET FY23</b>
<b>CITY OF WORCESTER</b>	<b>179,795.43</b>	<b>44,948.86</b>	<b>2,346,330.34</b>	<b>2,346,330.34</b>
CABLE SERVICES	294.99	73.75	3,849.62	3,849.62
DIVERSITY & INCLUSION	105.27	26.32	1,373.77	1,373.77
REGIONAL LIBRARY	278.94	69.74	3,640.17	3,640.17
FINANCE (GRANTS)	155.07	38.77	2,023.62	2,023.62
ECONOMIC DEVELOPMENT (GRANTS)	922.29	230.57	12,035.86	12,035.86
HEALTH (GRANTS)	938.45	234.61	12,246.83	12,246.83
INSPECTIONAL SERVICES (GRANTS)	203.16	50.79	2,651.24	2,651.24
HUMAN SERVICES (GRANTS)	38.42	9.61	501.38	501.38
DPW (PROJECTS)	-	-	-	-
ELDER AFFAIRS	155.25	38.81	2,026.03	2,026.03
WORKFORCE DEVELOPMENT	1,652.98	413.25	21,571.39	21,571.39
AIRPORT	-	-	-	-
GOLF	251.34	62.84	3,279.99	3,279.99
SEWER	3,560.46	890.12	46,464.00	46,464.00
WATER	5,689.68	1,422.42	74,250.32	74,250.32
<b>SUB TOTAL</b>	<b>14,246.30</b>	<b>3,561.58</b>	<b>185,914.22</b>	<b>185,914.22</b>
<b>TOTAL COST</b>	<b>194,041.73</b>	<b>48,510.43</b>	<b>2,532,244.56</b>	<b>2,532,244.56</b>
PUBLIC SCHOOL	313,973.61	78,493.40	4,097,355.61	4,097,355.61
<b>TOTAL</b>	<b>508,015.34</b>	<b>127,003.84</b>	<b>6,629,600.17</b>	<b>6,629,600.17</b>

**Comments:**

Expenditures are extracted from the City's IFMS system displaying the actual Federal Medicare cost totals for the various citywide departments. FY23 projections are based on the total cost for March divided by the # of weeks in that month to get a weekly cost. Take the weekly cost x 52.2 weeks.

<b>LIFE INSURANCE</b>				
<b>DEPARTMENT</b>	<b>ACTIVE March 22 ENROLLMENTS</b>	<b>RETIREES March 22 ENROLLMENTS</b>	<b>TOTAL ENROLLMENTS</b>	<b>ENROLLMENTS X RATE 77.76</b>
<b>CITY OF WORCESTER</b>	<b>685.31</b>	<b>783.00</b>	<b>1468.31</b>	<b>114,175.40</b>
CABLE SERVICES	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)	18.14	0.00	18.14	1,410.57
HEALTH (GRANTS)	6.31	0.00	6.31	490.28
HEALTH & HUMAN SERVICES	1.00	0.00	1.00	77.76
INSPECTIONAL SERVICES (GRANTS)	0.85	0.00	0.85	66.10
DPW (PROJECTS)	0.00	0.00	0.00	-
ELDER AFFAIRS (GRANTS)	0.45	0.00	0.45	34.99
WORKFORCE DEVELOPMENT	12.00	11.00	23.00	1,788.48
SEWER	29.00	23.00	52.00	4,043.52
WATER	39.00	55.00	94.00	7,309.44
AIRPORT	0.00	5.00	5.00	388.80
GOLF	0.00	0.00	0.00	-
<b>SUB TOTAL</b>	<b>108.70</b>	<b>94.00</b>	<b>202.70</b>	<b>15,761.56</b>
<b>TOTAL COST</b>	<b>794.00</b>	<b>877.00</b>	<b>1671.00</b>	<b>129,936.96</b>
PUBLIC SCHOOL	1028.00	1302.00	2330.00	181,180.80
<b>TOTAL</b>	<b>1822.00</b>	<b>2179.00</b>	<b>4001.00</b>	<b>311,117.76</b>

**Comments:**

Expenditures are extracted from the City's IFMS system displaying the actual Life Insurance cost totals for the various citywide departments. FY23 projections are based on the total enrollments for March x the yearly insurance rate.



The City of  
**WORCESTER**

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## 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.

**Goal 1:** Ensure quality and timely department responses to all Law Department customer service functions.

**City Priority Area:** Sound Fiscal and Operational Government

**Objective 1:** Improve turnaround time on major customer facing department functions

Initiative(s)	Measure
Review and respond to 80% of pothole claims within ten business days with either approved, denied or request more information.	<ul style="list-style-type: none"> <li>Percentage of claims responded to within timeframe</li> </ul>
Draft 75% of City-issued contracts within fifteen business days of requests to prepare.	<ul style="list-style-type: none"> <li>Percentage of City-issued contracts drafted within timeframe</li> </ul>
Provide comments within fifteen business days for 60% of requests to review external contracts.	<ul style="list-style-type: none"> <li>Percentage of external contracts with comments within timeframe</li> </ul>

**Goal 2:** Diversify the Law Department

**City Priority Area:** Opportunity for All

**Objective 1:** Create a more diverse workforce in the Law Department

Initiative(s)	Measure
Make sure 100% of job opportunity notices are sent to CIRCA, the company providing diversity recruiting services to the City	<ul style="list-style-type: none"> <li>Percentage of job opportunity notices sent to CIRCA</li> <li>Number of candidates referred through CIRCA</li> <li>Number of CIRCA candidates hired</li> </ul>

**Objective 2:** Remove barriers to employment for diverse populations

Initiative(s)	Measure
Continue use of model job description/advertisement formally prepared by chief diversity officer for 100% of job postings.	<ul style="list-style-type: none"> <li>Percentage of job posting meeting standard</li> </ul>

**Goal 3:** Advance the use of technology in the management and delivery of legal services

**City Priority Area:** Sound Fiscal and Operational Government

**Objective 1:** Increase management and oversight of work product

Initiative(s)	Measure
Implement 100% software program designed by Tech Services to comprehensively track request for and delivery of legal work product by the end of Q2.	<ul style="list-style-type: none"> <li>Percentage of system functional</li> <li>Number of users trained in the system</li> <li>Number of reports able to be generated</li> </ul>

**Objective 2: Expand E-Signature protocols**

Initiative(s)	Measure
Ensure 100% of appropriate Department employees have ability to use DocuSign	<ul style="list-style-type: none"> <li>Number of department employees using DocuSign</li> </ul>

**Previous Year DDP Highlights**

Goal	Objective	Current Progress
Advance the use of technology in the management and delivery of legal services	Utilize software to streamline the exchange of documents and information between city departments	DocuSign is available for use in the document execution process. Working with Technical Services to develop a custom tailored software program to manage the flow of work product in and out of the department.
Advance the use of technology in the management and delivery of legal services	Transition the processing of claims from paper intensive to more of an electronic format for filing, sharing of information, and storage	Implemented the use of Seamless Documents for electronic filing of claims
Create and maintain a more modern and positive workspace for employees	Renovate the office to provide a clean, healthy, and modern work environment	Office renovations are currently being readied for bidding by the Department of Public Facilities
Create and maintain a more modern and positive workspace for employees	Reorganize the office to maximize utilization of square footage	Reorganization of office is reflected in the renovation plans.

**Department Allocation Summary**

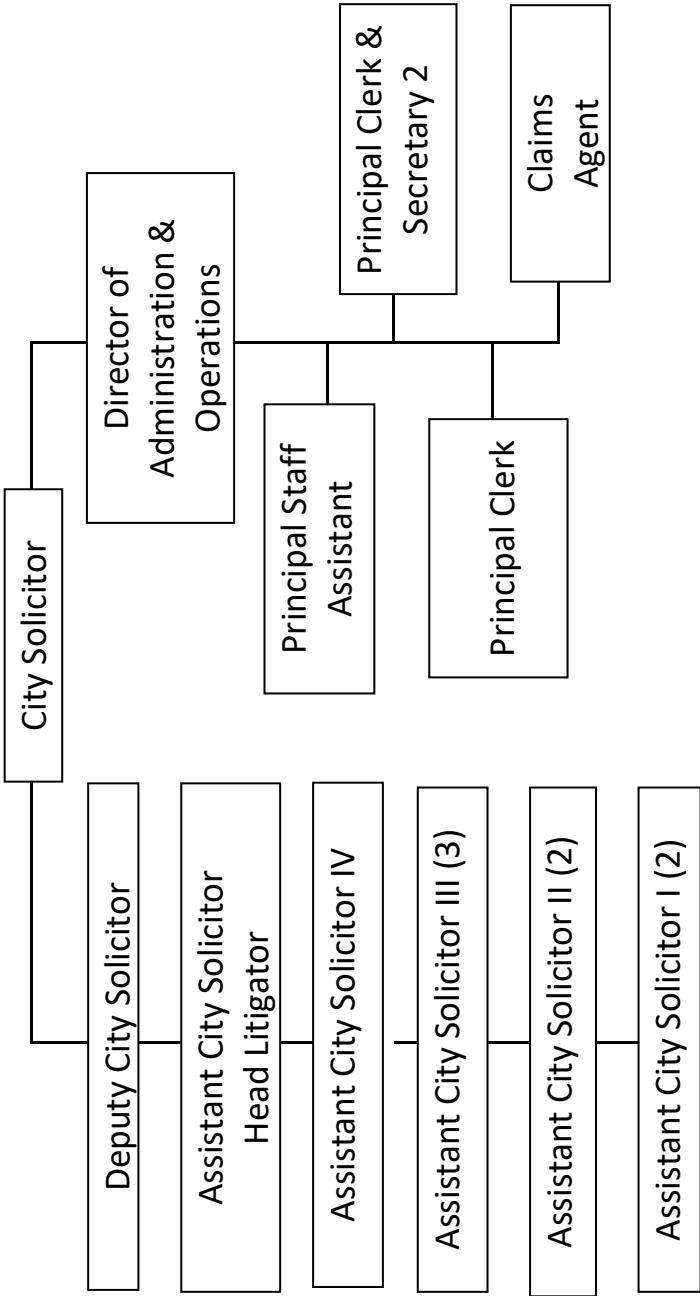
	Actual	Approved Budget for	Totals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2021</u>	<u>Fiscal 2022</u>	<u>3/31/22</u>	<u>Fiscal 2023</u>
Salaries	\$ 1,080,700.17	\$ 1,184,146.00	\$ 689,788.92	\$ 1,273,760.00
Ordinary Maintenance	176,182.66	168,250.00	132,203.72	170,290.00
<b>Total</b>	<b>\$ 1,256,882.83</b>	<b>\$ 1,352,396.00</b>	<b>\$ 821,992.64</b>	<b>\$ 1,444,050.00</b>
<b>Total Positions</b>	15	16	16	16

**Operating Budget Highlights**

The tax levy budget for Fiscal 2023 is recommended to be \$1,444,050, which is an increase of \$91,654 from the Fiscal 2022 amount of \$1,352,396. The salary increase is due to step increases for employees that are not at maximum pay, EM incentive pay, three position regrades to re-align pay with job responsibilities, and salary increases from Fiscal Year 2022 to Fiscal Year 2023 which include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Also, the Ordinary Maintenance increase is associated with Maintenance System Software Adobe license increases.



# LAW DEPARTMENT ORGANIZATIONAL CHART



16 POSITIONS

**MICHAEL E. TRAYNOR, CITY SOLICITOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023  
LAW DEPARTMENT- DEPARTMENT #120**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 168,189.00	58CM	CITY SOLICITOR	1	\$ 179,787.00
1	120,624.00	50EM	DEPUTY CITY SOLICITOR	1	128,962.00
1	120,060.00	48EM	ASSISTANT CITY SOLICITOR HEAD LITIGATOR	1	128,340.00
0	-	50M	ASSISTANT CITY SOLICITOR 4	1	106,027.00
4	388,103.00	46M	ASSISTANT CITY SOLICITOR 3	3	289,266.00
1	46,678.00	44M	ASSISTANT CITY SOLICITOR 2	2	138,891.00
3	223,274.00	42M	ASSISTANT CITY SOLICITOR 1	2	177,772.00
0	-	42M	DIRECTOR OF ADMINISTRATION & OPERATIONS	1	81,784.00
1	78,050.00	40M	PRINCIPAL STAFF ASSISTANT	1	83,436.00
1	72,684.00	38M	WORKER'S COMPENSATION AGENT	1	77,708.00
1	72,684.00	38M	ADMINISTRATIVE ASSISTANT 8	0	-
1	45,934.00	31	PRINCIPAL CLERK & SECRETARY 2	1	48,560.00
1	40,525.00	27	PRINCIPAL CLERK	1	42,618.00
16	\$ 1,376,805.00		REGULAR SALARIES	16	\$ 1,483,151.00
	10,899.00		EM INCENTIVE PAY		8,148.00
	(6,375.00)		VACANCY FACTOR		(6,375.00)
16	\$ 1,381,329.00		TOTAL RECOMMENDED SALARIES	16	\$ 1,484,924.00
	(2,148.00)		<b>FUNDING SOURCES:</b> GOLF COURSE REVENUES		(2,308.00)
	(65,224.00)		SEWER REVENUES		(70,093.00)
	(74,480.00)		WATER REVENUES		(80,040.00)
	(55,331.00)		CABLE LICENSE REVENUES		(58,723.00)
	\$ (197,183.00)		TOTAL FUNDING SOURCES		\$ (211,164.00)
16	\$ 1,184,146.00	120-91000	TOTAL RECOMMENDED PERSONAL SERVICES	16	\$ 1,273,760.00
	\$ 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		6,040.00
	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		\$ 170,290.00
	\$ 1,352,396.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,444,050.00

## 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 \$511.3M in insurance which includes the following:

- \$71.3 for buildings and contents for locations at the Department of Public Works & Parks (DPW&P), DCU Arena and Convention Center, Polar Park (various policy level limits), Libraries, Emergency Communications, City Hall and Union Station
- \$2.5M in coverage for business income at Police Headquarters, Libraries and DCU Convention Center
- \$32.5M in insurance for EDP at Technical Services, City Hall, Police Headquarters and Cable Services
- \$5M in insurance for specific equipment floater for Cable Services, Emergency Communications, DCU Vault and Parks locations

### 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 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Ordinary Maintenance	\$ 310,397.18	\$ 166,824.00	\$ 81,976.80	\$ 336,824.00
<b>Total</b>	<b>\$ 310,397.18</b>	<b>\$ 166,824.00</b>	<b>\$ 81,976.80</b>	<b>\$ 336,824.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$336,824, which is an increase of \$170,000 from the Fiscal 2022 amount of \$166,824. This increase is due the addition of the Polar Park policies and increased values of Stearns Tavern, Department of Public Works and Parks properties, and equipment in Cable Services and Emergency Communications. Industry wide, there have also been drastic increases in the rates for liability and excess liability policies.

**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 ASM Global, as operator, and charged as an expense of the operation under the management agreement. The City also maintains an excess liability policy for 3 Eaton Place Worcester Common Garage with a limit of \$4M. This program now includes liability insurance and an excess liability policy for Polar Park. There is \$2M annual aggregate coverage for the liability policy and an additional \$10M annual aggregate through the excess liability policy.

**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 \$556.9M under its Boiler and Machinery insurance policy and covers locations for city departments such as Police, Fire, Schools, DPW&P, DCU, Emergency Communications and City Hall. This program provides equipment breakdown coverage and jurisdictional inspections of its boilers.

**Public Official Bonds:** These surety bonds are obtained to insure the City against public theft. Positions requiring bonding include Treasurer, Tax Collector, Assistant Treasurer, City Clerk and City 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 2023****PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122**

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY23 AMOUNT
\$ 162,900.00	INSURANCE	\$ 332,900.00
3,924.00	LICENSES	3,924.00
<u>\$ 166,824.00</u>	TOTAL PROPERTY AND CASUALTY INSURANCE	<u>\$ 336,824.00</u>
<u>\$ 166,824.00</u>	<b>122-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 336,824.00</u>



The City of  
**WORCESTER**

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# COURT JUDGMENTS

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

City Hall- Room 301

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1161

## Department Allocation Summary

		Approved	Totals	Recommended
	Actual	Budget for	as of	Appropriation
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Ordinary Maintenance	\$ 4,016,174.97	\$ 4,000,000.00	\$ 2,614,787.23	\$ 2,500,000.00
<b>Total</b>	<b>\$ 4,016,174.97</b>	<b>\$ 4,000,000.00</b>	<b>\$ 2,614,787.23</b>	<b>\$ 2,500,000.00</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be funded at \$2,500,000, which is a decrease of \$1,500,000 from the Fiscal 2022 amount of \$4,000,000. This decrease is due to legal settlements being completed in Fiscal 2022.

**MICHAEL E. TRAYNOR, CITY SOLICITOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**COURT JUDGMENTS - DEPARTMENT #121**

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY23 AMOUNT
\$ 4,045,614.00	COURT CLAIMS AND JUDGMENTS	\$ 2,545,614.00
<u>\$ 4,045,614.00</u>	TOTAL CLAIMS AND JUDGMENTS	<u>\$ 2,545,614.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (32,506.00)	SEWER REVENUES	\$ (32,506.00)
<u>(13,108.00)</u>	WATER REVENUES	<u>(13,108.00)</u>
<u>\$ (45,614.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (45,614.00)</u>
<u>\$ 4,000,000.00</u>	<b>121-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 2,500,000.00</u>
<u>\$ 4,000,000.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 2,500,000.00</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:

- Performing 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.

**Goal 1:** Payments to vendors and employees are accurate and paid in a timely manner

**City Priority Area:** Strong Fiscal and Operational Government

### Objective 1: Department payrolls are accurate and paid timely

Initiative(s)	Measure
100% of payroll warrants approved and submitted on time for payment.	<ul style="list-style-type: none"> <li>• Percent of regularly scheduled payroll warrants approved on time</li> </ul>
90% of payroll records meet pre-audit criteria and are not returned for correction.	Percent of payroll timecard records submitted for pre-audit testing that are error free
100% of payrolls paid are correct.	<ul style="list-style-type: none"> <li>• Percent of payroll checks not voided after payroll run by determining number of voided payroll checks</li> </ul>

### Objective 2: Approve and enter vendor invoices for payment within 3 days of delivery from departments

Initiative(s)	Measure
80% of invoices are paid within 45 days of vendor invoice date.	<ul style="list-style-type: none"> <li>• Percent of invoices paid within 45 days of invoice date</li> </ul>
90% of invoices meet pre-audit criteria and are not returned for correction.	<ul style="list-style-type: none"> <li>• Percent of invoices returned to departments for correction</li> </ul>

**Goal 2:** To produce timely and accurate financial reports for the public, city departments, and external users

**City Priority Area:** Strong Fiscal and Operational Government

### Objective 1: Prepare and file year-end financial reports on time

Initiative(s)	Measure
Prepare year-end financial reports within 5 days of filing deadlines.	<ul style="list-style-type: none"> <li>• Number of days preceding filing deadlines</li> </ul>

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

**City Priority Area:** Strong Fiscal and Operational Government

**Objective 1:** Schedule recurrent audits of departments with external audit firm

Initiative(s)	Measure
Select four departments for audit tests performed annually by the external auditor.	<ul style="list-style-type: none"> <li>Four special projects tested during the year by the external auditor</li> </ul>

**Objective 2:** Departments have implemented internal controls and no findings reported in the management letter

Initiative(s)	Measure
100% of findings reported in the management letter are corrected within two fiscal years.	<ul style="list-style-type: none"> <li>100% of findings from management letter from two years prior have been corrected</li> </ul>

**Goal 4:** The elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

**City Priority Area:** Opportunities for All

**Objective 1:** Incorporate inclusive language in all reports

Initiative(s)	Measure
100% of Auditor's Reports will incorporate inclusive language.	<ul style="list-style-type: none"> <li>Percent of Auditor's Reports incorporating inclusive language</li> </ul>

**Objective 2:** Continuing Education

Initiative(s)	Measure
Include 1 course on diversity and inclusion in professional development studies offered through professional associations and other resources.	<ul style="list-style-type: none"> <li>Number of courses on diversity and inclusion</li> </ul>

### Previous Year DDP Highlights

Goal	Objective	Current Progress
FY21 07/01/20 – 06/30/21 City departments vendors paid within 30 days of invoice	85% of City Invoices paid within 30 days	FY21 - 80% of City invoices paid within 30 days
FY21 07/01/20 – 06/30/21 Capital Projects vendors paid within 30 days of invoice	50% of Capital Projects vendors paid within 30 days of invoice	FY21 - 47% of Capital Projects invoices paid within 30 days
FY22 07/01/21 – 12/31/21 Vendors paid within 45 days	75% of invoices are paid within 45 days	FY22 07/01/21 – 12/31/21 85% of invoices paid within 45 days
FY22 07/01/21 – 12/31/21 Invoices meet pre-audit criteria and are not returned for correction	90% of invoices meet pre-audit criteria and are not returned for correction	FY22 07/01/21 – 12/31/21 95% of invoices met pre-audit criteria
FY22 - 1099(s) issued timely	Date 1099(s) issued	1099(s) issued prior to deadline 1/31/22
FY22 – Annual financial reports for prior year end filed on time	Date Annual Reports files	FY22 – Annual Report and Schedule A filed on time

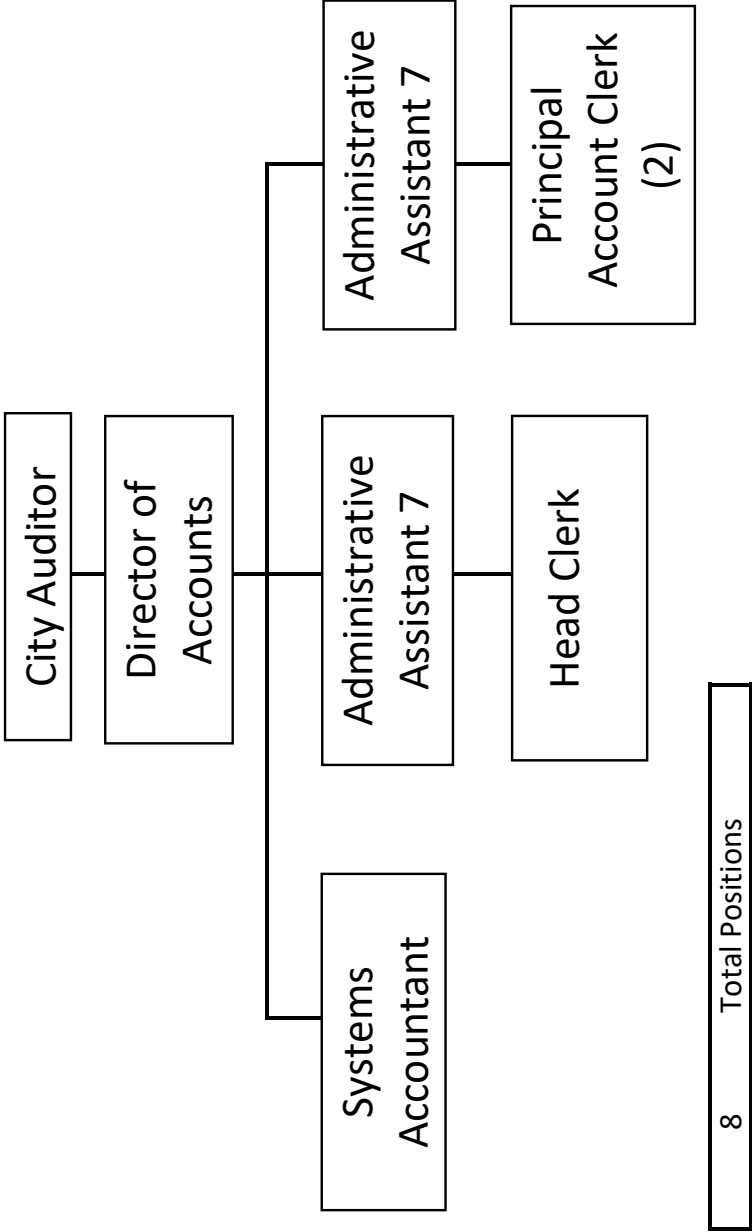
### Department Allocation Summary

		<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 2021</b>	<b>Fiscal 2022</b>	<b>3/31/21</b>	<b>Fiscal 2023</b>
Salaries	\$ 535,935.54	\$ 537,961.00	\$ 387,327.67	\$ 572,759.00
Overtime	3,511.73	3,000.00	4,055.07	5,000.00
Ordinary Maintenance	90,262.66	91,735.00	58,951.72	93,937.00
<b>Total</b>	<b>\$ 629,709.93</b>	<b>\$ 632,696.00</b>	<b>\$ 450,334.46</b>	<b>\$ 671,696.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$671,696 which is an increase of \$39,000 from the Fiscal 2022 amount of \$632,696. The salary increase is due to step increases for employees that are not at maximum pay, EM Incentive pay, and salary increases from Fiscal Year 2022 to Fiscal Year 2023 which include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Ordinary Maintenance increase is associated with Adobe licenses. Also, Overtime increased by \$2,000 due to anticipated ERP work.

**AUDITING DEPARTMENT  
ORGANIZATIONAL CHART**



8 Total Positions

**ROBERT V. STEARNS, CITY AUDITOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023****AUDITING - DEPARTMENT #650**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 137,871.00	56EM	CITY AUDITOR	1	\$ 147,391.00
1	93,668.00	45M	DIRECTOR OF ACCOUNTS	1	100,149.00
1	70,679.00	38	SYSTEMS ACCOUNTANT	1	75,562.00
0	-	35	ADMINISTRATIVE ASSISTANT 7	2	128,100.00
2	116,828.00	33	ADMINISTRATIVE ASSISTANT 6	0	-
0	-	30	HEAD CLERK	1	53,886.00
3	148,019.00	28	PRINCIPAL ACCOUNT CLERK	2	98,582.00
8	\$ 567,065.00		REGULAR SALARIES	8	\$ 603,670.00
	765.00		CONTRACTUAL STIPENDS AND EXTRAS		765.00
	5,471.00		EM INCENTIVE PAY		5,929.00
	(300.00)		VACANCY FACTOR		(300.00)
8	\$ 573,001.00		TOTAL SALARIES	8	\$ 610,064.00
	(1,417.00)		FUNDING SOURCES:		(1,509.00)
	(13,956.00)		CREDIT FROM GOLF COURSE		(14,858.00)
	(19,667.00)		CREDIT FROM SEWER		(20,938.00)
	(35,040.00)		CREDIT FROM WATER		(37,305.00)
			TOTAL FUNDING SOURCES		
8	\$ 537,961.00	650-91000	TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 572,759.00
	3,000.00		OVERTIME		5,000.00
	3,000.00	650-97000	TOTAL RECOMMENDED OVERTIME		5,000.00
	\$ 2,940.00		LEASES & RENTALS		\$ 2,940.00
	1,100.00		TELEPHONE		1,100.00
	1,500.00		MAINTENANCE SYSTEM SOFTWARE		1,500.00
	80,760.00		CONSULTANT- AUDIT		83,000.00
	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		\$ 95,540.00
	(39.00)		FUNDING SOURCES:		(40.00)
	(568.00)		CREDIT FROM GOLF COURSE		(582.00)
	(958.00)		CREDIT FROM SEWER		(981.00)
	(1,565.00)		CREDIT FROM WATER		(1,603.00)
			TOTAL FUNDING SOURCES		
	\$ 91,735.00	650-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 93,937.00
	\$ 632,696.00		TOTAL RECOMMENDED TAX LEVY		\$ 671,696.00



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# CONTRIBUTORY PENSIONS

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**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 Budget for</b>	<b>Totals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Fringe Benefits	\$ 31,859,634.77	\$ 33,526,380.00	\$ 33,615,297.43	\$ 36,108,457.00
<b>Total</b>	<b>\$ 31,859,634.77</b>	<b>\$ 33,526,380.00</b>	<b>\$ 33,615,297.43</b>	<b>36,108,457.00</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$36,108,457, which is an increase of \$2,582,077 from the Fiscal 2022 amount of \$33,526,380.

**LISA M. POSKE, EXECUTIVE SECRETARY**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**CONTRIBUTORY PENSIONS- DEPARTMENT #161**

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY22 AMOUNT
<u>\$ 37,825,598.00</u>	CONTRIBUTORY PENSIONS	<u>\$ 40,633,991.00</u>
<u>\$ 37,825,598.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 40,633,991.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (59,416.00)	CREDIT FROM GOLF	\$ (65,776.00)
(1,660,313.00)	CREDIT FROM SEWER	(1,780,972.00)
(2,207,555.00)	CREDIT FROM WATER	(2,236,899.00)
(9,768.00)	CREDIT FROM FINANCE GRANTS	(12,097.00)
(115,249.00)	CREDIT FROM ECONOMIC DEVELOPMENT GRANTS	(138,123.00)
(23,785.00)	CREDIT FROM CABLE SERVICES	(29,873.00)
(92,018.00)	CREDIT FROM HEALTH DEPARTMENT GRANTS	(124,180.00)
(13,551.00)	CREDIT FROM ELDER AFFAIRS GRANTS	(13,542.00)
(27,934.00)	CREDIT FROM MASSHIRE CENTRAL REGION WORKFORCE BOARD	(30,007.00)
(89,629.00)	CREDIT FROM WORKFORCE CAREER CENTER	(94,065.00)
<u>\$ (4,299,218.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (4,525,534.00)</u>
<u>\$ 33,526,380.00</u>	<b>161-96000 TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 36,108,457.00</u>



## 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 Etel Haxhijaj *District 5***

**Councilor-At-Large Morris A. Bergman**  
**Councilor-At-Large Donna M. Colorio**  
**Councilor-At-Large Khrystian E. King**  
**Councilor-At-Large Thu Nguyen**  
**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>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 367,295.40	\$ 429,578.00	\$ 278,501.82	\$ 458,895.00
Ordinary Maintenance	22,493.12	24,259.00	13,892.48	32,231.00
<b>Total</b>	<b>\$ 389,788.52</b>	<b>\$ 453,837.00</b>	<b>\$ 292,394.30</b>	<b>\$ 491,126.00</b>
<b>Total Positions</b>	12	12	12	12

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$491,126 which is an increase of \$37,289 from the Fiscal 2022 amount of \$453,837. This increase is due to cost of living increases for the Mayor and the City Councilors in Fiscal 2023 and a regrade of the Chief of Staff position. Ordinary Maintenance costs also increased for Translation/Interpretation services and Maintenance System Software costs.

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**  
**CITY COUNCIL- DEPARTMENT #010**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 38,929.00	FL	MAYOR	1	\$ 40,811.00
10	332,040.00	FL	COUNCILOR	10	348,100.00
1	58,609.00	40	CHIEF OF STAFF, CITY COUNCIL	0	-
0		45	CHIEF OF STAFF, CITY COUNCIL	1	69,984.00
<u>12</u>	<u>\$ 429,578.00</u>	<b>010-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>12</u>	<u>\$ 458,895.00</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		5,972.00
	607.00		TRANSLATION/INTERPRETATION		3,107.00
	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>\$ 32,231.00</u>
	<u>\$ 453,837.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 491,126.00</u>

## MAYOR

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### Joseph M. Petty, Mayor

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

### Department Allocation Summary

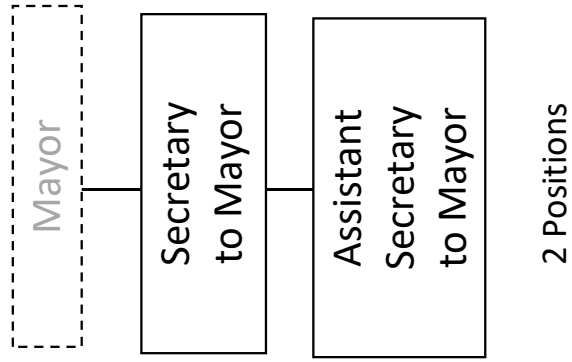
		<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 141,522.50	\$ 143,676.00	\$ 107,100.95	\$ 163,310.00
Ordinary Maintenance	7,734.87	10,100.00	5,734.18	10,100.00
<b>Total</b>	<b>\$ 149,257.37</b>	<b>\$ 153,776.00</b>	<b>\$ 112,835.13</b>	<b>\$ 173,410.00</b>
<b>Total Positions</b>	2	2	2	2

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$173,410 which is an increase of \$19,634 from the Fiscal 2022 amount of \$153,776. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. There is also a step increase for the Assistant Secretary to the Mayor position due to increased responsibilities.

# MAYOR

## ORGANIZATIONAL CHART



**JOSEPH M. PETTY, MAYOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023  
OFFICE OF THE MAYOR- DEPARTMENT #030**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 76,943.00	41	SECRETARY TO MAYOR	1	\$ 83,908.00
1	66,733.00	40	ASSISTANT SECRETARY TO MAYOR	1	79,402.00
<u>2</u>	<u>\$ 143,676.00</u>	<b>030-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>2</u>	<u>\$ 163,310.00</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>\$ 153,776.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 173,410.00</u>



The City of  
**WORCESTER**

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# CITY CLERK

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

### Goal 1: Operational Excellence and Efficiency

#### City Priority Area: Sound Fiscal & Operational Government

**Objective 1:** Design more streamlined organizational structure to provide clear direction to staff of roles, and responsibilities.

Initiative(s)	Measure
Review and revise 100% of the department organizational structure	<ul style="list-style-type: none"> <li>Percentage of reviews and revisions complete</li> </ul>
Publish revised org chart to 100% of city departments within one month of completion.	<ul style="list-style-type: none"> <li>Percentage of departments org chart is available to</li> </ul>

**Objective 2:** Re-evaluate and set clear job function, responsibilities and duties of present and future staff.

Initiative(s)	Measure
100% of current job descriptions to be revised during FY23.	<ul style="list-style-type: none"> <li>Percentage of job functions complete</li> </ul>

**Objective 3:** Improve staff retention rate.

Initiative(s)	Measure
Conduct at least 1 meeting and team building activity per quarter.	<ul style="list-style-type: none"> <li>Number of meetings and team building activities held.</li> </ul>

### Goal 2: Legal Compliance

#### City Priority Area: Sound Fiscal & Operational Government

**Objective 1:** Create a City of Worcester archive division.

Initiative(s)	Measure
Open and fill 100% of Archive and Preservation Commission & Division positions during FY23.	<ul style="list-style-type: none"> <li>• Number of positions opened</li> <li>• Number of positions filled</li> </ul>
Secure budget for 1 Archivist position during FY23	<ul style="list-style-type: none"> <li>• Number of positions budgeted</li> </ul>

**Objective 2:** Initiate the planning and building phase for the city archive space located at Becker Properties (61 Sever St).

Initiative(s)	Measure
Present a Budget and plan for construction of a City Archive.	<ul style="list-style-type: none"> <li>• Amount budgeted</li> </ul>
Catalogue 100% of archival materials to be delivered to the city archive	<ul style="list-style-type: none"> <li>• Percent of materials catalogued</li> <li>• Percent of materials delivered</li> </ul>
Complete 100% of construction project to open the archive before 12/31/23	<ul style="list-style-type: none"> <li>• Percentage of project completed</li> </ul>

### Goal 3: Customer Service

**City Priority Area:** Strong Neighborhoods

**Objective 1:** Continue to offer Clerk services at Mini City Hall 801 Main Street. Service hours include Monday thru Friday 11 am – 7 pm.

Initiative(s)	Measure
Offer 8 essential services including business certificates, city council petitions, dog licensing, vital records searches, birth certificates, marriage certificates, death certificates, and voter registration on 100% of business days during FY23.	<ul style="list-style-type: none"> <li>• Percentage of business days all services was offered</li> <li>• Number of business days one or more services could not be offered</li> </ul>

**Objective 2:** Work with the department of economic development to provide multilingual businesses guides when residents register business with the clerk office.

Initiative(s)	Measure
Offer residents over 5,000 business guides	<ul style="list-style-type: none"> <li>• Number of business guides offered</li> </ul>
Offer 100% of business guides in multiple languages including Albanian, Twi, Vietnamese and Spanish.	<ul style="list-style-type: none"> <li>• Percentage of business guides translated into multiple languages</li> </ul>

**Objective 3:** Continue to work with local Veterinarians clinics to update Clerk records in order to increase the number of registered dogs in the City of Worcester.

Initiative(s)	Measure
Increase the number of registered dogs to over 10,000 during FY23	<ul style="list-style-type: none"> <li>• Number of dogs registered</li> </ul>

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

**City Priority Area:** Opportunity for All

**Objective 1:** Initiate public awareness campaign.

Initiative(s)	Measure
Work with the Cable Service Division to create city council informational videos which will receive a total of 15,000 views during FY23.	<ul style="list-style-type: none"> <li>• Number of views</li> </ul>



**Objective 2: Replacing the City Council Agenda Management System.**

Initiative(s)	Measure
Deploy 100% of system functions for daily use no later than 12/31/22.	<ul style="list-style-type: none"> <li>Percentage of functions deployed</li> <li>Number of users in system</li> </ul>

**Objective 3: Provide Limited English Proficiency assistance to residents looking to attend council and committee meetings.**

Initiative(s)	Measure
Clerk employees will be able to offer translation services in at least four languages including Albanian, Twi, Vietnamese and Spanish.	<ul style="list-style-type: none"> <li>Number of languages offered</li> <li>Number of multi-lingual employees</li> </ul>

**Objective 4: Offer an online petition function for residents to submit city council petitions.**

Initiative(s)	Measure
Receive 100% of council petitions to streamline the petition filing process and build a clerk contact directory for resident petitions.	<ul style="list-style-type: none"> <li>Number of petitions received</li> <li>Percentage of petitions properly processed</li> </ul>

**Objective 5: Online sign up form for residents to receive Worcester City Council agendas, subcommittee agendas, and meeting notices.**

Initiative(s)	Measure
Have 2,000 residents sign up for FY23 through the online function.	<ul style="list-style-type: none"> <li>Number of residents who have signed up</li> </ul>

**Objective 6: Offer virtual public participation through the Zoom Webinar Platform.**

Initiative(s)	Measure
Have over 1,000 resident utilize this service for FY23.	<ul style="list-style-type: none"> <li>Number of residents using the service</li> </ul>

**Objective 7: Offer resident the ability to file Claims with the City Clerk's office via the online submission portal.**

Initiative(s)	Measure
Receive 100% of claims through the online portal so the law department can streamline the response process and follow up.	<ul style="list-style-type: none"> <li>Percentage of claims filed using the online portal</li> <li>Number of claims filed online</li> <li>Number of claims not filed online</li> </ul>

**Objective 8: Host City Council Committee Meetings in the Community.**

Initiative(s)	Measure
Host 15 City Council committee meetings in the community.	<ul style="list-style-type: none"> <li>Number of meetings hosted</li> </ul>

**Objective 9: Establish an online, mandatory registration system for lobbyists and any other person being compensated to solicit elected or appointed officials concerning policy matters in the City of Worcester's government.**

Initiative(s)	Measure
Work with the Technical Service Department to create an online registration portal with 100% of functions available by the end of FY23.	<ul style="list-style-type: none"> <li>Percentage of functions online</li> </ul>
Have 100% of lobbyists utilize the online filing system once it is active.	<ul style="list-style-type: none"> <li>Percentage of lobbyists using the online system</li> </ul>

**Objective 10: Offer residents the ability to use the Find My City Councilor Application to determine who their Councilor is by advertising the application via social media and the City's website.**

Initiative(s)	Measure
Have over 500 residents utilize this function in FY23.	<ul style="list-style-type: none"> <li>Number of residents using the application</li> </ul>

**Objective 11: Building Blocks.**

Initiative(s)	Measure
Familiarize 100% of City Council members with the Building Blocks application to streamline constituent inquiries regarding specific properties.	<ul style="list-style-type: none"> <li>Percentage of City Councilors familiarized with the program</li> </ul>

**Objective 12: Constituent Inquiry Tracking.**

Initiative(s)	Measure
Work with Technical Services to develop a Constituent Inquiry Tracking Application for City Council Members to organize constituent inquiries and responses with 100% of functions available by mid-2022.	<ul style="list-style-type: none"> <li>Percentage of functions available</li> </ul>

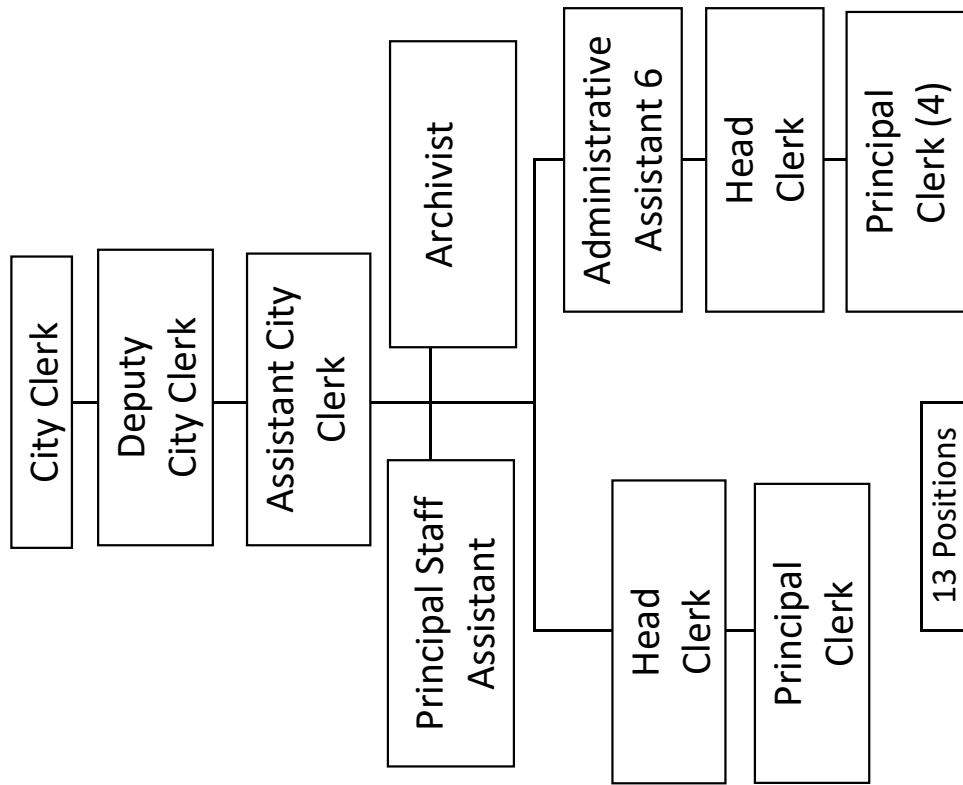
**Department Allocation Summary**

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2021</u>	<u>Fiscal 2022</u>	<u>3/31/22</u>	<u>Fiscal 2023</u>
Salaries	\$ 655,601.99	\$ 694,296.00	536,098.67	\$ 792,127.00
Overtime	979.56	1,000.00	519.71	1,000.00
Ordinary Maintenance	48,323.76	54,700.00	38,107.67	76,900.00
<b>Total</b>	<b>\$ 704,905.31</b>	<b>\$ 749,996.00</b>	<b>\$ 574,726.05</b>	<b>\$ 870,027.00</b>
<b>Total Positions</b>	10	11	11	13

**Operating Budget Highlights**

The tax levy budget for Fiscal 2023 is recommended to be \$870,027 which is an increase of \$120,031 from the Fiscal 2022 amount of \$749,996. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Salaries also increased because two positions transferred from the Elections Division: a Principal Clerk transferred to manage Mini City Hall and a Principal Staff Assistant was transferred into the City Clerk Office to become a new Archivist for the department. The addition of the Archivist is offset by project funding. Ordinary Maintenance increased due to renewals of Adobe software licenses and Zoom webinar licenses to support the needs of City Council, boards and committee meetings. There was also an increase in Ordinary Maintenance for operation of Mini City Hall transferring from the City Manager's Office and archivist consultant.

# CITY CLERK DEPARTMENT ORGANIZATIONAL CHART



**NIKOLIN VANGJELI, CITY CLERK****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023****CITY CLERK DEPARTMENT****CITY CLERK DIVISION #100**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 130,000.00	56EM	CITY CLERK	1	\$ 138,981.00
1	109,996.00	50EM	DEPUTY CITY CLERK	1	117,570.00
1	71,264.00	45M	ASSISTANT CITY CLERK	1	84,575.00
0	-	40M	ARCHIVIST	1	68,343.00
1	62,160.00	40M	PRINCIPAL STAFF ASSISTANT	1	68,849.00
1	58,305.00	33	ADMINISTRATIVE ASSISTANT 6	1	60,302.00
2	95,043.00	30	HEAD CLERK	2	99,358.00
4	165,350.00	27	PRINCIPAL CLERK	5	219,982.00
<u>11</u>	<u>\$ 692,118.00</u>		TOTAL SALARIES	<u>13</u>	<u>\$ 857,960.00</u>
	4,828.00		EM INCENTIVE PAY		5,160.00
	4,000.00		STIPENDS - CITY CLERK, CLERK OF THE CITY COUNCIL		4,000.00
	(6,650.00)		VACANCY FACTOR		(6,650.00)
			<u>FUNDING SOURCES:</u>		
	-		PROJECT FUNDING		(68,343.00)
	-		TOTAL FUNDING SOURCES		(68,343.00)
<u>11</u>	<u>\$ 694,296.00</u>	<b>100-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>13</u>	<u>\$ 792,127.00</u>
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	\$ 1,000.00	<b>100-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 1,000.00
	\$ 26,000.00		LEASES & RENTALS		\$ 34,500.00
	-		HIRED SERVICES		-
	600.00		TELEPHONE		600.00
	20,500.00		PRINTING		20,500.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		4,700.00
	300.00		MAINTENANCE/REPAIR EQUIPMENT		300.00
	-		CONSULTANT		10,000.00
	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
	<u>\$ 60,700.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 82,900.00</u>
	\$ (6,000.00)		<u>FUNDING SOURCES:</u>		\$ (6,000.00)
	\$ (6,000.00)		PRESERVATION GRANT		\$ (6,000.00)
	\$ (6,000.00)		TOTAL FUNDING SOURCES		\$ (6,000.00)
	<u>\$ 54,700.00</u>	<b>100-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 76,900.00</u>
	<u>\$ 749,996.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 870,027.00</u>

# 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.

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

**City Priority Area:** Opportunity for All

**Objective 1:** To provide all Worcester residents the opportunity to register to vote.

Initiative(s)	Measure
Register at least 4,000 new voters during FY23	<ul style="list-style-type: none"> <li>Number of new registered voters</li> </ul>
Offer voter registration drives in the community and public high schools resulting in at least 1,000 pre-registrations in the high schools during FY23	<ul style="list-style-type: none"> <li>Number of new registered voters from high school events</li> </ul>

**Objective 2:** To offer absentee voting to all qualified voters of Worcester who request this service.

Initiative(s)	Measure
Have at least 2,000 voter's vote through absentee ballots during FY23	<ul style="list-style-type: none"> <li>Number of absentee ballots received</li> </ul>

**Objective 3:** To provide information to the public regarding the administration of elections in Worcester.

Initiative(s)	Measure
Work with the Cable Service division to create election informational videos which will reach at least 15,000 total views during FY23.	<ul style="list-style-type: none"> <li>Number of views</li> </ul>

**Objective 4:** Offer online voter registration to all residents with a Massachusetts driver's license or state ID card.

Initiative(s)	Measure
Register at least 5,000 voters through the online registration function during FY23.	<ul style="list-style-type: none"> <li>Number of voters who register online</li> </ul>

**Objective 5:** Offer an online annual census response function.

Initiative(s)	Measure
Receive at least 15,000 responses before 1/1/23.	<ul style="list-style-type: none"> <li>Number of online responses</li> </ul>

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

**City Priority Area:** Opportunity for All

**Objective 1:** Work with the political parties to select names of poll workers for Election Day.

Initiative(s)	Measure
Recruit 400 poll workers before Election Day	<ul style="list-style-type: none"> <li>Number of poll workers recruited</li> </ul>
Staff at least 1 bilingual translator per polling location on Election Day.	<ul style="list-style-type: none"> <li>Percentage of polling locations with at least 1 bilingual translator</li> <li>Number of bilingual translators recruited</li> </ul>

**Objective 2:** Open all polling places on time on Election Day.

Initiative(s)	Measure
Open 100% of polling locations on time on Election day	<ul style="list-style-type: none"> <li>Percentage of polling locations opened on time</li> </ul>

**Objective 3:** Train poll workers on all Election Day procedures.

Initiative(s)	Measure
Reach 100% training attendance	<ul style="list-style-type: none"> <li>Percentage of poll workers trained</li> </ul>
Offer an online training portal to train at least 50% of poll workers	<ul style="list-style-type: none"> <li>Percentage of poll workers trained using the online portal</li> </ul>

**Objective 4:** Deliver precinct manuals on Election Day procedures to all precinct workers.

Initiative(s)	Measure
Mail all workers training manuals two weeks before election day.	<ul style="list-style-type: none"> <li>Percentage of poll workers who received a training manual</li> </ul>

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

**City Priority Area:** Opportunity for All

**Objective 1:** Initiate public awareness campaign.

Initiative(s)	Measure
Work with the Cable Service division to create election informational videos which will reach at least 15,000 total views during FY23.	<ul style="list-style-type: none"> <li>Number of views</li> </ul>

**Objective 2:** Host voter registrations in partnership with the League of Women Voters and other nonprofit organizations

Initiative(s)	Measure
Attend 20 voter registration events in the community throughout the election season.	<ul style="list-style-type: none"> <li>Number of voter registration events attended</li> </ul>

**Goal 4:** Leverage technology to improve efficiency on Election Day

**City Priority Area:** Vibrant Thriving City

**Objective 1:** Utilize electronic poll books.

Initiative(s)	Measure
Train 100% of poll workers to use electronic poll books for inactive voter procedure and voter lookup on Election Day	<ul style="list-style-type: none"> <li>Percentage of poll workers trained to use poll pads</li> </ul>

**Objective 2:** 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.

Initiative(s)	Measure
Deliver 100% of ballots to absentee voters 3 weeks before Election Day	<ul style="list-style-type: none"> <li>Percentage of ballots delivered to absentee voters</li> </ul>
Program 100% of voting machines two weeks before Election Day for testing.	<ul style="list-style-type: none"> <li>Percentage of voting machines programed</li> </ul>

**Objective 3:** Offer translation services thru LanguageLine Solutions language bank by using poll worker iPhone and iPad.

Initiative(s)	Measure
Train 100% of poll workers to use LanguageLine language bank service.	<ul style="list-style-type: none"> <li>Percentage of poll workers trained to use LanguageLine language bank service.</li> </ul>

**Goal 5:** Plan and coordinate the growth of Election Operations for the 2022 Election Season from 50 to 62 precincts.

**City Priority Area:** Vibrant Thriving City

**Objective 1:** Additional Poll worker recruitment.

Initiative(s)	Measure
Work with the political parties to select an additional 72 poll workers prior to Election Day	<ul style="list-style-type: none"> <li>Number of additional poll workers recruited</li> </ul>
Staff 1 or more bilingual translator per polling location on Election Day	<ul style="list-style-type: none"> <li>% of new polling locations with a bilingual translator</li> </ul>

**Objective 2:** Offer visible and accessible voting locations.

Initiative(s)	Measure
Work with organizations to find 12 accessible polling locations	<ul style="list-style-type: none"> <li>Number of new polling locations established</li> <li>Total number of polling locations</li> </ul>

**Objective 3:** Ensure sufficient staffing to have new polling locations set up and operating smoothly on Election Day

Initiative(s)	Measure
Set up all 62 polling locations on time.	<ul style="list-style-type: none"> <li>Number of polling locations set up on time.</li> </ul>
Ensure all 62 polling locations have sufficient police coverage on Election Day.	<ul style="list-style-type: none"> <li>Number of polling locations with police coverage.</li> </ul>

**Goal 6:** Offer Mail in Voting and Early Voting in person for the 2022 Election Season

**City Priority Area:** Opportunity for All

**Objective 1:** Pending legislation before the state legislature, mail all voters a vote by mail ballot application.

Initiative(s)	Measure
Mail a vote by mail to all registered voters for the September and November 2022 State Elections.	<ul style="list-style-type: none"> <li>Percentage of voters who have been sent a vote by mail notice</li> </ul>

Initiative(s)	Measure
	<ul style="list-style-type: none"> <li>Number of vote by mail notices mailed out</li> </ul>

**Objective 2:** Mail vote by mail ballots to all registered voters that request an Early vote by mail ballot.

Initiative(s)	Measure
Mail 100% of requested ballots to voters at least 3 weeks before an election.	<ul style="list-style-type: none"> <li>Percentage of requested ballots mailed</li> </ul>
Offer 100% of voters prepaid return mail envelopes	<ul style="list-style-type: none"> <li>Percentage of voters offered prepaid return mail envelopes</li> </ul>
Offer voters the option of utilizing the vote by mail drop boxes at the 10 fire stations and City Hall.	<ul style="list-style-type: none"> <li>Number of drop box locations set up</li> </ul>
20,000 Worcester voters utilize the voter by mail voting option during FY23.	<ul style="list-style-type: none"> <li>Number of voters using vote by mail</li> </ul>

**Objective 3:** Offer in person early voting in the 5 city council districts for the 2022 Election Season

Initiative(s)	Measure
Offer 7 days of early voting including one weekend for September 2022 resulting in 5000 early ballots being cast.	<ul style="list-style-type: none"> <li>Number of early ballots cast.</li> </ul>
Offer 14 days including two weekends for November 2022 resulting in 15,000 early ballots being cast.	<ul style="list-style-type: none"> <li>Number of early ballots cast.</li> </ul>

**Department Allocation Summary**

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 542,224.77	\$ 671,746.00	510,207.82	\$ 655,984.00
Overtime	-	9,000.00	11,287.18	10,000.00
Ordinary Maintenance	144,719.21	162,425.00	115,707.87	186,925.00
Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 686,943.98</b>	<b>\$ 843,171.00</b>	<b>\$ 637,202.87</b>	<b>\$ 852,909.00</b>
Total Positions	9	10	10	9

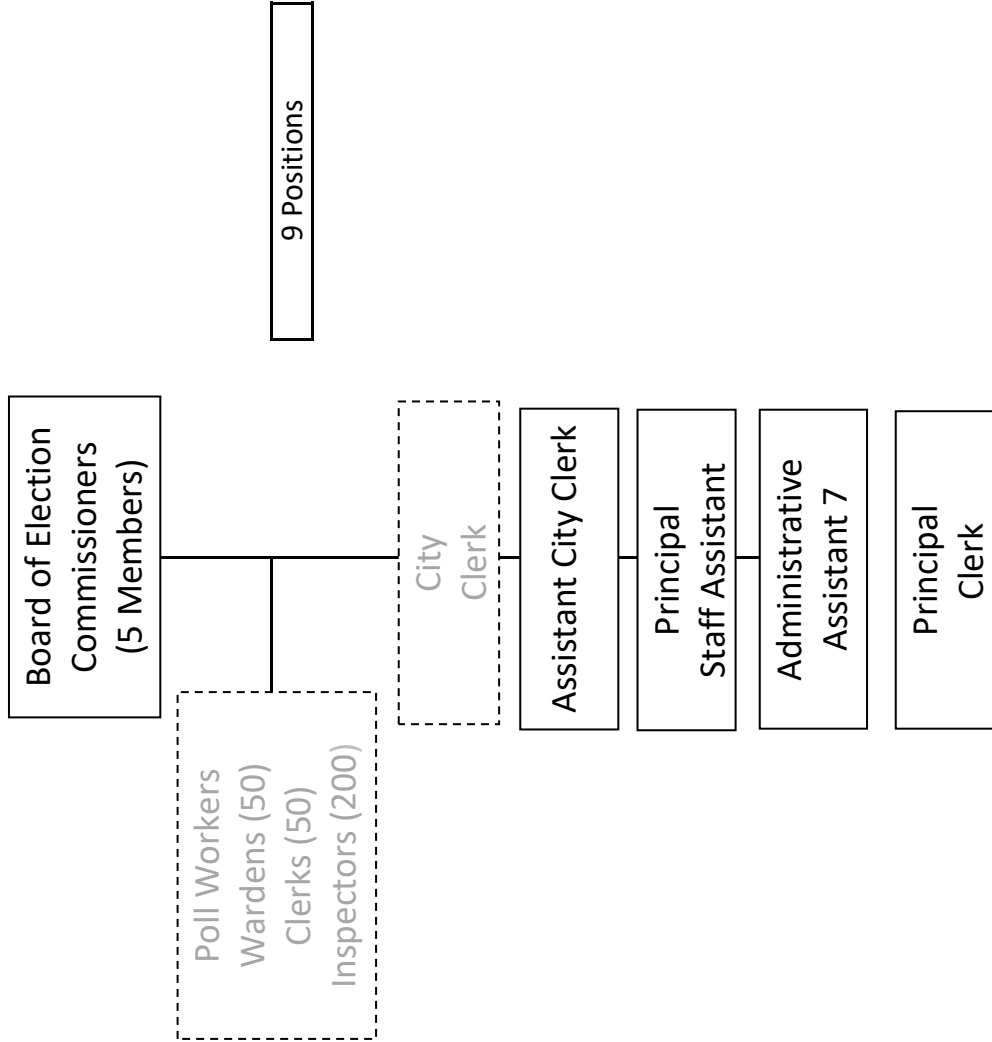
**Operating Budget Highlights**

The tax levy budget for Fiscal 2023 is recommended to be \$852,909, which is an increase of \$9,738 from the Fiscal 2022 amount of \$843,171. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. This salary increase was offset by State reimbursement funding for the upcoming State election. The Elections Office transferred a Principal Staff Assistant



and a Principal Clerk position to the City Clerk's Office and added an Assistant City Clerk position to help oversee the Elections process. There was additional funding added to miscellaneous salaries due to the increase in precincts in the City of Worcester. Overtime was increased based on actuals from previous elections. Ordinary Maintenance increased due to additional mailings for the election process and additional polling locations needing equipment and supplies. There was also funding allocated to vehicle maintenance for the Elections vehicle.

# ELECTIONS DEPARTMENT ORGANIZATIONAL CHART



**NIKOLIN VANGJELI, CITY CLERK****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023****CITY CLERK DEPARTMENT****ELECTIONS DIVISION #150**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
5	\$ 4,500.00	FL	ELECTION COMMISSIONER	5	\$ 4,500.00
0	-	45M	ASSISTANT CITY CLERK	1	76,184.00
2	136,555.00	40M	PRINCIPAL STAFF ASSISTANT	1	80,682.00
1	63,309.00	35	ADMINISTRATIVE ASSISTANT 7	1	64,582.00
2	84,362.00	27	PRINCIPAL CLERK	1	49,110.00
10	\$ 288,726.00		REGULAR SALARIES	9	\$ 275,058.00
	384,020.00		MISCELLANEOUS SALARIES		479,020.00
	(1,000.00)		VACANCY FACTOR		(1,000.00)
10	\$ 671,746.00		TOTAL SALARIES	9	\$ 753,078.00
			<u>FUNDING SOURCES:</u>		
			STATE REIMBURSEMENTS FOR STATEWIDE ELECTION		(97,094.00)
			TOTAL FUNDING SOURCES		\$ (97,094.00)
10	\$ 671,746.00	150-91000	TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 655,984.00
	\$ 9,000.00		OVERTIME		\$ 10,000.00
	\$ 9,000.00	150-97000	TOTAL RECOMMENDED OVERTIME		\$ 10,000.00
	\$ 21,200.00		LEASES & RENTALS		\$ 31,200.00
	4,200.00		TELEPHONE		4,200.00
	44,000.00		POSTAGE		59,000.00
	47,850.00		PRINTING		31,350.00
	30,000.00		MAINTENANCE SYSTEM SOFTWARE		40,000.00
	-		MAINT/REP VEHICLE		1,000.00
	2,500.00		OFFICE SUPPLIES		7,500.00
	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
	\$ 162,425.00	150-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 186,925.00
	\$ 843,171.00		TOTAL RECOMMENDED TAX LEVY		\$ 852,909.00



The City of  
**WORCESTER**

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## 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:

The mission of the Executive Office of the City Manager is to provide efficient and effective municipal services to the residents of Worcester in a customer-friendly, transparent and inclusive environment while working to improve the quality of life of all by creating a thriving, vibrant, and safe place to live, work, play, and study.

#### Vision:

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

#### Department Goals:

1. Ensure successful completion of departmental initiatives
2. Execute the reorganization of Energy and Asset Management
3. Create a more data-drive 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 program and administer the affairs of the Worcester Arts Council as established and authorized under these ordinances (Cultural)

### Department Allocation Summary

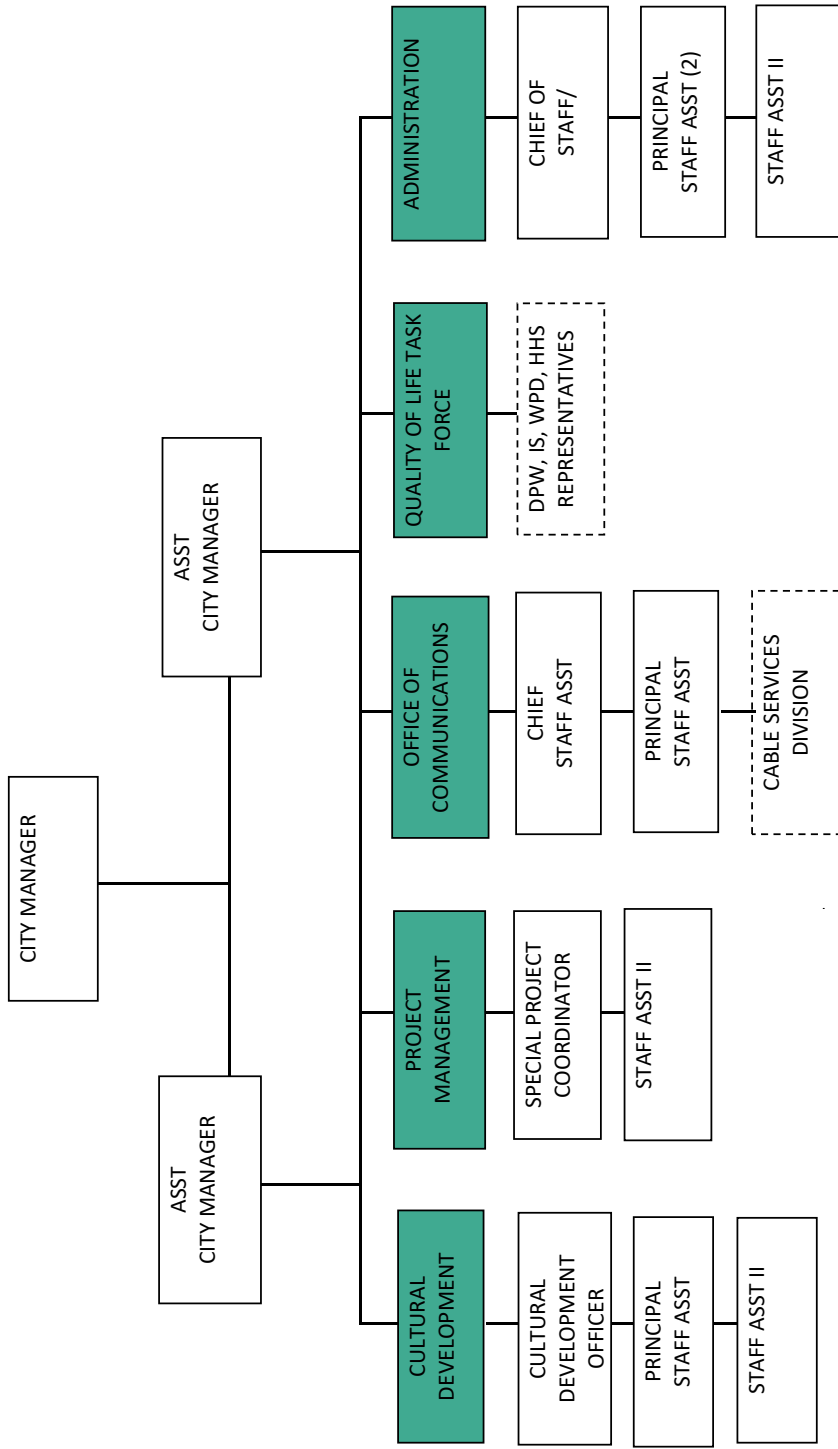
	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 1,371,358.34	\$ 1,403,852.00	\$ 1,093,431.97	\$ 1,369,837.00
Overtime	-	-	-	-
Ordinary Maintenance	195,813.52	252,900.00	139,219.54	257,352.00
Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 1,567,171.86</b>	<b>\$ 1,656,752.00</b>	<b>\$ 1,232,651.51</b>	<b>\$ 1,627,189.00</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 \$1,627,189, which is a decrease of \$29,563 from Fiscal 2022 amount of \$1,656,752. This decrease is a net result of an increase in the vacancy factor due to anticipated vacancies during Fiscal 2023 and a reduction in EM Incentive Pay, offset by salaries increases due to step increases for employees that are not at maximum pay, and the realignment of

positions within various City departments. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Ordinary Maintenance increase of \$4,452 in Fiscal 2023 is associated with Adobe licenses.

# EXECUTIVE OFFICE OF THE CITY MANAGER



14 POSITIONS

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

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**THE EXECUTIVE OFFICE OF THE CITY MANAGER**

**DIVISION OF ADMINISTRATION- DIVISION #040**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
<b>EXECUTIVE OFFICE OF CITY MANAGER</b>					
1	\$ 218,428.00	FL	CITY MANAGER	1	\$ 228,917.00
1	171,509.00	58CM	ASSISTANT CITY MANAGER	2	308,254.00
1	124,524.00	50EM	ASSISTANT CITY MANAGER	0	-
1	104,400.00	47EM	COORD. OF MUNICIPAL & INTERGOVERNMENTAL INITIATIVES	1	99,763.00
0	-	45M	SPECIAL PROJECT MANAGER	1	97,288.00
0	-	42M	CHIEF STAFF ASSISTANT	1	83,453.00
3	208,851.00	40M	PRINCIPAL STAFF ASSISTANT	3	218,237.00
0	-	35	STAFF ASSISTANT II	2	131,207.00
7	\$ 827,712.00		TOTAL REGULAR SALARIES	11	\$ 1,167,119.00
	\$ 827,712.00		<b>TOTAL PERSONAL SERVICES- ADMINISTRATION OFFICE</b>		\$ 1,167,119.00
1	\$ 93,668.00	45M	CULTURAL DEVELOPMENT OFFICER	1	\$ 100,149.00
1	64,102.00	42M	DEPUTY CULTURAL OFFICER	0	-
1	76,799.00	40M	PRINCIPAL STAFF ASSISTANT	1	79,449.00
1	57,942.00	35	STAFF ASSISTANT II	1	66,358.00
4	292,511.00		TOTAL REGULAR SALARIES	3	\$ 245,956.00
	\$ 292,511.00		<b>TOTAL PERSONAL SERVICES- CULTURAL DEVELOPMENT</b>		\$ 245,956.00
1	\$ 104,400.00	47EM	DIRECTOR OF URBAN INNOVATION	0	\$ -
1	60,010.00	40M	PRINCIPAL STAFF ASSISTANT	0	-
1	58,972.00	35	STAFF ASSISTANT II	0	-
3	223,382.00		TOTAL REGULAR SALARIES	0	\$ -
	\$ 223,382.00		<b>TOTAL PERSONAL SERVICES- URBAN INNOVATION</b>		\$ -
	(5,000.00)		VACANCY FACTOR		(99,484.00)
	\$ 26,000.00		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
	\$ 68,600.00		TOTAL STIPENDS		\$ 68,600.00
	\$ 19,137.00		EM INCENTIVE PAY		\$ 10,136.00
	\$ 1,426,342.00		<b>TOTAL SALARIES</b>		\$ 1,392,327.00
	\$ (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		(20,000.00)
			TOTAL FUNDING SOURCES		\$ (22,490.00)
14	\$ 1,403,852.00	040-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	14	\$ 1,369,837.00
	\$ 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		6,952.00
	20,000.00		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



**EDWARD M. AUGUSTUS JR., CITY MANAGER**
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**THE EXECUTIVE OFFICE OF THE CITY MANAGER**
**DIVISION OF ADMINISTRATION- DIVISION #040**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
	7,200.00		OFFICE SUPPLIES		7,200.00
	29,100.00		OTHER SUPPLIES		29,100.00
	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>\$ 252,900.00</u>	<b>040-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 257,352.00</u>
	<u>\$ -</u>	<b>040-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ -</u>
	<u>\$ 1,656,752.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,627,189.00</u>



The City of  
**WORCESTER**

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## CONTINGENCY

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### 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 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Ordinary Maintenance		\$ 8,612,923.00	\$ -	\$ 4,910,000.00
<b>Total</b>	\$ -	\$ 8,612,923.00	\$ -	\$ 4,910,000.00

### Operating Budget Highlights

The Fiscal 2023 Budget includes \$4,910,000 for the City Manager's Contingency account. This is a decrease of \$3,702,923 compared to the Fiscal 2022 amount of \$8,640,656. These funds have been identified to provide funding for cost of living (COLA) increases for City employees (\$3,400,000), ongoing union negotiations (\$1,260,000), and other City-wide contingency funds as required throughout the fiscal year (\$250,000).

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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

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

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY23 AMOUNT
\$ 8,612,923.00	CONTINGENCY	\$ 4,910,000.00
<u>\$ 8,612,923.00</u>	<b>900-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 4,910,000.00</u>
<hr/>		
<u>\$ 8,612,923.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 4,910,000.00</u>

## CABLE SERVICES

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### Judith A. Warren, Director

City Hall, Room 405  
455 Main St.  
Worcester, MA 01608  
(508) 799-1385

**Mission:** 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.

**Vision:** To provide customer friendly, nimble, modern, innovative, and accessible city services.

**Goal 1:** 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.

**City Priority Area:** Vibrant, Thriving City, Sound Fiscal & Operational Government

#### Objective 1: Produce high quality video productions

Initiative(s)	Measure
Replace 100% of the microphone system in the Howland Chamber	<ul style="list-style-type: none"> <li>Percentage of system replaced</li> </ul>

#### Objective 2: Increase accessibility of government videos

Initiative(s)	Measure
Implement closed-captioning on at least 25% of live programming	<ul style="list-style-type: none"> <li>Percentage of government access programming with closed or open captioning</li> </ul>

#### Objective 3: Utilize new and innovative equipment to accommodate COVID-19 safety for a return to in-person meetings

Initiative(s)	Measure
Install networked cameras and broadcast systems into 100% of remote meeting spaces, reducing the amount of staff required to attend in person	<ul style="list-style-type: none"> <li>Percentage of remote meeting spaces with networked cameras</li> </ul>

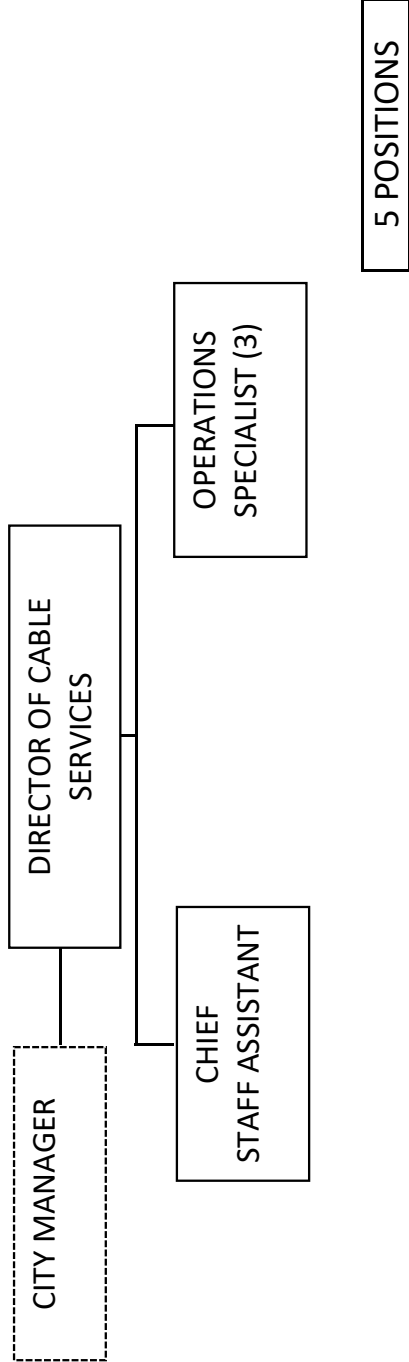
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/2022</b>	<b>Fiscal 2023</b>
Salaries	\$ 306,517.96	\$ 264,280.00	\$ 227,489.52	\$ 331,920.00
Overtime	5,381.87	3,500.00	3,054.35	3,500.00
Ordinary Maintenance	847,343.56	2,259.00	638,964.80	831,000.00
Capital Outlay		-	-	-
Fringe Benefits	73,178.71	95,518.00	29,123.07	124,507.00
<b>Total</b>	<b>\$ 1,232,422.10</b>	<b>\$ 365,557.00</b>	<b>\$ 898,631.74</b>	<b>\$ 1,290,927.00</b>
Cable Revenues	(1,232,422.10)	(365,557.00)	(898,631.74)	(1,290,927.00)
<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>5</b>

### Operating Budget Highlights

The Fiscal 2023 operating budget for the Cable Services Division is recommended to be \$1,290,927, which is an increase of \$925,370 from the Fiscal 2022 amount of \$365,557. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. This increase better reflects prior year actuals in Ordinary Maintenance spending. Cable Services also had increases in salaries due to the addition of an Operations Specialist to support the needs of council meetings, boards, and committees, a regrade of the Director of Cable Services, and a regrade of a Production Assistant to an Operations Specialist.

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



**JUDITH A. WARREN, DIRECTOR OF CABLE SERVICES**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**EXECUTIVE OFFICE OF THE CITY MANAGER**

**DIVISION OF CABLE SERVICES- DIVISION #04S616**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 93,668.00	49M	DIRECTOR OF CABLE SERVICES	1	\$ 101,779.00
0	-	42M	CHIEF STAFF ASSISTANT	1	84,938.00
1	78,050.00	40M	PRINCIPAL STAFF ASSISTANT	0	-
1	51,324.00	29	OPERATIONS SPECIALIST	3	145,203.00
1	41,238.00	25	PRODUCTION ASSISTANT	0	-
<u>4</u>	<u>\$ 264,280.00</u>		TOTAL RECOMMENDED SALARIES	<u>5</u>	<u>\$ 331,920.00</u>
			FUNDING SOURCES:		
	\$ (264,280.00)		CABLE LICENSE REVENUES		\$ (331,920.00)
	<u>\$ (264,280.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (331,920.00)</u>
<u>4</u>	<u>\$ -</u>	<b>04S-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>5</u>	<u>\$ -</u>
	\$ 3,500.00		REGULAR OVERTIME		\$ 3,500.00
	<u>\$ 3,500.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 3,500.00</u>
			FUNDING SOURCES:		
	\$ (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>
	\$ 2,259.00		ORDINARY MAINTENANCE		\$ 831,000.00
	<u>\$ 2,259.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 831,000.00</u>
			FUNDING SOURCES:		
	\$ (2,259.00)		CABLE LICENSE REVENUES		\$ (831,000.00)
	<u>\$ (2,259.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (831,000.00)</u>
	<u>\$ -</u>	<b>04S-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ -</u>
	\$ 22,851.00		FRINGE BENEFITS:		
	26,617.00		HEALTH INSURANCE		\$ 44,373.00
	23,785.00		RETIREMENT		34,084.00
	22,265.00		CONTRIBUTORY PENSIONS		23,785.00
	<u>\$ 95,518.00</u>		PENSION OBLIGATION BONDS		<u>22,265.00</u>
			TOTAL FRINGE BENEFITS		<u>\$ 124,507.00</u>
			FUNDING SOURCES:		
	\$ (95,518.00)		CABLE LICENSE REVENUES		\$ (124,507.00)
	<u>\$ (95,518.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (124,507.00)</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>



## DIVERSITY AND INCLUSION

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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.

### Department Goals:

As the City engages in a transition in the Chief Diversity Officer position, and in recognition of the need to reassess the role, responsibility, and authority of the Diversity and Inclusion Department within the City framework, these goals, objectives, and outcomes will be reconsidered and updated based on future strategies to re-center DEI matters in municipal government.

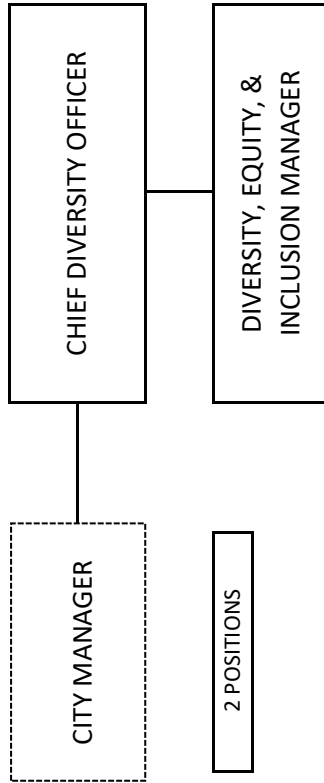
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 52,246.80	\$ 159,839.00	\$ 76,473.04	\$ 121,804.00
Ordinary Maintenance	2,650.05	323,800.00	56,782.44	323,800.00
<b>Total</b>	<b>\$ 54,896.85</b>	<b>\$ 483,639.00</b>	<b>\$ 133,255.48</b>	<b>\$ 445,604.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$445,604, which is a decrease of \$38,035 from the Fiscal 2022 amount of \$483,639. The salary decrease is due to vacancies within the department and a vacancy factor being added to the budget to reflect these open positions. This decrease is offset by an increase in the Chief Diversity Officer salary and certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Ordinary Maintenance is level funded at \$323,800 as equity audits for additional City departments are anticipated to be completed in Fiscal 2023.

# EXECUTIVE OFFICE OF DIVERSITY & INCLUSION ORGANIZATIONAL CHART



**VACANT, CHIEF DIVERSITY OFFICER****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023  
EXECUTIVE OFFICE OF DIVERSITY & INCLUSION - DEPARTMENT #180**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
<b>ADMINISTRATION:</b>					
1	\$ 100,224.00	58CM	CHIEF DIVERSITY OFFICER	1	\$ 115,000.00
1	55,583.00	38M	DIVERSITY, EQUITY, & INCLUSION MANAGER	1	61,531.00
2	\$ 155,807.00		REGULAR SALARIES DIVERSITY & INCLUSION	2	\$ 176,531.00
	4,032.00		EM INCENTIVE PAY		-
	-		VACANCY FACTOR		(54,727.00)
	\$ 4,032.00		TOTAL REGULAR SALARIES DIVERSITY & INCLUSION		\$ -
2	\$ 159,839.00	<b>180-91000</b>	<b>TOTAL RECOMMENDED PERSONNEL SERVICES</b>	2	\$ 121,804.00
	\$ 275,000.00		CONSULTANTS		\$ 275,000.00
	200.00		COPY PAPER		200.00
	700.00		LEASE & RENTALS		700.00
	25,100.00		MEMBERSHIP DUES		25,100.00
	1,000.00		NETWORK, HARDWARE, SOFTWARE		1,000.00
	1,150.00		OFFICE SUPPLIES		1,150.00
	20,000.00		OTHER CHARGES & EXPENDITURES		20,000.00
	50.00		POSTAGE		50.00
	200.00		REGISTRATION FEES		200.00
	300.00		TELEPHONE		300.00
	100.00		TRAVELING		100.00
	\$ 323,800.00		TOTAL ORDINARY MAINTENANCE		\$ 323,800.00
	\$ 323,800.00	<b>170-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 323,800.00
	\$ 483,639.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 445,604.00



The City of  
**WORCESTER**

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## SUSTAINABILITY & RESILIENCE

### John Odell

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

#### Mission:

To implement the ambitious and urgent goals of the Green Worcester Sustainability and Resilience Strategic Plan (GWP). To be a strong and reliable advisory and collaborative partner who supports integration of sustainability and resilience and leveraging projects' co-benefits into all functions of the City via policies, projects, and initiatives. To use the lenses of health, equity, and prosperity to guide projects.

#### Vision:

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

#### Goal 1: Reduce Carbon Emissions

**City Priority Area:** Sound Fiscal and Operational Government; Vibrant, Thriving City

#### Objective 1: Measure and Communicate Progress toward Community and Municipal Energy and Carbon Reductions

Initiative(s)	Measure
Develop and publish at least 3 analyses and reports quantifying ongoing carbon reductions and other sustainability projects including the Carbon Avoidance Report, Better Climate Building Challenge Report, and CY 2022 greenhouse gas emissions inventory.	<ul style="list-style-type: none"> <li>Number of reports published</li> </ul>
Publish the annual GWP Report by Q4 and present to the Green Worcester Advisory Committee.	<ul style="list-style-type: none"> <li>Number of reports published</li> <li>Number of presentations made</li> </ul>

#### Objective 2: Advance Buildings' Sustainability and Energy Use Reduction via Policy, Planning, Projects & Advocacy

Initiative(s)	Measure
Conduct 1 Life Cycle Analysis of electrification options for the Frances Perkins Library, identify preferable option, and assist DPF with implementation (if funding allows).	<ul style="list-style-type: none"> <li>Analyses conducted</li> </ul>
Conduct 1 feasibility study of City Hall as a net zero building.	<ul style="list-style-type: none"> <li>Studies conducted</li> </ul>
10+ projects identified and/or implemented for sustainable building improvements.	<ul style="list-style-type: none"> <li>Projects identified</li> <li>Projects implemented</li> </ul>
Certify 3 municipal buildings with Energy Star Rating.	<ul style="list-style-type: none"> <li>Buildings certified</li> </ul>
Develop 1 strategic plan and draft zoning ordinance amendment for transforming triple-decker neighborhoods, most of which are within Environmental Justice (EJ) areas, with an integrated approach related to zoning, energy efficiency, sustainability, and more.	<ul style="list-style-type: none"> <li>Ordinances drafted</li> </ul>
Develop and submit to City Council 1 draft Building Energy Disclosure Policy for non-residential buildings that meet a size threshold.	<ul style="list-style-type: none"> <li>Drafts presented to City Council</li> </ul>

Initiative(s)	Measure
Continue to increase the percentage of green electricity in the supply of the Aggregation Program, advancing to a goal of 100% renewable electricity by 2030.	<ul style="list-style-type: none"> <li>Percentage of green energy</li> </ul>
Complete a study identifying energy efficiency barriers with a special focus on low-income and minority residents, and prioritize high impact efforts to overcome them.	<ul style="list-style-type: none"> <li>Studies completed</li> </ul>
Obtain DPU approval for the Aggregation Plan Amendment by incorporating the results of the barrier study (above) and requesting a higher adder fee to assist low income and minority residents with overcoming them.	<ul style="list-style-type: none"> <li>Plans approved by DPU</li> </ul>

### Objective 3: Manage Municipal Renewable Energy Systems

Initiative(s)	Measure
Reduce outstanding PowerDash outage alerts by 75%.	<ul style="list-style-type: none"> <li>Reduction in outage alerts</li> </ul>
Maintain greater than 90% potential electricity output across all solar arrays.	<ul style="list-style-type: none"> <li>Potential Electricity output</li> </ul>

### Goal 2: Advance Climate Change Resilience

**City Priority Area:** Vibrant, Thriving City; Opportunity for All; Sound Fiscal and Operational Government

**Objective 1: Urban Heat:** Implement recommendations of the “Neighborhood-Based Urban Heat Risk Assessment” project (by Dr. Brian Stone and Evan Mallen), with a focus on EJ areas.

Initiative(s)	Measure
Identify minimum 3 areas to focus on which fall within qualified census tracts as defined by ARPA.	<ul style="list-style-type: none"> <li>Areas identified</li> </ul>
Collaborate with Parks staff and the Urban Forest Commission to prioritize those areas for tree planting.	<ul style="list-style-type: none"> <li>Trees planted</li> </ul>
Implement recommendations in at least one identified area in FY23.	<ul style="list-style-type: none"> <li>Recommendations implemented in identified areas</li> </ul>

**Objective 2: Flooding:** Facilitate and collaborate with DPW&P on a Drainage & Green Infrastructure Master Plan.

Initiative(s)	Measure
Develop a pipeline of 5 green infrastructure projects with a beneficial Benefit/Cost ratio per EPA guidelines.	<ul style="list-style-type: none"> <li>Number of projects</li> </ul>
Collaborate with Higher Educational Institutions to advance the GWP goals and facilitate 2 student projects completed on a GWP topic.	<ul style="list-style-type: none"> <li>Number of projects</li> </ul>

### Goal 3: Advance Mobility Transformation

**City Priority Area:** Sound Fiscal and Operational Government

**Objective 1:** Manage Urban Mobility Master Plan development (via consultants) and ensure meaningful involvement of the community, GWAC, City staff, and especially historically underserved communities.

Initiative(s)	Measure
Publish 1 Mobility Master Plan to the City website including GIS Maps with proposed bikeway and sidewalk networks, and enhanced Blue Spaces Access.	<ul style="list-style-type: none"> <li>Number of plans published</li> <li>Number of desired features included in plan</li> </ul>

**Objective 2: Promote, Facilitate and Manage Expansion and Operation of Vehicles' Electrification**

Initiative(s)	Measure
Install 16 EVCS in public garages.	<ul style="list-style-type: none"> <li>Number of EVCS</li> </ul>
Install minimum 4 EVCS for municipal fleet EVs.	<ul style="list-style-type: none"> <li>Number of EVCS</li> </ul>
Assist with purchasing 10 EVs for municipal fleets (if available).	<ul style="list-style-type: none"> <li>Number of EVs purchased</li> </ul>
Maintain existing municipal EVCS via Charge Point Warranty program.	<ul style="list-style-type: none"> <li>Percentage of EVs maintained</li> </ul>
Investigate possibility and funding for EV school buses and chargers. Summarize in at least 1 memo with next steps.	<ul style="list-style-type: none"> <li>Number of memos written</li> </ul>

**Goal 4: Support and Grow Lakes and Ponds Program****City Priority Area: Vibrant, Thriving City; Strong Neighborhoods****Objective 1. Monitor and Continuously Improve Water Quality for the Habitat and Recreation**

Initiative(s)	Measure
Gather quality controlled data to determine threats to lakes, inform management decisions, and measure efficacy of management at the four primary program lakes - Bell Pond, Coes Reservoir, Indian Lake, and Lake Quinsigamond.	<ul style="list-style-type: none"> <li>Number of lakes being monitored</li> </ul>
Conduct cyanobacteria and invasive aquatic plant treatments as needed.	<ul style="list-style-type: none"> <li>Number of treatments performed</li> </ul>
Manage construction and operation of 1 Alum Dosing Station Project at Indian Lake.	<ul style="list-style-type: none"> <li>Number of Alum Dosing Stations completed</li> </ul>
Install 1 boat washing station at Indian Lake	<ul style="list-style-type: none"> <li>Number of stations installed</li> </ul>
Install kayak and boat washing station at Coes Reservoir.	<ul style="list-style-type: none"> <li>Number of stations installed</li> </ul>
Conduct projects that keep geese away from the beaches.	<ul style="list-style-type: none"> <li>Number of projects</li> </ul>
Participate in stormwater biofiltration projects (planning & design).	<ul style="list-style-type: none"> <li>Number of projects</li> </ul>

**Objective 2. Grow the Lakes and Ponds Program to protect and formally monitor and manage 4 more water bodies in Worcester (for a total of 8) for cyanobacteria, invasive aquatic plants, and other applicable parameters**

Initiative(s)	Measure
Develop Management Plans for the 4 new Lakes and Ponds	<ul style="list-style-type: none"> <li>Number of plans developed</li> </ul>

**Objective 3. Education and Outreach: Engage the community by creating opportunities to learn and play**

Initiative(s)	Measure
Conduct 1 Woo Angler Series	<ul style="list-style-type: none"> <li>Number of events held</li> </ul>
Work with local groups to identify and pilot litter solutions	<ul style="list-style-type: none"> <li>Number of groups engaged</li> <li>Number of solutions identified</li> </ul>
Manage Worcester Cyanobacteria Monitoring Collaborative - 22 lakes, 35 trained volunteers	<ul style="list-style-type: none"> <li>Number of lakes</li> <li>Number of volunteers</li> </ul>
Develop and air 3 Blue Space Minute videos	<ul style="list-style-type: none"> <li>Number of videos aired</li> </ul>
Hold 1 Annual State of the Lakes annual report and presentation	<ul style="list-style-type: none"> <li>Number of presentations</li> </ul>

**Goal 5: Educate, Effectively Communicate, and Facilitate Action at the Community Level****City Priority Areas: Vibrant, Thriving City; Strong Neighborhoods****Objective 1: Foster community engagement**

Initiative(s)	Measure
Complete Strategic Communication Plan by the end of Q1 and start implementation immediately thereafter	<ul style="list-style-type: none"> <li>Number of plans developed</li> </ul>
Communicate monthly on the green initiatives of interest via media and social media channels.	<ul style="list-style-type: none"> <li>Number of communications made</li> </ul>
Provide 3 sustainability and resilience data metrics to be displayed on municipal Open Data Portal, and update quarterly.	<ul style="list-style-type: none"> <li>Number of metrics provided</li> </ul>
Revamp the <a href="http://www.WorcesterEnergy.org">www.WorcesterEnergy.org</a> website by renaming it and creating fresh and relevant content.	<ul style="list-style-type: none"> <li>Number of new pieces of content</li> </ul>

**Goal 6: Maintain Structural Support for ongoing GWP Implementation**

**City Priority Area:** Sound Fiscal and Operational Government; Vibrant, Thriving City; Strong Neighborhoods

**Objective 1: Establish Municipal Organizational Structure to advance GWP goals**

Initiative(s)	Measure
Administer GWAC meetings (~monthly) and follow-up on requests as needed.	<ul style="list-style-type: none"> <li>Number of GWAC meetings held</li> <li>Number of requested items followed up</li> </ul>
Provide and present annual reports to the GWAC.	<ul style="list-style-type: none"> <li>Number of reports presented</li> </ul>
Establish an Interdepartmental Green Team (IGT) and meet at least quarterly, breaking up into subgroups by topics if necessary, such as resilience, building energy efficiency, and vehicle electrification.	<ul style="list-style-type: none"> <li>Number of IGT meetings held</li> </ul>

**Objective 2: Develop project evaluation and selection criteria (Sustainable Project Score Card) in collaboration with the GWAC and IGT to be used for review of municipal projects and non-municipal projects that accept municipal incentives (CDBG, TIF, and more) and incorporate equity, health, and prosperity lenses**

Initiative(s)	Measure
Pilot the score card with 3 municipal projects	<ul style="list-style-type: none"> <li>Number of projects</li> </ul>

**Goal 7: Work Toward with Zero Waste Goal of the GWP**

**City Priority Area:** Vibrant, Thriving City; Strong Neighborhoods

**Objective 1: Communicate and encourage waste reduction by city's residents and businesses**

Initiative(s)	Measure
Develop 1 Zero Waste Master Plan.	<ul style="list-style-type: none"> <li>Number of plans developed</li> </ul>
Attend 4 community events to talk about zero waste topics.	<ul style="list-style-type: none"> <li>Number of events attended</li> </ul>

**Previous Year DDP Highlights**

- 1<sup>st</sup> year of the new Department of Sustainability & Resilience.
- Assisted with establishment and staffing of the Green Worcester Advisory Committee.
- Applied for the Municipal Vulnerability Preparedness grant to advance community resilience (up to \$3 million).
- Completed Greenhouse Gas Emissions Inventory, baseline year 2009, compared to 2019.
- Assisted with EV purchasing decisions; advanced to procurement of EV charging stations; applied for grants; started developing fleet electrification program.
- Oversaw development of the "Neighborhood-Based Urban Heat Risk Assessment".
- Assisted with development framework of the future Department of Transportation & Urban Mobility.
- Prepared for the launch of the Urban Mobility Master Plan.
- Contributed to the energy policy discussions and potential amendments.
- Developed a Green Worcester Plan annual report.



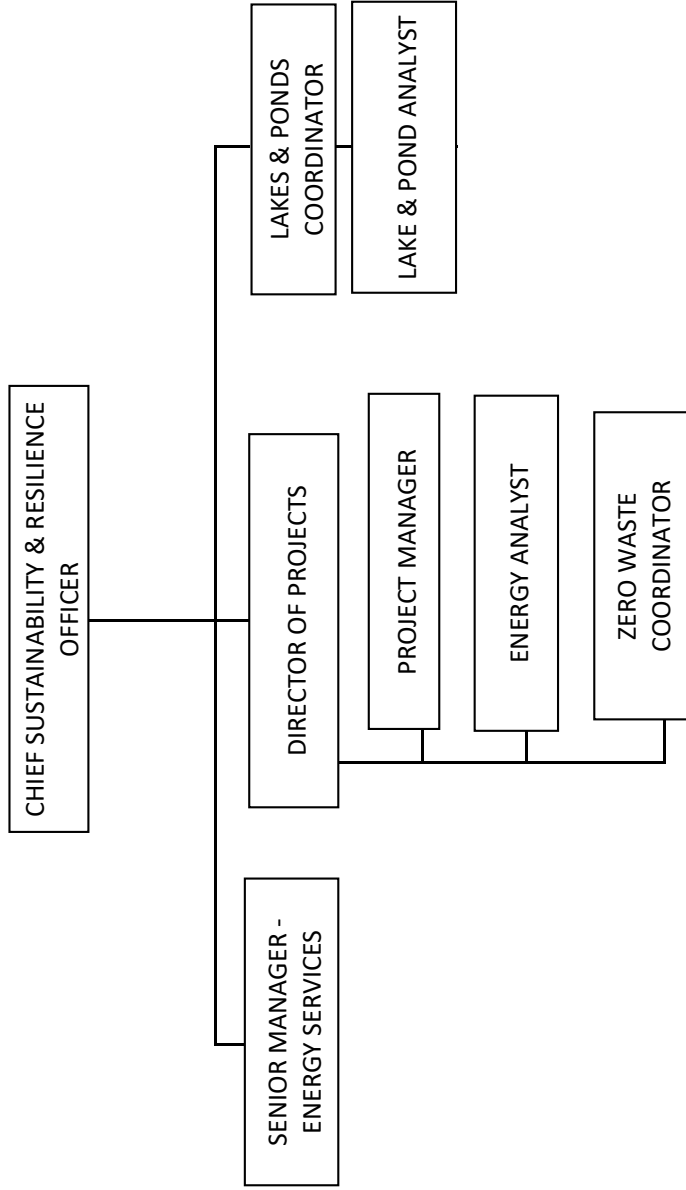
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ -	\$ 123,638.00	\$ 142,219.85	\$ 219,382.00
Overtime	-	2,500.00	15,899.83	12,500.00
Ordinary Maintenance	-	347,510.00	53,715.57	288,121.00
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 473,648.00</b>	<b>\$ 211,835.25</b>	<b>\$ 520,003.00</b>
<b>Total Positions</b>	0	7		8

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$520,003, which is an increase of \$46,355 from the Fiscal 2022 amount of \$473,648. The salary increase is a net result of an increase in Revolving Fund credits, offset by salary increases due to step increases for employees that are not at maximum pay, EM Incentive Pay, three position regrades, and the addition of a Zero Waste Coordinator to the table of organization. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Also, the Overtime increase is funded to better reflect actual spending that was not anticipated in Fiscal 2022. The Ordinary Maintenance decrease is a net result of removing funding for consultant work that was less than anticipated, which is offset by the increase of funding for Environmental Services, the Lakes & Pond program, energy analysis software, and Adobe licenses.

# DEPARTMENT OF SUSTAINABILITY & RESILIENCE ORGANIZATIONAL CHART



8 POSITIONS

**JOHN W. ODELL, CHIEF SUSTAINABILITY OFFICER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**DEPARTMENT OF SUSTAINABILITY & RESILIENCE - #113**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 125,000.00	58CM	CHIEF SUSTAINABILITY OFFICER	1	\$ 133,553.00
0	-	50M	SENIOR MANAGER-ENERGY SERVICES	1	106,027.00
1	99,180.00	50M	CHIEF CLERK OF THE WORKS	0	-
1	91,852.00	45M	DIRECTOR OF PROJECTS	1	100,149.00
0	-	44M	LAKES & PONDS COORDINATOR	1	84,938.00
0	-	42M	ZERO WASTE COORDINATOR	1	78,909.00
1	69,301.00	39	ENERGY ANALYST	1	70,074.00
1	69,301.00	39	PROJECT MANAGER	1	70,019.00
1	66,733.00	35HC	LAKE & POND ANALYST	1	63,309.00
1	50,958.00	33	ENVIRONMENTAL ANALYST	0	-
7	\$ 572,325.00		REGULAR SALARIES	8	\$ 706,978.00
	(70,832.00)		VACANCY FACTOR		(34,372.00)
	1,437.00		EM INCENTIVE PAY		1,535.00
	-		INTERNS		10,179.00
	-		EDUCATION STIPENDED		2,610.00
	-		CLOTHING ALLOWANCE		300.00
7	\$ 502,930.00		TOTAL SALARIES	8	\$ 687,230.00
			<u>FUNDING SOURCES:</u>		
	\$ (63,236.00)		POWER AGGREGATION FUNDS	\$	(11,685.00)
	(250,280.00)		NET METERING CREDITS		-
	-		RECYCLING/SOLID WASTE REVOLVING FUND		(59,182.00)
	-		CARBON MITIGATION REVOLVING FUND		(322,857.00)
	(6,930.00)		GREEN COMMUNITIES GRANT		-
	(58,846.00)		WATER REVENUES		(74,124.00)
	\$ (379,292.00)		TOTAL FUNDING SOURCES	\$	(467,848.00)
7	\$ 123,638.00	113-91000	TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 219,382.00
	\$ 2,500.00		OVERTIME	\$	12,500.00
	\$ 2,500.00	113-97000	TOTAL RECOMMENDED OVERTIME	\$	12,500.00
	\$ 425,000.00		CONSULTANTS	\$	190,000.00
	200.00		COPY PAPER		200.00
	-		EDUCATIONAL SUPPLIES		5,000.00
	170,000.00		ENVIRONMENTAL SERVICES		236,000.00
	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		9,330.00
	1,000.00		MEMBERSHIP DUES		1,000.00
	1,000.00		OFFICE SUPPLIES		1,000.00
	6,000.00		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
	50.00		TRAVEL		50.00
	100.00		WATER		100.00
	\$ 613,350.00		TOTAL ORDINARY MAINTENANCE	\$	456,680.00
	\$ (211,779.00)		<u>FUNDING SOURCES:</u>	\$	(141,779.00)
	(38,221.00)		CARBON MITIGATION REVOLVING FUND		(141,779.00)
	(15,840.00)		MTC GRANT		(5,000.00)
	\$ (265,840.00)		WATER CREDITS		(21,780.00)
			TOTAL FUNDING SOURCES	\$	(168,559.00)
	\$ 347,510.00	113-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$	288,121.00

**JOHN W. ODELL, CHIEF SUSTAINABILITY OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

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

	<u>FRINGE BENEFITS:</u>	
\$ 74,964.00	HEALTH INSURANCE	\$ 93,404.00
<u>39,636.00</u>	RETIREMENT	<u>45,583.00</u>
<u>\$ 114,600.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 138,987.00</u>
\$ (19,103.00)	<u>FUNDING SOURCES:</u>	
(75,886.00)	POWER AGGREGATION FUNDS	\$ (3,329.00)
-	CARBON MITIGATION REVOLVING FUND	(99,889.00)
(2,426.00)	RECYCLING/SOLID WASTER REVOLVING	(20,184.00)
<u>(17,185.00)</u>	GREEN COMMUNITIES GRANT	-
<u>\$ (114,600.00)</u>	WATER CREDITS	<u>(15,583.00)</u>
	TOTAL FUNDING SOURCES	<u>\$ (138,987.00)</u>
<u>\$ -</u>	<b>113-96000 TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ -</u>
<u>\$ 473,648.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 520,003.00</u>

## PUBLIC FACILITIES

### Julie A. Lynch, Chief of Public Facilities

50 Officer Manny Familia Way  
Worcester, MA 01605  
(508) 799-8588

**Mission:** The mission of the Department of Public Facilities (DPF) is to oversee the operations, maintenance, and sustainability of some of the largest and most visited City buildings, including City Hall, Main Library, Union Station, Senior Center and DCU Center. DPF is responsible for building operations, as well as timely and appropriate capital and maintenance projects at 13 City facilities over 1.03M square feet, supporting public services, ensuring the work environment for employees maximizes productivity, and maintains healthy, safe, energy efficient, and sustainable facilities. Additionally, DPF provides Owners Representation services to Worcester Public Schools for new school and accelerated repair projects, as well as Designer and Owners Project Management services to other City departments, as requested.

**Vision:** The vision of the Department of Public Facilities is to provide timely, effective customer service and maximize value to the City, as custodians of capital investments.

**Goal 1:** Create staffing capacity and expertise to implement projects, and maintain operations, which are aligned with Green Worcester Plan goals, and Department and City Master Planning.

**City Priority Area:** Sound Fiscal & Operational Government, Opportunity for All

**Objective 1:** Hire capable and enthusiastic people to train in existing open and new positions.

Initiative(s)	Measure
Hire 100% of posted positions within six months of funding availability.	<ul style="list-style-type: none"> <li>Number of positions opened</li> <li>Number of positions filled</li> <li>Number of positions filled in 6 months or less</li> </ul>
Make sure 100% of job opportunity notices are sent to CIRCA, the company providing diversity recruiting services to the City	<ul style="list-style-type: none"> <li>Percentage of job opportunity notices are sent to CIRCA</li> <li>Number of candidates referred through CIRCA</li> <li>Number of CIRCA candidates hired</li> </ul>

**Goal 2:** Provide greater energy efficiency of public buildings.

**City Priority Area:** Sound Fiscal & Operational Government, Vibrant Thriving City

**Objective 1:** Develop accessible and simple framework for use by project managers to evaluate building interventions and subsequent building performance in order to inform current and future project decisions with regard to sustainability goals.

Initiative(s)	Measure
Track performance of 100% of HVAC energy efficiency upgrades.	<ul style="list-style-type: none"> <li>Number of energy efficiency improvement projects</li> <li>Analyze baseline use and adjusted energy use following energy efficiency intervention project.</li> </ul>
Hire Maintenance Manager with experience in HVAC to support efficient operation of equipment, resulting in approximately 15% energy use reduction after one year across all buildings.	<ul style="list-style-type: none"> <li>Measure emergency repair costs for HVAC baseline and one year after hire.</li> <li>Measure energy savings by comparing baseline and one year after hire.</li> </ul>

**Goal 3:** Provide greater access to public bidding for all.

**City Priority Area:** Opportunity for all, Sound Fiscal & Operational Government

**Objective 1:** Train staff and develop a framework for public procurement and administration of projects.

Initiative(s)	Measure
Provide Massachusetts Certified Public Purchasing Official (MCPPPO) training to both administrative staff and project managers.	<ul style="list-style-type: none"> <li>Number of staff trained</li> </ul>
DPF Project Managers to independently administer contracts based on best practice and state requirements.	<ul style="list-style-type: none"> <li>Number of contracts managed independently by PMs.</li> </ul>

**Goal 4:** Develop flexibility, cross-training, and support in building operations.

**City Priority Area:** Opportunity for all, Vibrant Thriving City

**Objective 1:** Train staff on building systems operations, building management, and knowledge of multiple DPF buildings.

Initiative(s)	Measure
Train 100% of existing and new staff on the Alerton Building Monitoring System to insure building HVAC performance and minimize occupant work orders.	<ul style="list-style-type: none"> <li>Percentage of staff trained</li> </ul>
Provide key boxes in 100% of custodial areas in DPF buildings for access by all operations staff.	<ul style="list-style-type: none"> <li>Percentage of buildings with a key box installed</li> <li>Number of key boxes installed</li> </ul>
Provide fob access to 100% of buildings at doors requiring access by multiple occupants.	<ul style="list-style-type: none"> <li>Percentage of buildings with key fob access installed</li> </ul>

### Department Allocation Summary

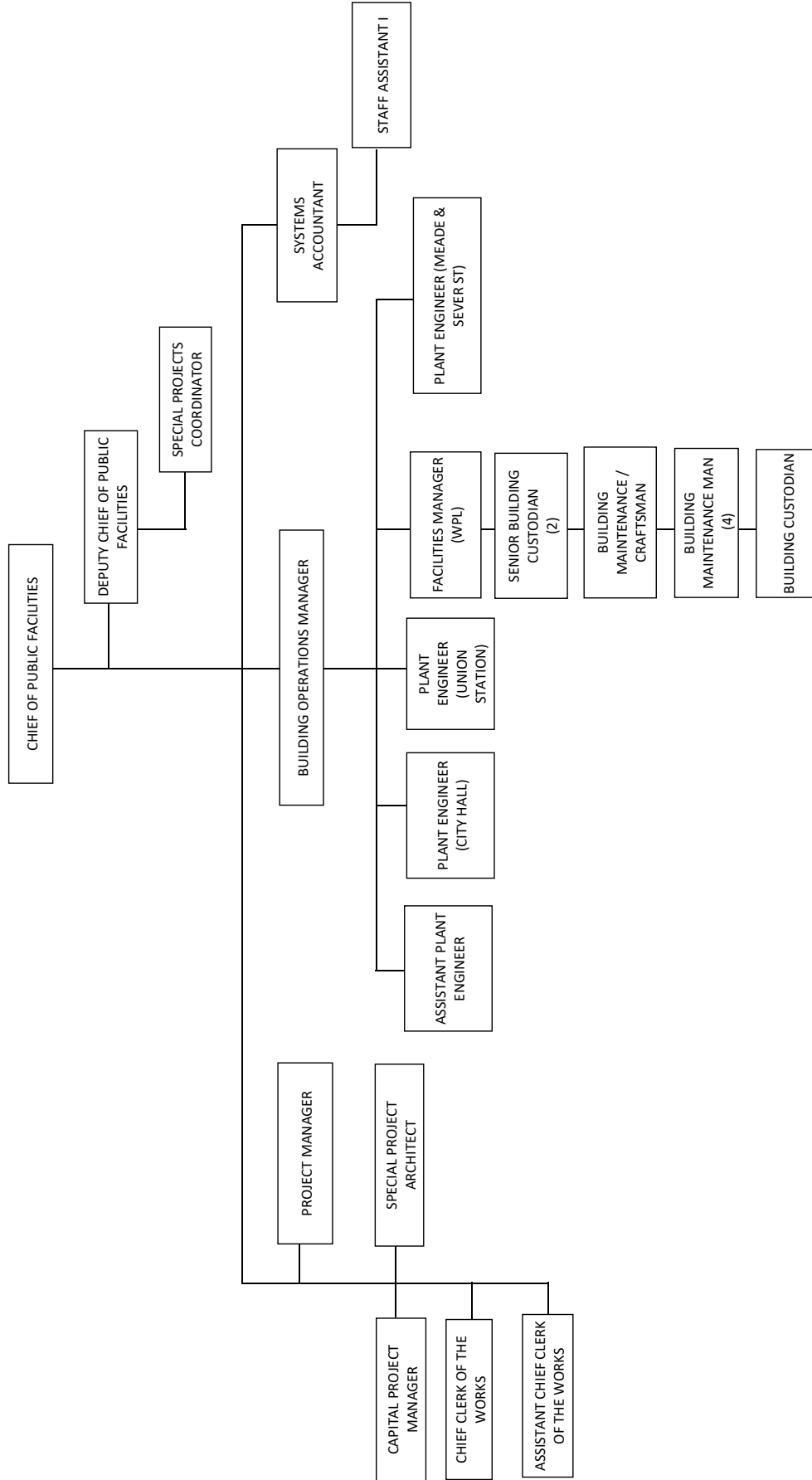
	Actual	Approved	Actuals	Recommended
	Fiscal 2021	Budget for	as of	Appropriation
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 471,179.52	\$ 641,490.00	\$ 547,204.27	\$ 1,258,130.00
Overtime	21,985.49	17,100.00	28,490.62	17,100.00
Ordinary Maintenance	999,317.02	1,301,416.00	792,279.24	1,564,667.00
Capital Outlay	37,217.00	400,000.00	5,148.12	100,000.00
<b>Total Expenditures</b>	<b>\$ 1,529,699.03</b>	<b>\$ 2,360,006.00</b>	<b>\$ 1,373,122.25</b>	<b>\$ 2,939,897.00</b>
<b>Total Positions</b>	0	18	18	24

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 for Public Facilities is recommended to be funded at \$2,939,897, which is an increase of \$579,891 from the Fiscal 2022 amount of \$2,360,006. The salary increase is mainly due to three positions transferred to the Department of Public Facilities from the Department of Public Works mid-year in Fiscal 2022, multiple position regrades, 3 new positions being added to the table of organization, and step increases for employees that are not at maximum pay. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For

unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Ordinary Maintenance increased due to the rise in electricity and gas and snow removal costs. Additionally, the RECC building costs were transferred from the Department of Emergency Communications as the Department of Public Facilities will now oversee the maintenance of the facility. Capital Outlay was decreased by \$300,000.

# DEPARTMENT OF PUBLIC FACILITIES ORGANIZATIONAL CHART



24 POSITIONS



**JULIE A. LYNCH, CHIEF OF PUBLIC FACILITIES**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023  
DEPARTMENT OF PUBLIC FACILITIES #112**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 125,000.00	58CM	CHIEF OF PUBLIC FACILITIES	1	\$ 138,723.00
0	-	51EM	DEPUTY CHIEF OF PUBLIC FACILITIES	1	132,480.00
0	-	50M	CAPITAL PROJECT MANAGER	1	120,401.00
2	225,254.00	50M	CHIEF CLERK OF THE WORKS	1	106,027.00
0	-	50M	BUILDING OPERATIONS MANAGER	1	106,027.00
1	90,286.00	44M	FACILITIES MANAGER	1	96,501.00
1	82,122.00	45M	ASSISTANT CHIEF CLERK OF THE WORKS	1	84,380.00
0	-	45M	SPECIAL PROJECTS COORDINATOR	1	96,664.00
0	-	38P	SYSTEMS ACCOUNTANT	1	74,587.00
0	-	42M	SPECIAL PROJECT ARCHITECT	1	87,791.00
0	-	42M	PROJECT MANAGER	1	84,938.00
2	146,244.00	39	CLERK OF WORKS BUILDING MAINTENANCE GRADE C	0	-
0	-	39	PLANT ENGINEER - CITY HALL	1	71,336.00
1	63,309.00	35	PLANT ENGINEER - CITY HALL	0	-
1	53,852.00	35	PLANT ENGINEER-UNION STATION	1	61,960.00
0	-	35	PLANT ENGINEER-MEADE & SEAVER ST.	1	64,149.00
0	-	34	ASSISTANT PLANT ENGINEER	1	53,265.00
1	56,940.00	32	STAFF ASSISTANT I	1	60,888.00
3	159,795.00	30	SENIOR BUILDING CUSTODIAN	2	108,660.00
1	48,067.00	30	BUILDING MAINTENANCE/CRAFTSMAN	1	50,692.00
4	175,046.00	26	BUILDING MAINTENANCE MAN	4	181,318.00
0	-	25	BUILDING CUSTODIAN	1	41,948.00
<b>18</b>	<b>\$ 1,225,915.00</b>		<b>REGULAR SALARIES</b>	<b>24</b>	<b>\$ 1,822,735.00</b>
	(23,807.00)		VACANCY FACTOR		(123,392.00)
	-		EM INCENTIVE PAY		3,588.00
<b>18</b>	<b>\$ 1,202,108.00</b>		<b>TOTAL SALARIES</b>	<b>24</b>	<b>\$ 1,702,931.00</b>
	(140,102.00)		<b>FUNDING SOURCES:</b> ESCO PROJECT		-
	(53,852.00)		FTA PREVENTATIVE MAINTENANCE		(61,960.00)
	(366,664.00)		LIBRARY INTERGOVERNMENTAL CHARGE		(382,841.00)
	<b>\$ (560,618.00)</b>		<b>TOTAL FUNDING SOURCES</b>		<b>\$ (444,801.00)</b>
<b>18</b>	<b>\$ 641,490.00</b>	<b>112-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>24</b>	<b>\$ 1,258,130.00</b>
	\$ 52,100.00		OVERTIME		\$ 52,100.00
	\$ 52,100.00		RECOMMENDED OVERTIME		\$ 52,100.00
	\$ (35,000.00)		<b>FUNDING SOURCES:</b> LIBRARY INTERGOVERNMENTAL CHARGE		\$ (35,000.00)
	\$ (35,000.00)		<b>TOTAL FUNDING SOURCES</b>		<b>\$ (35,000.00)</b>
	<b>\$ 17,100.00</b>	<b>112-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<b>\$ 17,100.00</b>
	\$ 1,700.00		AUTO FUEL		\$ 1,700.00
	200.00		AUTOMOTIVE SUPPLIES		200.00
	100,000.00		BUILDING MAINTENANCE SERVICES		75,000.00
	19,000.00		BUILDING SUPPLIES		19,000.00
	6,000.00		CHEMICAL SUPPLIES		6,000.00
	239,426.00		CLEANING SERVICES		311,626.00
	200.00		COPY PAPER		200.00
	26,000.00		CUSTODIAL SUPPLIES		26,000.00
	478,000.00		ELECTRICITY		560,100.00
	7,500.00		EXTERMINATOR SERVICES		8,200.00
	3,100.00		HARDWARE/DEVICES		3,100.00
	-		HIRED SERVICES		6,000.00
	6,300.00		LEASE & RENTALS		6,300.00
	9,500.00		MAINTENANCE & REPAIR		-
	4,500.00		MAINTENANCE /REPAIR EQUIPMENT		4,500.00
	170,500.00		MAINTENANCE SYSTEM SOFTWARE		58,500.00
	1,000.00		MAINTENANCE VEHICLE		1,000.00
	401,300.00		MAINTENANCE/REPAIR BUILDING		387,800.00
	1,600.00		MEMBERSHIP DUES		1,600.00
	196,840.00		NATURAL GAS		214,682.00
	1,600.00		OFFICE SUPPLIES		1,600.00
	3,500.00		OTHER CHARGES & EXPENDITURES		3,500.00
	2,500.00		PARTS/EQUIPMENT SUPPLIES		2,500.00
	1,500.00		PRINTING		1,500.00
	3,000.00		REGISTRATION FEES		3,000.00
	12,500.00		RUBBISH REMOVAL		15,500.00
	1,000.00		SAFETY SUPPLIES		1,000.00

**JULIE A. LYNCH, CHIEF OF PUBLIC FACILITIES**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**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	117,000.00
50.00		TRAVEL	50.00
500.00		UNIFORMS	500.00
100.00		WATER	100.00
<u>\$ 1,736,416.00</u>		TOTAL ORDINARY MAINTENANCE	<u>\$ 1,858,258.00</u>
		<b>FUNDING SOURCES:</b>	
<u>\$ (435,000.00)</u>		LIBRARY INTERGOVERNMENTAL CHARGE	<u>\$ (293,591.00)</u>
<u>\$ (435,000.00)</u>		TOTAL FUNDING SOURCES	<u>\$ (293,591.00)</u>
<u>\$ 1,301,416.00</u>	<b>112-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 1,564,667.00</u>
<hr/>			
<u>\$ 400,000.00</u>		CAPITAL OUTLAY	<u>\$ 100,000.00</u>
<u>\$ 400,000.00</u>		TOTAL CAPITAL OUTLAY	<u>\$ 100,000.00</u>
<u>\$ 400,000.00</u>	<b>112-93000</b>	<b>TOTAL RECOMMENDED TAX LEVY CAPITAL OUTLAY</b>	<u>\$ 100,000.00</u>
<hr/>			
<u>\$ 2,360,006.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 2,939,897.00</u>

## DCU CENTER

### John Brissette, 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 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Ordinary Maintenance	\$ 2,264,585.93	\$ 1,076,117.00	\$ 506,977.67	\$ 1,105,166.00
Debt Service Arena	148,218.41	169,024.00	127,079.30	141,433.00
Debt Service Special District	3,048,068.48	3,071,265.00	2,874,879.17	2,931,836.00
Debt Service Scoreboard	157,901.32	141,726.00	147,549.67	116,635.00
<b>Total Arena</b>	<b>\$ 5,618,774.14</b>	<b>\$ 4,458,132.00</b>	<b>\$ 3,656,485.81</b>	<b>\$ 4,295,070.00</b>
<b>Funding Sources:</b>				
DCU Arena Naming Rights	\$ 1,200,000.00	\$ 1,200,000.00	\$ 127,079.30	\$ 145,000.00
DCU Arena Operating Revenue	712,804.34	296,117.00	506,977.67	1,218,234.00
Facility Fee Surcharge	157,901.32	60,000.00	147,549.67	-
DCU Special District Available Funds	3,048,068.48	-	2,874,879.17	2,931,836.00
DCU Capital Contract Fund	-	-	-	-
General Fund Revenue	500,000.00	2,902,015.00	-	-
<b>Total Funding Sources</b>	<b>\$ 5,618,774.14</b>	<b>\$ 4,458,132.00</b>	<b>\$ 3,656,485.81</b>	<b>\$ 4,295,070.00</b>

### Operating Budget Highlights

The budget for Fiscal 2023 is recommended to be \$4,295,070, which is a decrease of \$163,062 from the Fiscal 2022 amount of \$4,458,132. This budget will require no tax levy funds for this fiscal year.

**JOHN BRISSETTE, COMMISSION CHAIRMAN**
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**DCU CENTER- DIVISION #750**

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY23 AMOUNT
\$ 358,252.00	MANAGEMENT FEES	\$ 369,000.00
450,000.00	MANAGEMENT INCENTIVE FEES/CASH FLOW	450,000.00
57,157.00	PROPERTY INSURANCE	61,158.00
2,057.00	BUSINESS INTERRUPTION INSURANCE	2,201.00
3,622.00	BOILER INSURANCE	3,876.00
955.00	VAULT INSURANCE	1,022.00
169,074.00	LIABILITY INSURANCE	180,909.00
20,000.00	ACCOUNTING CONSULTANT	22,000.00
15,000.00	ORDINARY MAINTENANCE & SUPPLIES	15,000.00
<u>\$ 1,076,117.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 1,105,166.00</u>
	<b>FUNDING SOURCES:</b>	
(780,000.00)	DCU ARENA NAMING RIGHTS	(145,000.00)
(296,117.00)	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	(960,166.00)
<u>(1,076,117.00)</u>	TOTAL AVAILABLE REVENUES	<u>(1,105,166.00)</u>
<u>\$ -</u>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ -</u>
\$ 148,827.00	DEBT BUILDING PRINCIPAL	\$ 132,886.00
20,197.00	DEBT BUILDING INTEREST	8,547.00
2,114,688.00	DEBT- SPECIAL DISTRICT PRINCIPAL	2,063,754.00
956,577.00	DEBT- SPECIAL DISTRICT INTEREST	868,082.00
126,562.00	DEBT - SCOREBOARD/SIGNAGE PRINCIPAL	105,212.00
15,164.00	DEBT - SCOREBOARD/SIGNAGE INTEREST	11,423.00
<u>\$ 3,382,015.00</u>	TOTAL DEBT SERVICE	<u>\$ 3,189,904.00</u>
	<b>FUNDING SOURCES:</b>	
(60,000.00)	SCOREBOARD TICKET SURCHARGE REVENUES	-
(2,902,015.00)	DCU SPECIAL DISTRICT FINANCING	(2,931,836.00)
(420,000.00)	DCU ARENA NAMING RIGHTS	-
<u>(3,382,015.00)</u>	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	<u>(258,068.00)</u>
	TOTAL AVAILABLE REVENUES	<u>(3,189,904.00)</u>
<u>\$ -</u>	<b>TOTAL RECOMMENDED DEBT SERVICE</b>	<u>\$ -</u>
<u>\$ -</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 01609  
(508) 799-1180

**Mission:** 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.

**Goal 1:** To strategically plan and manage the City's revenues and expenditures to ensure a solid financial condition now and in the future. (Budget)

**City Priority Area:** Sound Fiscal and Operational Government

**Objective 1:** Identify and track key indicators of fiscal condition and embrace new technologies for managing and reporting on financial status.

Initiative(s)	Measure
Implement 100% of the financial component of the new ERP system.	<ul style="list-style-type: none"> <li>Percentage of ERP implemented.</li> </ul>

**Objective 2:** 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.

Initiative(s)	Measure
Review and approve the budget for 100% of City departments on or before the posted deadline.	<ul style="list-style-type: none"> <li>Percentage of City departments with an approved budget</li> </ul>

**Goal 2:** To advantageously manage municipal resources through the transparent and competitive procurement of goods and services and disposition of municipal assets. (Purchasing)

**City Priority Area:** Sound Fiscal and Operational Government, Opportunity for All

**Objective 1:** Update systems for managing procurement and cataloging receipt and inventory of goods and services.

Initiative(s)	Measure
Implement 100% of the financial component of the new ERP system.	<ul style="list-style-type: none"> <li>Percentage of ERP implemented.</li> </ul>

**Objective 2:** To work with City Departments to expand efforts to identify and promote opportunities for diverse communities to engage with the City including minority, women, veteran, and local business enterprises.

Initiative(s)	Measure
Complete 100% of ongoing Minority & Women's Business Enterprise (MWBE) Study.	<ul style="list-style-type: none"> <li>Percentage of report complete</li> <li>Number of MWBE goals and objectives updated</li> </ul>
Appoint 1 new position in Economic Development to engage and promote MWBE vendors.	<ul style="list-style-type: none"> <li>Number of positions filled</li> </ul>

Initiative(s)	Measure
Make sure 100% of job opportunity notices are sent to CIRCA, the company providing diversity recruiting services to the City	<ul style="list-style-type: none"> <li>Percentage of job opportunity notices are sent to CIRCA</li> <li>Number of candidates referred through CIRCA</li> <li>Number of CIRCA candidates hired</li> </ul>

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

**City Priority Area:** Sound Fiscal and Operational Government, Opportunity for All, Strong Neighborhoods

**Objective 1:** 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.

Initiative(s)	Measure
Improve and update the valuations of no less than 2,500 properties with specific focus on new growth, tax-exempt, and personal property during FY23.	<ul style="list-style-type: none"> <li>Number of Properties Updated</li> </ul>

**Objective 2:** Improve and standardize operations to ensure transparency and an improved customer experience.

Initiative(s)	Measure
Implement 100% of the financial component of the new ERP system.	<ul style="list-style-type: none"> <li>Percentage of ERP implemented.</li> </ul>
Adopt 2 new technologies for identifying and visualizing parcels.	<ul style="list-style-type: none"> <li>Number of new technologies updated</li> </ul>

**Objective 3:** Promote the awareness and utilization of targeted municipal tax exemptions and other tax-based programs.

Initiative(s)	Measure
Hold 3 events or activities to promote direct communication with eligible households.	<ul style="list-style-type: none"> <li>Number of events or activities</li> </ul>

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

**City Priority Area:** Sound Fiscal and Operational Government

**Objective 1:** Improve the efficiency of collecting, managing, and disbursing (payroll and vendor) funds through improved processes, technologies, and integrated systems.

Initiative(s)	Measure
Implement 100% of the financial component of the new ERP system.	<ul style="list-style-type: none"> <li>Percentage of ERP implemented.</li> </ul>

**Objective 2:** Evaluate and improve financial internal controls, particularly with regard to security of cash transactions.

Initiative(s)	Measure
Facilitate 2 audits of departments that handle cash to ensure best practice is being followed	<ul style="list-style-type: none"> <li>Number of audits completed</li> </ul>

### Previous Year DDP Highlights

Goal	Objective	Current Progress
To strategically plan and manage the City's revenues and expenditures to ensure a solid financial condition now and in the future.	Identify and track key indicators of fiscal condition and embrace new technologies for managing and reporting on financial status.	New reports generated tracking revenues, expenses, debt, funds on hand, etc., and selection and development of new ERP financial

		system promises significant gains in management and efficiency.
	Evaluate and realign resource allocations to strengthen organization and further City priorities.	Selection and development of new ERP financial system promises significant gains in management and efficiency.
To advantageously manage municipal resources through the transparent and competitive procurement of goods and services and disposition of municipal assets.	To advantageously manage municipal resources through the transparent and competitive procurement of goods and services and disposition of municipal assets.	Selection and development of new ERP financial system promises significant gains in management and efficiency.
To fairly, accurately, and equitably value all real and tangible personal property while providing the highest level of customer support.	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.	Successful completion of Recertification establishment of values for the fiscal year.
	Improve and standardize operations to ensure transparency and an improved customer experience.	Selection and development of new ERP financial system promises significant gains in management and efficiency. New methods of communication and application adopted including online applications.
	Promote the awareness and utilization of targeted municipal tax exemptions and other tax-based programs.	New methods of communication and application adopted including online applications and direct outreach to key communities including seniors and veterans to promote utilization of tax-exemption programs.
To securely manage the collection, investment, and disbursement of municipal funds.	Improve the efficiency of collecting, managing, and disbursing (payroll and vendor) funds through improved processes, technologies, and integrated systems.	Selection and development of new ERP financial system promises significant gains in management and efficiency.
	Evaluate and improve financial internal controls, particularly with regard to security of cash transactions.	Selection and development of new ERP financial system promises significant gains in management and efficiency. Select department cash collection and management reviewed.

### Department Allocation Summary

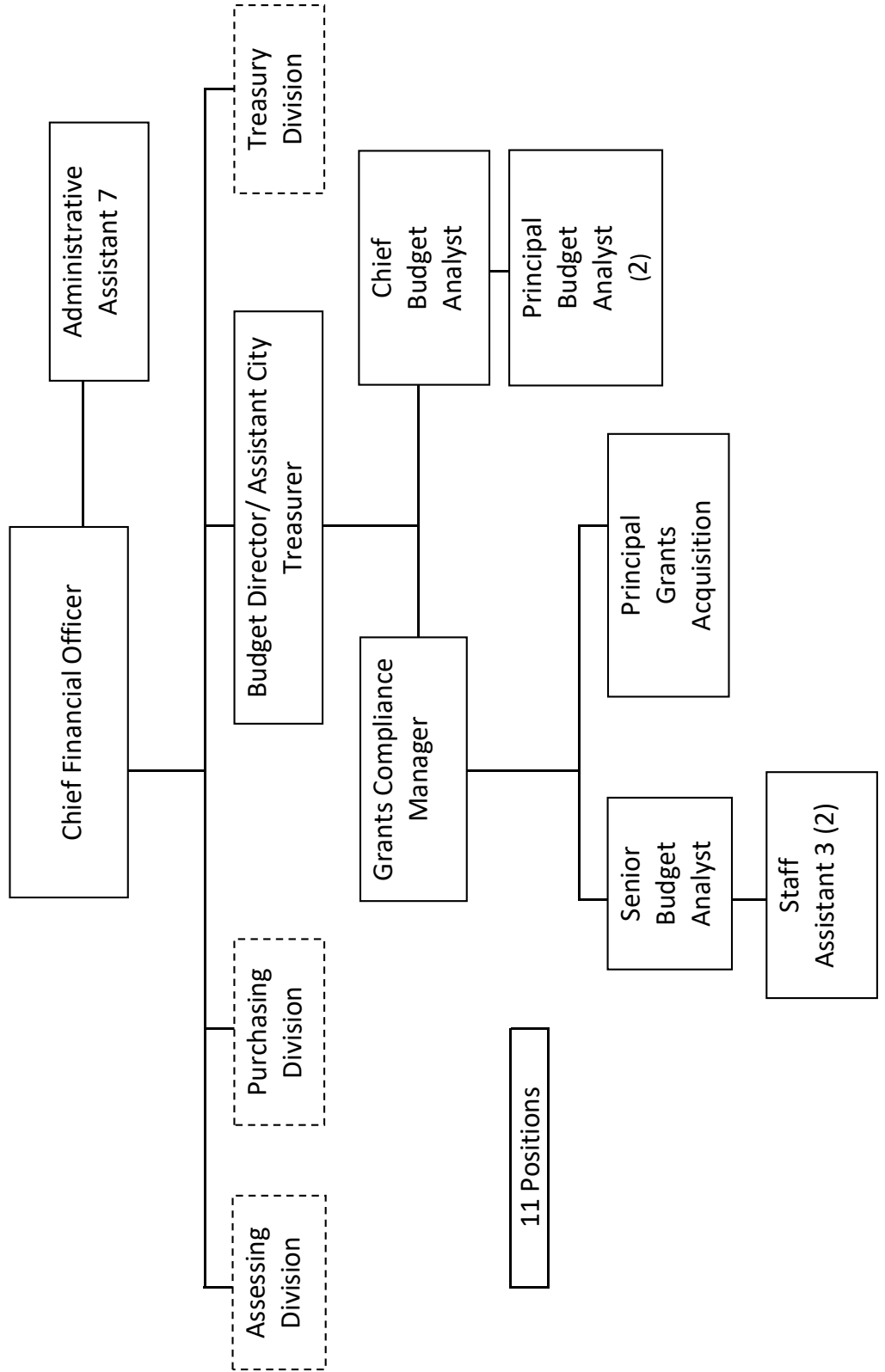
	<b>Actual</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/21</b>	<b>Fiscal 2023</b>
Salaries	\$ 569,771.52	\$ 650,373.00	\$ 468,493.67	\$ 631,630.00
Ordinary Maintenance	51,945.43	132,127.00	106,634.24	136,900.00
<b>Total</b>	<b>\$ 621,716.95</b>	<b>\$ 782,500.00</b>	<b>\$ 575,127.91</b>	<b>\$ 768,530.00</b>
<b>Total Positions</b>	11	11	11	11

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$768,530, which is a decrease of \$13,970 from the Fiscal 2022 amount of \$782,500. This decrease is a net result of an increase in grant funding, offset by salaries increases due to step increases for employees that are not at maximum pay, a position regrade, and EM Incentive Pay. Salary increases from Fiscal Year 2022 to Fiscal Year 2023 includes certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Also, the Ordinary Maintenance increase is associated with Adobe licenses and travel pertaining to mileage because of the shortage of vehicles that could not be purchased as anticipated in the FY22 Capital budget.



**ADMINISTRATION & FINANCE  
BUDGET OFFICE  
ORGANIZATIONAL CHART**



11 Positions

**TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**ADMINISTRATION AND FINANCE- DEPARTMENT #610**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 152,111.00	58CM	CHIEF FINANCIAL OFFICER	1	\$ 162,623.00
1	96,000.00	47EM	BUDGET DIRECTOR/ASSISTANT CITY TREASURER	1	105,699.00
		44M	GRANTS COMPLIANCE MANAGER	1	92,328.00
1	82,122.00	42M	GRANTS COMPLIANCE MANAGER	0	-
0	-	42M	CHIEF BUDGET ANALYST	1	84,938.00
3	220,367.00	40M	PRINCIPAL BUDGET ANALYST	2	156,568.00
1	75,294.00	39M	PRINCIPAL GRANTS ACQUISITION	1	66,144.00
1	62,932.00	39M	SENIOR BUDGET ANALYST	1	59,686.00
2	119,121.00	37	STAFF ASSISTANT 3	2	132,063.00
1	63,309.00	35	ADMINISTRATIVE ASSISTANT 7	1	67,689.00
11	\$ 871,256.00		REGULAR SALARIES ADMIN & FINANCE	11	\$ 927,738.00
	9,981.00		EM INCENTIVE PAY		10,794.00
	2,500.00		WRA FINANCIAL MANAGER STIPEND		2,500.00
	\$ 883,737.00		TOTAL REGULAR SALARIES FINANCE & BUDGET		\$ 941,032.00
			<u>FUNDING SOURCES:</u>		
	\$ (62,878.00)		FEDERAL & STATE GRANTS		\$ (134,413.00)
	(45,650.00)		PUBLIC HEALTH GRANTS		(42,060.00)
	(682.00)		GOLF REVENUES		(726.00)
	(82,394.00)		SEWER REVENUES		(87,736.00)
	(41,760.00)		WATER REVENUES		(44,467.00)
	\$ (233,364.00)		TOTAL FUNDING SOURCES		\$ (309,402.00)
11	\$ 650,373.00	<b>610-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	11	\$ 631,630.00
	\$ 4,500.00		LEASES & RENTALS		\$ 4,500.00
	1,200.00		TELEPHONE		1,200.00
	500.00		POSTAGE		500.00
	100.00		REGISTRATION FEES		100.00
	500.00		WATER		500.00
	2,000.00		PRINTING		2,000.00
	300.00		MAINTENANCE & SYSTEM SOFTWARE		1,140.00
	112,500.00		CONSULTANTS		112,500.00
	400.00		MEMBERSHIP DUES		400.00
	1,500.00		OFFICE SUPPLIES		1,500.00
	1,000.00		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
	7,500.00		TRAVEL		11,500.00
	\$ 134,000.00		TOTAL ORDINARY MAINTENANCE		\$ 138,840.00
			<u>FUNDING SOURCES:</u>		
	\$ (259.00)		SEWER REVENUES		\$ (268.00)
	(1,614.00)		WATER REVENUES		(1,672.00)
	\$ (1,873.00)		TOTAL FUNDING SOURCES		\$ (1,940.00)
	\$ 132,127.00	<b>610-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 136,900.00

**TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**ADMINISTRATION AND FINANCE- DEPARTMENT #610**

FY22 TOTAL POSITIONS	RECOMMENDED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
			<u>FRINGE BENEFITS:</u>		
	\$ 18,431.00		HEALTH INSURANCE		\$ 47,408.00
	<u>11,341.00</u>		RETIREMENT		<u>18,441.00</u>
	<u>\$ 29,772.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 65,849.00</u>
			<u>FUNDING SOURCES:</u>		
	<u>(29,772.00)</u>		FEDERAL & STATE GRANTS		<u>(65,849.00)</u>
	<u>(29,772.00)</u>		TOTAL FUNDING SOURCES		<u>(65,849.00)</u>
	<u>\$ -</u>	<b>610-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 782,500.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 768,530.00</u>



The City of  
**WORCESTER**

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## 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.

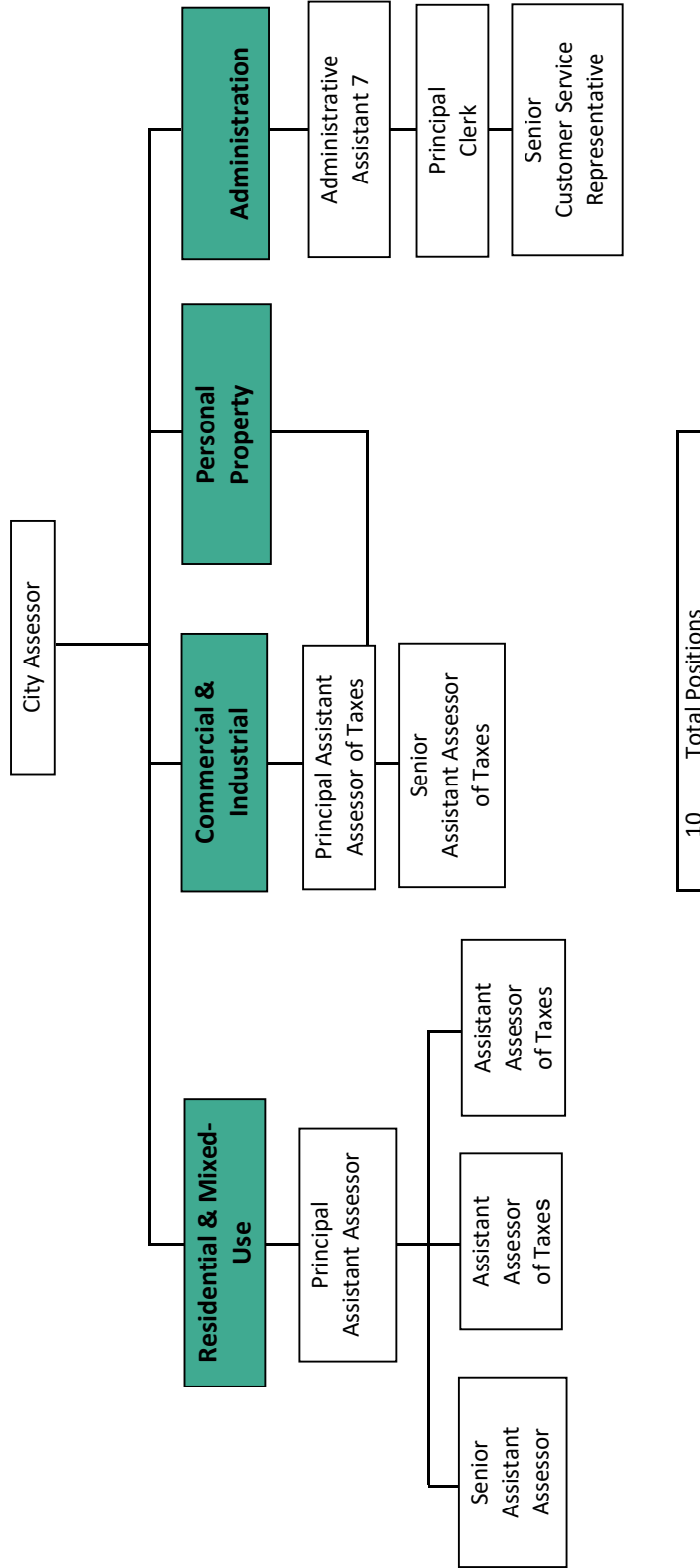
#### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2022</b>	<b>3/31/21</b>	<b>Fiscal 2023</b>
Salaries	\$ 621,287.37	\$ 638,183.00	\$ 332,380.40	\$ 655,894.00
Overtime	-	1,000.00	-	1,000.00
Ordinary Maintenance	292,675.26	452,250.00	107,744.09	553,340.00
<b>Total</b>	<b>\$ 913,962.63</b>	<b>\$ 1,091,433.00</b>	<b>\$ 440,124.49</b>	<b>\$ 1,210,234.00</b>
<b>Total Positions</b>	10	10	10	10

#### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$1,210,234, which is an increase of \$118,801 from the Fiscal 2022 amount of \$1,091,433. The salary increase is mainly due to multiple position regrades to accurately reflect job responsibilities and provide a more equitable pay scale. Also, salary increases from Fiscal Year 2022 to Fiscal Year 2023 include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Ordinary Maintenance increase is due to an increase for consultants to complete the commercial property project that was started in Fiscal Year 2022 and additional funding for data cloud solutions software.

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



**SAMUEL E. KONIECZNY, CITY ASSESSOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023****DEPARTMENT OF ADMINISTRATION & FINANCE****ASSESSING DIVISION - DIVISION #670**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 122,148.00	53EM	CITY ASSESSOR	1	\$ 130,571.00
0	-	45M	PRINCIPAL ASSISTANT ASSESSOR OF TAXES	2	152,368.00
2	149,978.00	40M	PRINCIPAL ASSISTANT ASSESSOR OF TAXES	0	-
0	-	41	SENIOR ASSISTANT ASSESSOR OF TAXES	2	131,601.00
2	123,936.00	39	SENIOR ASSISTANT ASSESSOR OF TAXES	0	-
0	-	37	ASSISTANT ASSESSOR OF TAXES	2	120,596.00
1	61,221.00	35	ADMINISTRATIVE ASSISTANT 7	1	55,898.00
2	94,320.00	32	ASSISTANT ASSESSOR OF TAXES	0	-
1	48,150.00	27	PRINCIPAL CLERK	1	48,716.00
1	44,016.00	28	SR. CUSTOMER SERVICE REPRESENTATIVE	1	46,479.00
0	-	22	SENIOR CLERK AND TYPIST	0	-
<u>10</u>	<u>\$ 643,769.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 686,229.00</u>
	4,914.00		EM INCENTIVE PAY		5,253.00
	(10,500.00)		VACANCY FACTOR		(35,588.00)
<u>10</u>	<u>\$ 638,183.00</u>	<b>670-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>10</u>	<u>\$ 655,894.00</u>
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	<u>\$ 1,000.00</u>	<b>670-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 1,000.00</u>
	\$ 2,700.00		LEASES & RENTALS		\$ 2,700.00
	500.00		TELEPHONE		500.00
	2,938.00		OTHER PERSONAL SERVICES		2,938.00
	500.00		NEWSPAPER ADVERTISING		500.00
	500.00		REGISTRATION FEES		500.00
	200.00		WATER		200.00
	9,000.00		PRINTING		9,000.00
	97,062.00		SOFTWARE MAINTENANCE		182,413.00
	3,989.00		MAINTENANCE/REPAIR VEHICLES		3,989.00
	63,033.00		PERSONAL PROPERTY VALUATION		71,033.00
	185,744.00		RESIDENTIAL PROPERTY VALUATION		193,483.00
	23,484.00		UTILITY VALUATION SERVICES		23,484.00
	5,000.00		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
	42,000.00		SUBSCRIPTIONS		42,000.00
	500.00		COPY PAPER		500.00
	8,000.00		HARDWARE DEVICES		8,000.00
	500.00		TRAVELING		500.00
	<u>\$ 452,250.00</u>	<b>670-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 553,340.00</u>
	<u>\$ 1,091,433.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,210,234.00</u>



The City of  
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# TREASURY

## Deanna P. Foster, 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.

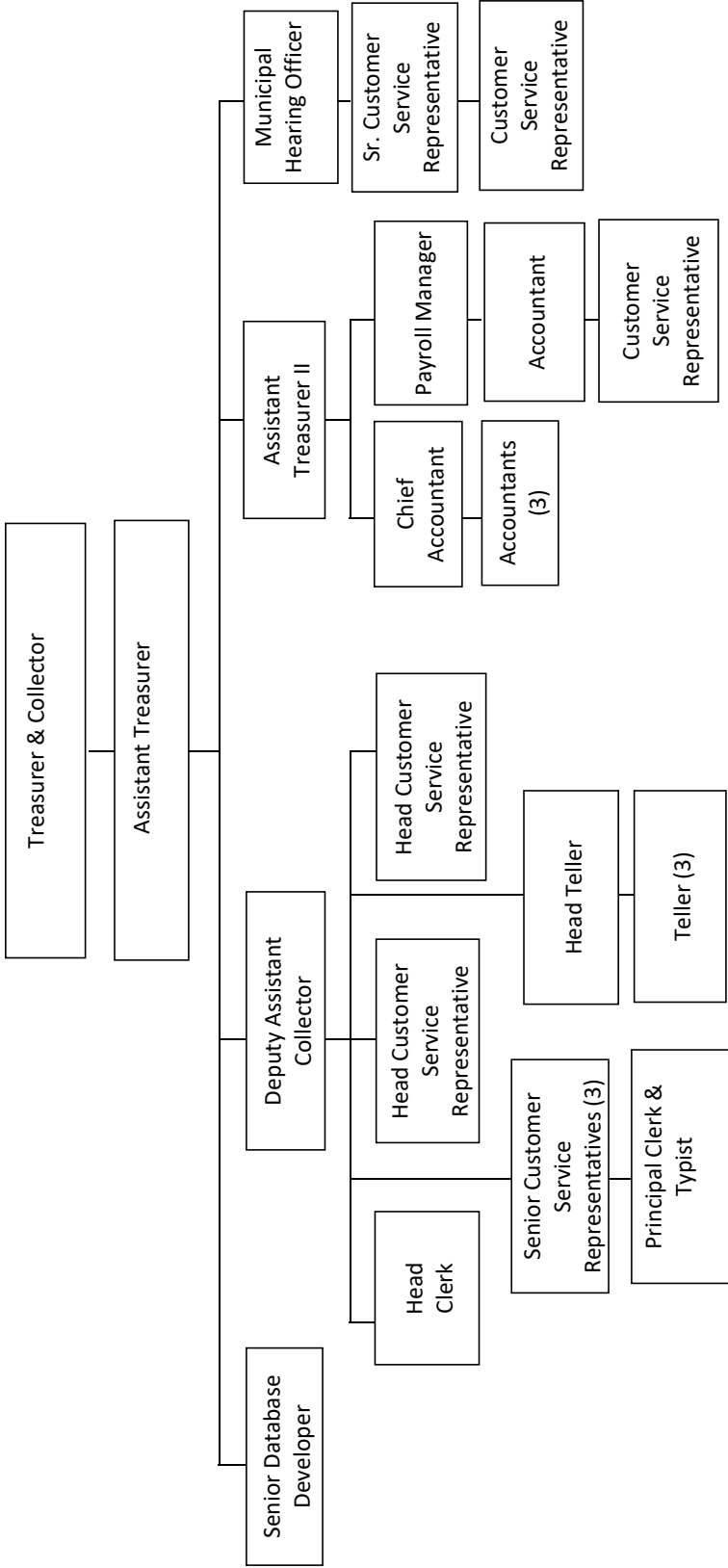
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 1,109,720.10	\$ 1,206,417.00	\$ 631,686.57	\$ 1,251,980.00
Overtime	21,199.25	30,500.00	14,062.50	30,500.00
Ordinary Maintenance	1,588,086.51	719,605.00	1,169,991.65	719,605.00
<b>Total</b>	<b>\$ 2,719,005.86</b>	<b>\$ 1,956,522.00</b>	<b>\$ 1,815,740.72</b>	<b>\$ 2,002,085.00</b>
<b>Total Positions</b>	27	26	26	26

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$2,002,085, which is an increase of \$45,563 from the Fiscal 2022 amount of \$1,956,522. The salary increase is due to step increases for employees who are not at maximum pay, EM incentive pay, and salary increases from Fiscal Year 2022 to Fiscal Year 2023 which include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Ordinary Maintenance and Overtime are recommended to be level funded.

# TREASURY ORGANIZATIONAL CHART



26 Positions

**DEANNA P. FOSTER, CITY TREASURER & COLLECTOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**TREASURY- DEPARTMENT #660**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 122,733.00	53EM	CITY TREASURER & COLLECTOR	1	\$ 118,212.00
1	86,924.00	47EM	ASSISTANT TREASURER	1	92,919.00
1	104,568.00	48P	SENIOR DATABASE DEVELOPER	1	111,777.00
1	90,286.00	44M	DEPUTY ASSISTANT COLLECTOR	1	96,501.00
1	83,771.00	42M	MUNICIPAL HEARING OFFICER	1	89,550.00
1	73,811.00	42M	ASSISTANT TREASURER II	1	81,431.00
1	64,555.00	39P	CHIEF ACCOUNTANT	1	71,602.00
1	66,566.00	39M	PAYROLL MANAGER	1	68,492.00
2	131,544.00	36	HEAD CUSTOMER SERVICE REPRESENTATIVE	2	134,176.00
1	59,112.00	33	HEAD TELLER	1	56,396.00
4	219,359.00	32	ACCOUNTANT	4	228,023.00
3	148,957.00	30	TELLER	3	148,680.00
1	47,210.00	30	HEAD CLERK	1	49,966.00
3	143,948.00	28	SR. CUSTOMER SERVICE REPRESENTATIVE	4	199,502.00
1	40,536.00	27	PRINCIPAL CLERK & TYPIST	1	41,573.00
3	117,409.00	22	CUSTOMER SERVICE REPRESENTATIVE	2	73,206.00
26	\$ 1,601,289.00		REGULAR SALARIES	26	\$ 1,662,006.00
	3,952.00		EM INCENTIVE PAY		3,992.00
	3,500.00		MUNICIPAL HEARING OFFICER STIPEND		3,500.00
	<u>\$ 1,608,741.00</u>		TOTAL SALARIES		<u>\$ 1,669,498.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (2,441.00)		GOLF REVENUES		\$ (2,533.00)
	(189,740.00)		SEWER REVENUES		(196,906.00)
	(210,143.00)		WATER REVENUES		(218,079.00)
	<u>\$ (402,324.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (417,518.00)</u>
26	\$ 1,206,417.00	<b>660-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	26	\$ 1,251,980.00
	\$ 30,500.00		OVERTIME		\$ 30,500.00
	<u>\$ 30,500.00</u>	<b>660-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 30,500.00</u>

**DEANNA P. FOSTER, CITY TREASURER & COLLECTOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**TREASURY- DEPARTMENT #660**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 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>\$ 1,956,522.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 2,002,085.00</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 businesses to participate in bidding of City business activities.

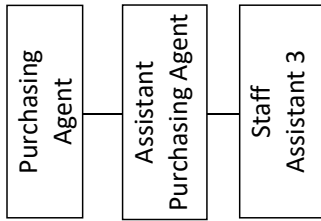
#### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2022</b>	<b>03/31/22</b>	<b>Fiscal 2023</b>
Salaries	\$ 225,928.38	\$ 216,874.00	\$ 134,606.05	\$ 242,020.00
Ordinary Maintenance	9,148.15	16,920.00	4,565.35	21,088.00
<b>Total</b>	<b>\$ 235,076.53</b>	<b>\$ 233,794.00</b>	<b>\$ 139,171.40</b>	<b>\$ 263,108.00</b>
<b>Total Positions</b>	3	3	3	3

#### Operating Budget Highlights

The tax levy budget for Fiscal Year 2023 is recommended to be \$263,108, which is an increase of \$29,314 from the Fiscal 2022 amount of \$233,794. This is mainly due to salary increases from Fiscal Year 2022 to Fiscal Year 2023 which include certain Cost of Living Adjustments (COLAs). For non-represented and settled employees, the COLAs are 2% retroactive for Fiscal Year 2021, 2% for Fiscal Year 2022, and 2.75% for non-represented employees in Fiscal Year 2023. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Also, the Ordinary Maintenance increase is associated with the rising cost of supplies and Maintenance System Software Adobe license fees.

# PURCHASING ORGANIZATIONAL CHART



3 POSITIONS

**CHRISTOPHER GAGLIASTRO, PURCHASING AGENT****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023****PURCHASING- DEPARTMENT #600**

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT
1	\$ 108,785.00	50EM	PURCHASING AGENT	1	\$ 119,365.00
1	72,972.00	43M	ASSISTANT PURCHASING AGENT	1	76,184.00
1	51,052.00	37	STAFF ASSISTANT 3	1	64,335.00
3	\$ 232,809.00		REGULAR SALARIES	3	\$ 259,884.00
	4,376.00		EM INCENTIVE PAY		4,802.00
	\$ 237,185.00		TOTAL SALARIES		\$ 264,686.00
			FUNDING SOURCES:		
	\$ (421.00)		GOLF REVENUES		\$ (470.00)
	(7,473.00)		SEWER REVENUES		(8,339.00)
	(12,417.00)		WATER REVENUES		(13,857.00)
	\$ (20,311.00)		TOTAL FUNDING SOURCES		\$ (22,666.00)
3	\$ 216,874.00	<b>600-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	3	\$ 242,020.00
	\$ 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
	-		MAINTENANCE SYSTEM SOFTWARE		500.00
	560.00		MEMBERSHIP DUES		560.00
	6,000.00		OFFICE SUPPLIES		8,500.00
	2,500.00		PRINTING SUPPLIES		3,500.00
	1,218.00		SUBSCRIPTIONS		1,218.00
	1,000.00		COPY PAPER		1,500.00
	200.00		TRAVELING		200.00
	500.00		TRAINING CERTIFICATE		500.00
	\$ 18,268.00		TOTAL ORDINARY MAINTENANCE		\$ 22,768.00
			FUNDING SOURCES:		
	\$ (604.00)		SEWER REVENUES		\$ (753.00)
	(744.00)		WATER REVENUES		(927.00)
	\$ (1,348.00)		TOTAL FUNDING SOURCES		\$ (1,680.00)
	\$ 16,920.00	<b>600-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 21,088.00
	\$ 233,794.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 263,108.00



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## 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

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2021</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Debt Principal	\$ 50,548,455.65	\$ 49,889,807.00	\$ 46,921,815.89	\$ 58,853,797.49
<b>Total Principal</b>	<b>\$ 50,548,455.65</b>	<b>\$ 49,889,807.00</b>	<b>\$ 46,921,815.89</b>	<b>\$ 58,853,797.49</b>
<b>Funding Sources</b>				
CREDIT WATER ENTERPRISE	\$ 4,892,378.91	\$ 4,864,796.00	\$ 4,694,425.06	\$ 5,130,535.00
CREDIT SEWER ENTERPRISE	6,476,502.12	6,710,363.00	6,492,924.83	7,727,965.49
STABILIZATION-BUILDING CAMPAIGN	6,020,283.26	4,971,657.00	4,950,157.00	4,478,200.00
STABILIZATION-NORTH HIGH SCHOOL	850,333.00	520,066.00	853,400.00	850,729.00
STABILIZATION-NEW HIGH SCHOOL	306,243.00	305,000.00	1,083,384.00	2,435,653.00
MAJOR TAYLOR BOULEVARD GARAGE	33,887.00	22,304.00	33,956.00	35,170.00
CREDIT AIRPORT FUNDS	4,700.00	6,700.00	4,700.00	4,800.00
CREDIT OFF STREET PARKING	711,262.57	869,274.00	1,240,930.00	1,412,322.00
CREDIT UNION STATION GARAGE	272,537.00	235,585.00	273,585.00	273,677.00
CREDIT DCU CENTER SPECIAL DISTRICT	2,236,390.95	2,390,077.00	2,452,341.51	2,306,632.00
CREDIT LIBRARY PILOT	12,146.00	-	12,223.00	-
CREDIT CITY SQUARE FUND	1,912,893.00	2,000,026.00	1,136,026.00	2,099,118.00
CREDIT GOLF REVENUES	314,368.00	306,855.00	314,807.00	327,348.00
CREDIT INSTITUTE PARK PROJECTS	125,701.00	120,319.00	84,742.00	116,156.00
CREDIT CSX PARKS PROJECTS	102,000.00	92,212.00		85,919.00
CREDIT UNIVERSITY PARK PROJECTS	106,000.00	53,150.00	105,150.00	114,407.00
CREDIT SOLAR NET METERING	864,229.00	864,229.00	115,319.00	864,229.00
CREDIT HUD 108	92,000.00	88,000.00	97,000.00	102,000.00
CREDIT BALLPARK		177,000.00	177,000.00	470,000.00
<b>Sub-Total Self Supporting Debt</b>	<b>25,333,854.81</b>	<b>24,597,613.00</b>	<b>24,122,070.40</b>	<b>28,834,860.49</b>
GENERAL FUND	25,214,600.84	25,292,194.00	22,799,745.49	30,018,937.00
<b>Total</b>	<b>\$ 50,548,455.65</b>	<b>\$ 49,889,807.00</b>	<b>\$ 46,921,815.89</b>	<b>\$ 58,853,797.49</b>

### Operating Budget Highlights

The total budget for Debt Principal for Fiscal 2023 is recommended to be \$58,853,797, which is an increase of \$8,963,990 from the Fiscal 2022 amount of \$49,889,807. Of the Fiscal 2023 allocation, \$28,834,860 is funded through Self Supporting Credits, and \$30,018,937 is General Fund tax levy, an increase of \$4,726,743 from the Fiscal 2022 tax levy allocation.

## DEBT SERVICE OBLIGATIONS

### Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2021	Budget for Fiscal 2022	as of 3/31/22	Appropriation Fiscal 2023
Debt Interest	\$ 24,435,858.41	\$ 26,163,581.00	\$ 24,893,858.54	\$ 31,129,154.00
<b>Total Interest</b>	<b>\$ 24,435,858.41</b>	<b>\$ 26,163,581.00</b>	<b>\$ 24,893,858.54</b>	<b>\$ 31,129,154.00</b>
Funding Sources				
Credit Water Enterprise	\$ 2,337,341.05	\$ 2,348,901.00	\$ 1,966,391.57	\$ 2,255,948.00
Credit Sewer Enterprise	3,922,504.40	3,747,241.00	3,128,520.53	4,116,643.00
Stabilization- Building Campaign	839,793.74	612,144.00	547,654.11	405,132.00
Stabilization- North High School	400,280.32	245,983.00	343,265.21	347,117.00
Stabilization-New High School	649,699.64	190,838.00	840,768.44	4,334,790.00
Major Taylor Boulevard Garage	17,402.90	902.00	8,558.74	13,543.00
Credit Airport Funds	1,136.25	1,341.00	706.26	664.00
Credit Off-Street Parking	666,833.01	762,747.00	728,235.09	954,196.00
Credit Union Station Garage	68,997.50	49,448.00	44,674.45	41,663.00
Credit DCU Center Special District	1,117,797.25	991,938.00	691,516.64	928,693.00
Credit Library PILOT	12,957.51	-	12,880.08	-
Credit City Square Funds	2,210,484.47	2,080,829.00	1,572,881.69	1,996,830.00
Credit Golf Revenues	102,294.51	81,714.00	81,496.87	74,207.00
Credit Institute Park Credits	25,247.02	23,456.00	19,043.77	15,531.00
Credit CSX Parks Projects	23,476.27	28,190.00	25,894.28	21,657.00
Credit University Park Projects	21,362.96	2,954.00	6,578.50	6,082.00
Credit HUD 108	43,797.30	45,535.00	41,746.75	39,358.00
Credit Ballpark	-	-	930,160.30	
Credit Baseball Capitalized Interest	2,377,355.58	3,385,312.00	1,064,259.86	4,713,527.00
<b>Sub-Total Self Supporting Debt</b>	<b>14,838,761.68</b>	<b>14,599,473.00</b>	<b>12,055,233.14</b>	<b>20,265,581.00</b>
General Fund	9,597,096.73	11,564,108.00	12,838,625.40	10,863,573.00
<b>Total</b>	<b>\$ 24,435,858.41</b>	<b>\$ 26,163,581.00</b>	<b>\$ 24,893,858.54</b>	<b>\$ 31,129,154.00</b>

### Operating Budget Highlights

The total budget for Debt Interest for Fiscal 2023 is recommended to be \$31,129,154, which is an increase of \$4,965,573 from the Fiscal 2022 amount of \$26,163,581. Of the Fiscal 2023 allocation, \$20,265,581 is funded through Self Supporting Credits, and \$10,863,573 is General Fund tax levy, a decrease of \$700,535 from the Fiscal 2022 tax levy allocation. A Bond Anticipated Note (BAN) for the remainder of Fiscal Year 2022 is currently being compiled and an estimated BAN interest amount is included in the Fiscal 2023 Budget. Based on the final BAN borrowing amount, this interest amount is subject to change and may require adjustments in Fiscal 2023.

**TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**FINANCE - DEBT SERVICE PRINCIPAL- #661**

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY23 AMOUNT
\$ 49,889,807.00	REDEMPTION ON BONDS	\$ 58,853,797.00
<u>\$ 49,889,807.00</u>	TOTAL PRINCIPAL	<u>\$ 58,853,797.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (4,864,796.00)	CREDIT WATER ENTERPRISE	\$ (5,130,535.00)
(6,710,363.00)	CREDIT SEWER ENTERPRISE	(7,727,965.00)
(4,971,657.00)	STABILIZATION-BUILDING CAMPAIGN	(4,478,200.00)
(520,066.00)	STABILIZATION-NORTH HIGH SCHOOL	(850,729.00)
(305,000.00)	STABILIZATION-NEW HIGH SCHOOL	(2,435,653.00)
(22,304.00)	MAJOR TAYLOR BOULEVARD GARAGE	(35,170.00)
(6,700.00)	CREDIT AIRPORT FUNDS	(4,800.00)
(869,274.00)	CREDIT OFF STREET PARKING	(1,412,322.00)
(235,585.00)	CREDIT UNION STATION GARAGE	(273,677.00)
(2,390,077.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(2,306,632.00)
(2,000,026.00)	CREDIT CITY SQUARE FUND	(2,099,118.00)
(306,855.00)	CREDIT GOLF REVENUES	(327,348.00)
(120,319.00)	CREDIT INSTITUTE PARK PROJECTS	(116,156.00)
(92,212.00)	CREDIT CSX PARKS PROJECTS	(85,919.00)
(53,150.00)	CREDIT UNIVERSITY PARK PROJECTS	(114,407.00)
(864,229.00)	CREDIT SOLAR NET METERING	(864,229.00)
(88,000.00)	CREDIT HUD 108	(102,000.00)
(177,000.00)	CREDIT BASEBALL	(470,000.00)
<u>\$ (24,597,613.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (28,834,860.00)</u>
<u>\$ 25,292,194.00</u>	<b>661-94000 TOTAL RECOMMENDED PRINCIPAL PAYMENT</b>	<u>\$ 30,018,937.00</u>
<u>\$ 25,292,194.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 30,018,937.00</u>

**TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**FINANCE - DEBT SERVICE INTEREST - #662**

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY23 AMOUNT
\$ 23,685,972.00	EXISTING LONG TERM DEBT	\$ 28,625,912.00
2,477,609.00	BAN INTEREST	2,503,242.00
<u>\$ 26,163,581.00</u>	TOTAL INTEREST	<u>\$ 31,129,154.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (2,348,901.00)	CREDIT WATER ENTERPRISE	\$ (2,255,948.00)
(3,747,241.00)	CREDIT SEWER ENTERPRISE	(4,116,643.00)
(612,144.00)	STABILIZATION-BUILDING CAMPAIGN	(405,132.00)
(245,983.00)	STABILIZATION-NORTH HIGH SCHOOL	(347,117.00)
(190,838.00)	STABILIZATION-NEW HIGH SCHOOL	(4,334,790.00)
(902.00)	MAJOR TAYLOR BOULEVARD GARAGE	(13,543.00)
(1,341.00)	CREDIT AIRPORT FUNDS	(664.00)
(762,747.00)	CREDIT OFF STREET PARKING	(954,196.00)
(49,448.00)	CREDIT UNION STATION GARAGE	(41,663.00)
(991,938.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(928,693.00)
(2,080,829.00)	CREDIT CITY SQUARE FUND	(1,996,830.00)
(81,714.00)	CREDIT GOLF REVENUES	(74,207.00)
(23,456.00)	CREDIT INSTITUTE PARK PROJECTS	(15,531.00)
(28,190.00)	CREDIT CSX PARKS PROJECTS	(21,657.00)
(2,954.00)	CREDIT UNIVERSITY PARK PROJECTS	(6,082.00)
(45,535.00)	CREDIT HUD 108	(39,358.00)
(3,385,312.00)	CREDIT BASEBALL	(4,713,527.00)
<u>\$ (14,599,473.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (20,265,581.00)</u>
<u>\$ 11,564,108.00</u>	<b>662-94000 TOTAL RECOMMENDED INTEREST PAYMENT</b>	<u>\$ 10,863,573.00</u>
<u>\$ 11,564,108.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 10,863,573.00</u>

## PENSION OBLIGATION BONDS

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### 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 2021</b>	<b>Fiscal 2022</b>	<b>3/31/22</b>	<b>Fiscal 2023</b>
Fringe Benefits	\$16,639,375.00	\$ 11,527,955.00	\$ 27,524,062.50	\$ 11,757,138.00
Credits	(4,887,469.00)	(1,196,903.00)	(15,996,420.00)	\$ (1,181,573.00)
<b>Total</b>	<b>\$11,751,906.00</b>	<b>\$ 10,331,052.00</b>	<b>\$ 11,527,642.50</b>	<b>\$ 10,575,565.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$10,575,565, which is an increase of \$244,513 from the Fiscal 2022 amount of \$10,331,052.

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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**

**DEPARTMENT OF ADMINISTRATION & FINANCE**

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

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY23 AMOUNT
\$ 11,527,955.00	DEBT SERVICE	\$ 11,757,138.00
<u>\$ 11,527,955.00</u>	TOTAL DEBT SERVICE	<u>\$ 11,757,138.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (18,108.00)	CREDIT FROM GOLF	\$ (19,032.00)
(506,007.00)	CREDIT FROM SEWER	(515,311.00)
(672,788.00)	CREDIT FROM WATER	(647,230.00)
<u>\$ (1,196,903.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,181,573.00)</u>
<u>\$ 10,331,052.00</u>	<b>665-94000 TOTAL RECOMMENDED DEBT SERVICE</b>	<u>\$ 10,575,565.00</u>
<hr/>		
<u>\$ 10,331,052.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 10,575,565.00</u>

## FINANCIAL INTEGRITY PLAN FUNDS

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

### FY23 Budget Overview

			Approved	Totals		Recommended
	Actuals	Budget for	Budget for	as of	Account	Appropriation
	Fiscal 2021	Fiscal 2022	Fiscal 2022	3/31/2022	Number	Fiscal 2023
<b>Financial Plan Funds</b>						
Bond Rating Stabilization Fund	\$ 5,127,069.00	\$ -	\$ -	\$ 9,681,956.00	35-921	-
Capital Campaign Stabilization	9,134,231.50	3,581,509.00	3,581,509.00	3,581,508.50	04D802	4,883,332.00
CitySquare DIF Reserve Fund	3,815,503.26	4,134,293.00	4,134,293.00	4,134,293.00	04D803	4,095,948.00
North High Construction Fund	-	480,000.00	480,000.00	480,000.00	04D806	480,000.00
New High School Fund	5,352,111.50	4,575,313.00	4,575,313.00	4,575,313.00	04D810	5,719,141.00
Fire Stabilization Fund	-	5,853,886.00	5,853,886.00	5,853,885.88	04D812	1,500,000.00
Ballpark DIF Reserve	-	-	-	-	04D811	305,518.00
OPEB Reserve Fund	3,769,127.40	6,614,429.00	6,614,429.00	6,614,428.60	04T803	885,781.00
<b>Total Transfers to Funds</b>	<b>\$ 27,198,042.66</b>	<b>\$ 25,239,430.00</b>	<b>\$ 25,239,430.00</b>	<b>\$ 34,921,384.98</b>		<b>\$ 17,869,720.00</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 reserves 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 2023 is \$4,883,322, which represents the Fiscal Year 2023 debt service for projects associated with this reserve fund.

#### **CitySquare DIF Reserve:**

The CitySquare DIF reserve was established to capture the tax revenues associated with the increased value of the parcels of the CitySquare project. These funds will then be used to support the debt service of the publicly funded portions of the CitySquare project. The deposit for Fiscal Year 2023 is \$4,095,948, a decrease of \$38,345 based on the Fiscal Year 2023 debt service for this project.

## FINANCIAL INTEGRITY PLAN FUNDS

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### **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 2023, \$480,000 is being allocated to this fund and the debt service is paid from the reserve built up to date.

### **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 2023 of \$5,719,141 is based on the Financial Integrity Plan.

### **Fire Stabilization Fund:**

This fund was established in Fiscal Year 2022 for anticipated debt service arising from construction of a new South Division Firehouse. The deposit for Fiscal Year 2023 is \$1,500,000. Funds that were set aside for this project in prior fiscal years have been deposited into this new fund.

### **Ballpark DIF Reserve Fund:**

The Ballpark DIF reserve was established to capture the tax revenues associated with the increased value of the parcels in the Ballpark District. These funds will then be used to support the debt service of the publicly funded portions of the Ballpark project. The deposit for Fiscal Year 2023 is \$305,518, which represents the Meals & Use taxes and incremental property tax revenues collected during Fiscal Year 2022.

### **OPEB Reserve Fund:**

The OPEB Reserve Fund provides a fund where the City can prepare to address the future costs of retiree health insurance. OPEB, which stands for Other Post Employment Benefits, includes all benefits provided to current employees upon retirement. The largest liability among these is health insurance. The deposit for Fiscal 2023 is funded at \$885,781, a 10% increase as called for in the Financial Integrity Plan.



**EDWARD M. AUGUSTUS, JR. , CITY MANAGER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2023**
**FINANCIAL INTEGRITY PLAN FUNDS**

APPROVED FY22 AMOUNT	TITLE	RECOMMENDED FY23 AMOUNT
\$ -	BOND RATING STABILIZATION	35-921 \$ -
3,581,509.00	CAPITAL CAMPAIGN STABILIZATION	04D802 4,883,332.00
4,134,293.00	CITY SQUARE DIF RESERVE FUND	04D803 4,095,948.00
4,575,313.00	NEW HIGH SCHOOL FUND	04D810 5,719,141.00
480,000.00	NORTH HIGH SCHOOL CONSTRUCTION FUND	04D806 480,000.00
5,853,886.00	FIRE STABILIZATION	04D812 1,500,000.00
-	BALLPARK DIF RESERVE FUND	04D811 305,518.00
6,614,429.00	OPEB TRUST FUND	04T803 885,781.00
<u>\$ 25,239,430.00</u>	TOTAL FINANCIAL INTEGRITY PLAN FUNDS	<u>\$ 17,869,720.00</u>
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<u>\$ 25,239,430.00</u>	TOTAL FINANCIAL INTEGRITY PLAN FUNDS	<u>\$ 17,869,720.00</u>



The City of  
**WORCESTER**

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**CITY OF WORCESTER  
FISCAL 2023  
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	458,895.00	32,231.00						491,126.00
MAYOR	030	163,310.00	10,100.00						173,410.00
CITY MANAGER	040	1,369,837.00	257,352.00						1,627,189.00
ECONOMIC DEVELOPMENT	043	1,686,560.00	399,794.00						2,086,354.00
CABLE SERVICES	04S								-
CITY CLERK	100	792,127.00	76,900.00					1,000.00	870,027.00
PUBLIC FACILITIES	112	1,258,130.00	1,564,667.00	100,000.00				17,100.00	2,939,897.00
SUSTAINABILITY & RESILIENCE	113	219,382.00	288,121.00	0.00			0.00	12,500.00	520,003.00
LAW	120	1,273,760.00	170,290.00						1,444,050.00
COURT JUDGMENTS	121		2,500,000.00						2,500,000.00
PROPERTY & CASUALTY	122		336,824.00						336,824.00
ELECTIONS	150	655,984.00	186,925.00					10,000.00	852,909.00
CONTRIBUTORY PENSIONS	161						36,108,457.00		36,108,457.00
HUMAN RESOURCES	170	1,456,419.00	499,807.00					5,000.00	1,961,226.00
DIVERSITY & INCLUSION	180	121,804.00	323,800.00						445,604.00
WORKERS COMPENSATION	171		91,359.00				1,105,641.00		1,197,000.00
UNEMPLOYMENT COMPENSATION	172		18,840.00				101,000.00		119,840.00
PUBLIC SAFETY IOD	174		98,550.00				903,386.00		1,001,936.00
POLICE	250	47,045,732.00	3,513,405.00	30,000.00				4,600,000.00	55,189,137.00
FIRE	260	41,162,323.00	2,219,496.00	143,000.00				2,010,856.00	45,535,675.00
COMMUNICATIONS	270	2,199,125.00	1,084,418.00					182,318.00	3,465,861.00
INSPECTONAL SERVICES	280	4,299,525.00	281,906.00					28,000.00	4,609,431.00
PUBLIC HEALTH	330	823,469.00	105,300.00					500.00	929,269.00
HEALTH & HUMAN SERVICES	331	1,188,410.00	2,422,156.00						3,610,566.00
ELDER AFFAIRS	340	554,551.00	502,057.00						1,056,608.00
DPW ADMINISTRATION	4101	417,732.00	474,357.00					31,110.00	923,199.00
DPW ENGINEERING	4102	847,035.00	389,700.00					56,784.00	1,293,519.00
DPW STREETS/SANITATION	4103	3,387,848.00	6,480,460.00					766,522.00	10,634,830.00
DPW FLEET MANAGEMENT	4105	645,683.00	1,234,523.00					62,113.00	1,942,319.00
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		528,305.00						528,305.00
TRANSPORTATION	490	1,420,414.00	1,548,800.00	250,000.00				25,000.00	3,244,214.00
PUBLIC SCHOOLS NET SCHOOL	500	270,689,225.00	44,188,269.00	603,428.00			80,215,739.00	1,600,000.00	397,296,661.00
PUBLIC SCHOOLS NON NET SCHOOL	540	10,860,834.00	8,737,309.00					907,348.00	20,505,491.00
PUBLIC LIBRARY	550	4,494,976.00	1,772,539.00	0.00				123,795.00	6,391,310.00
PURCHASING	600	242,020.00	21,088.00						263,108.00
BUDGET	610	631,630.00	136,900.00						768,530.00
AUDITING	650	572,759.00	93,937.00					5,000.00	671,696.00
TREASURY	660	1,251,980.00	719,605.00					30,500.00	2,002,085.00
DEBT PRINCIPAL	661				30,018,937.00				30,018,937.00
DEBT INTEREST	662				10,863,573.00				10,863,573.00

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**CITY OF WORCESTER  
FISCAL 2023  
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						30,325,822.00		30,325,822.00
PENSION OBLIGATION BONDS	665				10,575,565.00			1,000.00	10,575,565.00
ASSESSING	670	655,894.00	553,340.00						1,210,234.00
TECHNICAL SERVICES	680	3,083,778.00	3,301,169.00	0.00					6,404,947.00
PARKS	720	4,388,367.00	2,207,000.00					529,062.00	7,124,429.00
AUDITORIUM	740		90,200.00						90,200.00
DCU	750								-
MASSHIRE CENTRAL	31S	109,000.00	91,000.00						200,000.00
CONTINGENCY	900		4,910,000.00						4,910,000.00
<b>TOTAL TAX LEVY APPROPRIATION</b>		<b>410,478,518.00</b>	<b>100,758,289.00</b>	<b>1,126,428.00</b>	<b>51,458,075.00</b>	<b>0.00</b>	<b>148,760,045.00</b>	<b>12,175,508.00</b>	<b>724,756,863.00</b>
TUITION ASSESSMENTS									30,861,495.00
OTHER INTERGOVERNMENTAL									4,463,987.00
FIVE POINT PLAN TRANSFERS OUT									16,983,939.00
OPEB RESERVE									885,781.00
GOLF COURSE									100,000.00
<b>TOTAL TRANSFERS AND INTERGOVERNMENTAL</b>									<b>53,295,202.00</b>
SEWER	440	3,865,342.00	25,439,048.00	24,500.00	12,619,627.00	3,827,698.00	4,336,132.00	360,000.00	50,472,347.00
WATER	450	7,317,827.00	4,466,129.00	25,000.00	7,516,395.00	2,815,377.00	5,548,407.00	800,000.00	28,489,135.00
GOLF COURSE	710	361,308.00	1,015,820.00		401,555.00	198,496.00	151,471.00		2,128,650.00
<b>TOTAL ENTERPRISE APPROPRIATION</b>		<b>11,544,477.00</b>	<b>30,920,997.00</b>	<b>49,500.00</b>	<b>20,537,577.00</b>	<b>6,841,571.00</b>	<b>10,036,010.00</b>	<b>1,160,000.00</b>	<b>81,090,132.00</b>