

# WORCESTER, MA

## Commissioner of Public Works & Parks

### Position Statement



### Summary

The City of Worcester, MA, seeks a dynamic individual to fill the position of Commissioner of Public Works & Parks. The Commissioner leads the [Public Works & Parks](#) department, working under the administrative direction of the City Manager and the policy direction of the City Council. This department includes: Engineering & Architecture, Water, Sewer, Streets, Sanitation, Parking Garages, Parking Lots and On-Street Parking, Parks, Golf Course, Snow Removal, and Street Lights.

The position of Commissioner of Public Works & Parks is responsible for monitoring and managing the work of a major department of the City of Worcester overseeing the water, sewer and street systems, traffic, parking, solid waste collection and disposal, fleet maintenance, street lighting, municipal engineering, architectural services, parks, forestry, recreation, cemetery, and vertical construction. The department includes 450 full-time, 10 part-time, and 150 seasonal employees.

## The Community

Worcester is a City of approximately 185,000 residents located in the center of Massachusetts, between Boston and Springfield. Worcester, known as the “Heart of the Commonwealth,” was incorporated as a town in 1722 and as a city in 1848. It is the second most populous city in New England following Boston. [Worcester](#) is approximately 40 west of Boston, 50 miles east of Springfield, and 40 miles north of Providence, R.I. The City has a total area of 38.6 square miles. It is bordered by the communities of Auburn, Grafton, Holden, Leicester, Millbury, Paxton, Shrewsbury, and West Boylston.



Worcester is a vibrant, bustling, and growing community. It has successfully emerged as a leader in advanced manufacturing, biotechnology, information technology, education, financial services, health care, and medical research. UMass Medical School as well as UMass Memorial Health Care and Saint Vincent Hospital are located in Worcester. The City is also home to numerous colleges, including College of the Holy Cross, Clark University, Worcester Polytechnic Institute, Worcester State University, Assumption College, Becker College, and a campus of the Massachusetts College of Pharmacy and Health Sciences. In the late 1990s, a convention center was built in downtown Worcester and, in 2000, Union Station was reopened following a \$32 million renovation.

During the turn of the 19<sup>th</sup> century, Worcester’s economy first moved into manufacturing. Factories were built along the Blackstone River producing textiles, clothing, and shoes. When the Blackstone Canal was built in 1828, followed by the Worcester and Boston Railroad in 1835, the manufacturing industry began to thrive. Immigrants seeking a more prosperous life were attracted to the City due to the numerous job opportunities. Worcester also became a manufacturer of machinery, wire products, and power looms. In the 20<sup>th</sup> century, manufacturing began to move overseas sparking an economic downturn. In the late 20<sup>th</sup> century, the local economy began to recover as the City expanded into the biotechnology and healthcare fields.



Today, there is more than \$2.6 billion in private and public investment underway in Worcester. The \$565 million, multi-phased [CitySquare](#) project, located in the heart of Worcester, includes 365 housing units, 168 hotel rooms, and 550 parking spaces. New office buildings, a hospital expansion, retail, and restaurants are also part of the overall project.

Construction is underway for a state-of-the-art [ballpark](#) to host the Worcester Red Sox; additional [Green Island and Canal District](#) development will include retail and restaurant space as well as a 500-space municipal parking garage; and Kelley Square will be redesigned to make it safer for drivers, cyclists, and pedestrians. Additionally, two major [high school projects](#) are in the works with other school projects recently completed; an \$11 million reconstruction of [Main Street](#) is beginning; and a [two-phase project](#) replacing an existing 1930's steel water main that transfers water between the Quinapoxet Reservoir and the Kendall Reservoir in the Town of Holden is edging toward completion.

Worcester offers the best of both large and small cities with its diverse neighborhoods, quality public schools, renowned colleges and universities, access to a vibrant and diverse arts and culture scene, sports, concert halls, restaurants and entertainment, reliable local and regional transportation, and a proud tradition of innovation and enterprise.

**Worcester At A Glance**

- Population: 185,877 (est.)
- Households: 71,145
- Total Annual Budget FY21: \$721.8 million
- Land Area: 37.37 square miles
- Road Miles: 523.37
- Median Home Value: \$233,400
- Median Household Income: \$46,407 (est.)
- Government Type: Council-Manager

Sources: U.S. Census and City of Worcester



## City Government

The City of Worcester continues to further its reputation as a well-run, financially sound municipal organization. Worcester is governed by a Council-Manager, or Plan E, form of government with a popularly elected Mayor, 11 City Council members, and a City Manager. The Commissioner of Public Works and Parks position works under the administrative direction of the City Manager.

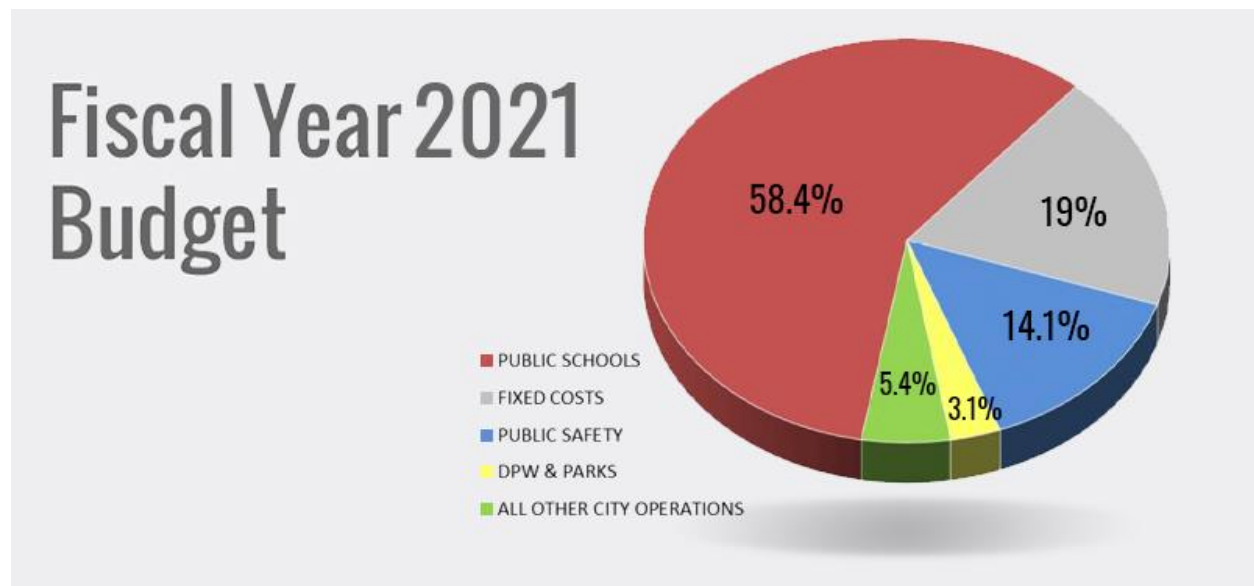


Worcester is a diverse governmental body, consisting of numerous departments, divisions, and sections all working together to serve the residents of Worcester. The main goal of each department, division, and section is simple: to provide the best services possible each day in order to

produce a comfortable environment in which to live, work, and visit.

## City Finances

Worcester's [FY21 budget](#) is \$721.8 million, which reflects an increase from the previous year of 4.5%, the majority of which was committed to education and fixed costs. The City has a Standard & Poor's rating of AA- and a Moody's rating of Aa3, both with stable outlooks. Worcester has a sizeable tax base, anchored by multiple health and higher education institutions along with strong redevelopment potential and considerable redevelopment that is currently occurring. Moody's recently noted that the City has stable financial operations with satisfactory reserves supported by formally adopted fiscal policies and conservative budgeting.



In FY21, Worcester’s revenues are:

Fiscal Year 2021 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	325,229,687	45.06
State Aid	345,522,190	47.87
Local Receipts	45,633,147	6.32
Other Available	5,436,147	0.75
<b>Total</b>	<b>721,821,171</b>	<b>100.00</b>

Source: Massachusetts Department of Revenue, Division of Local Services

Worcester’s Budget and Capital improvement Plan are constructed to align with the City’s four strategic goals:

- Promote strong neighborhoods
- Create vibrancy
- Provide opportunities for all
- Maintain fiscal responsibility

The budget focuses on key initiatives designed to support those priorities. The investments made serve to elevate the quality of life for all. Key initiatives include public safety, parks and youth development, Office of Urban Innovation, ESCo and green initiatives, and succession planning. Information that delves into the specifics of the City’s prioritized investments are detailed within the [FY21 budget](#).

The five-year [Capital Improvement Plan](#) for FY21 takes into account the collective priorities of the community, City Council, and City Manager’s administration following the vision of the Strategic Plan – “To be the country’s most vibrant and livable mid-size city.” A total capital spending budget of \$168.3 million was recommended for FY21.

### FY21 Capital Spending Financed

Funding Source	Remaining Prior Year Authorization	FY21 New Authorization	FY21 Borrowing	Other Funding (Grants, etc.)
Tax Levy	18,464,290	42,594,543	39,965,034	4,150,000
Off-Street Parking	3,432,780	3,755,000	7,187,780	-
Water Enterprise	4,215,000	15,645,000	19,610,000	-
Sewer Enterprise	3,670,000	12,270,000	15,940,000	-
ESCo	15,000,000	-	15,000,000	-
Pilot	775,000	2,000,000	6,775,000	4,000,000
Ball Park	63,803,000	-	63,803,000	-
Solar	61,900	-	61,900	-
<b>Grand Total</b>	<b>109,421,970</b>	<b>76,264,543</b>	<b>168,342,714</b>	<b>8,150,000</b>

Source: City of Worcester

## Five-Year Debt Service Projection

Funding Source	FY21 Total Debt	FY22 Total Debt	FY23 Total Debt	FY24 Total Debt	FY25 Total Debt
Tax Levy	35,179,983	29,319,139	27,431,866	24,864,021	22,920,338
Water	7,121,878	6,699,847	6,374,501	6,051,855	5,572,995
Sewer	10,385,323	9,871,150	9,655,588	8,882,169	8,507,029
Building Campaign	6,666,498	5,570,188	4,883,331	4,322,813	2,595,780
North High School	1,262,240	1,246,444	1,218,517	1,196,280	1,181,314
Off Street Parking	1,162,412	1,100,957	1,082,691	1,046,491	985,541
Airport	5,836	5,601	5,463	5,223	5,011
DCU Center	3,585,517	3,605,555	3,176,305	3,039,153	3,012,940
City Square	4,246,822	4,247,282	4,154,513	4,159,288	4,188,045
Golf	419,639	407,441	404,946	227,357	225,485
Pilot Parks	290,796	279,427	269,592	257,601	249,791
CSX Park	123,830	120,770	117,710	114,140	109,080
Hud	135,797	138,746	141,357	143,610	1,249,556
Major Taylor Blvd	57,833	57,373	54,950	36,861	37,938
Solar: Net Metering Credits	864,229	864,229	864,229	864,229	864,229
Union Station Garage	341,534	328,929	315,339	302,764	288,212
Library Building	25,103	25,103	25,103	25,102	25,102
Baseball	1,964,884	1,980,630	2,265,630	2,389,353	2,433,986
<b>Total</b>	<b>73,840,160</b>	<b>65,868,818</b>	<b>62,441,638</b>	<b>57,928,316</b>	<b>54,452,380</b>

Source: City of Worcester

The average single-family tax bill in Worcester is \$4,228 and the City has 25,369 single-family parcels with an average assessed value of \$248,697, according to the Massachusetts Department of Revenue's Division of Local Services.

Worcester has approved budget and finance policies, including the City's [Financial Integrity Plan](#) which was intended to improve its long-term financial stability. The Financial Integrity Plan, adopted in 2007, included short- and long-term goals and procedures to be followed during budget preparation as well as on-going monitoring. A sample of Plan actions include: established a dedicated reserve building funding source, established an annual borrowing cap, established a reserve policy, and required that 30% of net free cash be deposited into the City's OPEB liability trust fund.



## Position of Commissioner of Public Works & Parks

Worcester seeks an energetic and data-driven Commissioner excited by the opportunity to work collaboratively on major multi-million-dollar projects and assist in continuing to move the City forward. This leadership position requires excellent management and communication skills as well as a strong understanding of project and construction management. This is both an inward-facing and outward-facing role, so the Commissioner must be confident and comfortable with speaking before groups of all sizes.

The Commissioner of [Public Works & Parks](#) oversees divisions that provide high quality, cost effective, efficient, and safe services involving both public infrastructure and facilities that enhance quality of life and support growth in the City of Worcester. The person in this position performs highly responsible professional work that includes providing direction,



and administration of the Department of Public Works & Parks. The Commissioner plans, schedules, and coordinates department work operations to meet schedules, deadlines, and priorities. The Commissioner regularly meets with supervisors from each divisional program to review projects, staff performance, and policies and guidelines. The department includes: [Water and Sewer](#) operations, [Engineering & Architecture](#), [Streets](#), [Trash and Recycling](#), [Parking Garages](#), parking lots, and on-street parking, [Parks](#), [Green Hills Golf Course](#), Snow Removal, and Street Lights. The department also maintains the City-owned [Hope Cemetery](#). The [Open Space and Recreation Plan](#) as well as park, field, and playground [master plans](#) can be reviewed on the City's website.

Water and Sewer are two separate enterprises sharing a single director. Ensuring residents and businesses have access to safe drinking water and reliable sewers is critical to the City's prosperity as well as citizen and visitor health. Worcester's [Integrated Water Resources Management Plan](#) is available on the City's website.

The Commissioner will be highly involved with such key projects as the construction of a one new [high school](#) (\$209M, scheduled to open September 2021) and the planning and construction of another high school (\$300M+), construction of the Worcester [ballpark](#) (\$120M, scheduled to open Spring 2021) and parking garage, and major downtown revitalization efforts, including a reimagined [Main Street](#). A new DPW facility and new fire station are anticipated future projects. The Commissioner should bring an open mind and a desire to utilize best practices and modern communication methods.

[Public Works & Parks](#), which is the largest department in the City, has a budget of approximately \$100 million. The Commissioner is responsible for the preparation and management of the department's annual operating and capital budgets. Organizational charts for the various divisions can be located in the [FY21 budget](#) on the following pages:

Division	Page
Administration & Finance	85
Engineering & Architectural	89
Street	93
Sanitation	97
Central Garage	99
Parks/Recreation/Hope Cemetery	103
Municipal Golf Course	109
Sewer	119
Water	125

Departmental responsibilities include:

- Delivery of safe, potable drinking water;
- Design and construction management of streets, bridges, and public buildings;
- Managing parking garages and surface lots;
- Managing stormwater and the proper disposal of sewage;
- Protecting the urban forest;
- Street lighting;
- Weekly household trash and recycling collection;
- Year-round street maintenance and repair;
- Providing welcoming parks and preserving, enhancing, and protecting open spaces.



The Commissioner should be a leader who is confident in his/her own abilities, is skilled at hiring talented individuals, and is an experienced manager of people and projects. Candidates should have the ability to lead, coach, and train staff in a focused and effective manner. Preferred candidates will be highly motivated and excited at the chance to join a dynamic and engaged municipal team. Candidates should be community-focused and enthusiastic about joining the City of Worcester team of professionals.



## Required Qualifications

- Working knowledge of accepted public works-related services, practices and procedures as well as applicable local, state, and federal rules, laws and regulations.
- Thorough knowledge of the Clean Water Act, Safe Drinking Water Act, and other EPA and DEP regulations that pertain to the provision of municipal water and sewer treatment and distribution services as well as other applicable state and federal rules and regulations such as vertical and horizontal construction and solid waste management services.
- Working knowledge of social media, the Internet, and office software (i.e. word processing, database management, and spread sheet applications) in support of department operations.
- Ability to manage challenging customer service and personnel issues in a diplomatic and efficient manner.
- Ability to communicate clearly and concisely both orally and in writing.
- Ability to organize time and work independently as well as to maintain confidential information.
- Statistical and analytical ability to evaluate and plan the provision of department-wide services and employee performance.
- Ability to establish and to maintain effective working relationships with department staff, City employees, as well as state and federal officials.
- Ability to interpret and apply various state and federal laws and regulations in support of department operations in an impartial, cost effective, and safe manner.
- Proven leadership skills and knowledge of the principles and practices of strong and effective management.



## Compensation

**Annual Salary: \$175K+/-**, commensurate with qualifications. An attractive benefits package, including use of a vehicle as well as health and retirement plans, is part of the compensation package. Residency is required but can be waived by the City Manager.

### Education and Experience

- Master's degree, preferably in civil engineering, construction management, or related field.
- More than 10 years of related work experience with at least five years in a management or supervisory capacity.

### Preferred

- 15+ years of progressively responsible public works operational experience.
- 10+ years of public works management experience.
- Registered Professional Engineer.
- Experience in New England.

### Special Requirements

- MA Class D Motor Vehicle Operator's License.
- CORI certified.

### How To Apply

Interested applicants should send a cover letter and résumé, in confidence, via email to:

[Apply@communityparadigm.com](mailto:Apply@communityparadigm.com)

Subject: Worcester  
DPW Commissioner Search

Submit a single PDF containing both cover letter and résumé.

Position is Open Until Filled. Résumés will be reviewed according to the outlined qualifications. Applicants chosen to interview for the position will be contacted by Community Paradigm Associates. Finalists will be asked to submit references and for approval of background reviews before their name is advanced to the City Manager.

Questions regarding the position should be directed to:

Bernard Lynch, Principal  
Community Paradigm Associates  
[BLynch@communityparadigm.com](mailto:BLynch@communityparadigm.com)  
978-621-6733

*The City of Worcester, Mass., is an Equal Opportunity/Affirmative Action Employer.*