

# WORCESTER, MA - Treasurer & Collector

## Position Statement



### Summary

The City of Worcester, Massachusetts, seeks to fill the position of Treasurer and Collector of Taxes for the Office of the Treasurer & Collector of Taxes. Under the direction of the Chief Financial Officer, the position is responsible for the administration of all City funds, including financial management, cash investment, debt issuance and debt service management, supervision of payroll and accounts payable and oversight of the collection of all City revenues, taxes, user fees, and parking tickets. The Treasurer & Collector's Office is one of four divisions within the Department of Administration and Finance (A&F). The Treasurer & Collector is responsible for administering and supervising the activities of three units within A&F: Treasury, Collections, and Municipal Hearings. The Treasurer & Collector provides billing, collection, and taxpayer service for city taxes, water, sewer, other enterprise, and auxiliary services, and supervises approximately twenty-five (25) full time employees inclusive of direct and indirect reports. The Treasurer & Collector is responsible for analyzing program objectives, determining the various work operations needed to achieve them, estimating the financial and staff resources required, allocating the available funds and staff, reporting periodically on the achievement and status of the program objective, and recommending new goals.

The essential elements of the position of Treasurer & Collector are:

- Management oversight over the operations of Treasury, Collections, and Municipal Hearings.
- Functions of the division include accounts receivable, collections, cash receipting, payroll, cash disbursements of vendor warrants, adjudication of noncriminal violations, debt issuance, and administration.
- Manage cash and banking functions for the City and its related entities.
- Invest idle cash in approved investment vehicles.
- Maintain weekly cash needs for cash demands.
- Responsible for payroll processing and related federal and state tax reporting.
- Oversee the Risk Management and Financial Compliance for the cash operations of the City.
- Creation of financial policy and testing, PCI compliance, assessment of PII exposure and payroll compliance including FERPA.

## The Community

Worcester is a city of 206,518 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 miles west of Boston, 50 miles east of Springfield, and 40 miles north of Providence, R.I. The City has a total area of 38 square miles. It is bordered by the communities of Auburn, Grafton, Holden, Leicester, Millbury, Paxton, Shrewsbury, and West Boylston.



During the turn of the 19th 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 20th century, manufacturing began to move overseas sparking an economic downturn. In the late 20th century, the local economy began to recover as the City expanded into the biotechnology and healthcare fields.

Worcester today 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 eight colleges and universities, including Assumption College, Clark University, College of the Holy Cross, Massachusetts College of Pharmacy and Health Sciences University, Quinsigamond Community College, Worcester Polytechnic Institute, and Worcester State University. Anna Maria College is located in neighboring Paxton and Tufts University Cummings School of Veterinary Medicine is located in nearby Grafton. Total enrollment for these institutions is

### **Recent Rankings**

Top 10 (#8) Housing Market Nationwide for 2024 (Realtor.com)

#35 Best Place Nationwide to Retire 2023 (US News & World Report)

#21 Safest City Nationwide 2023 (Wallet Hub) – Boston #101

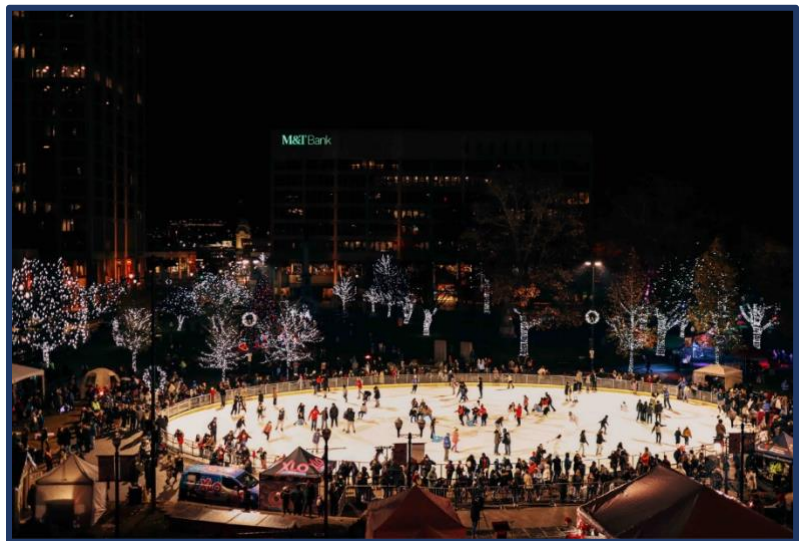
Top 25 Best Places to Live in Northeast 2023 (Livability.com)

Source: City of Worcester

approximately 35,000 with the full-time student population of the Worcester institutions, estimated from school websites, to be approximately 25,000 or 13.5% of the City's population.

Worcester is nationally recognized as an excellent place to live and work, evidenced by recent rankings.

Worcester and the region boast more than 70 cultural venues, including world-class museums, concert halls, theaters, and over a hundred restaurants. The Worcester Common offers a large ice-skating arena in the winter, several seasonal outdoor programs, and numerous events throughout the year. The Worcester Art Museum, the Hanover Theatre for the Performing Arts, Mechanics Hall and several college and university





theaters and galleries showcase local, national and international art exhibits and provide excellent performance venues.

Worcester has a thriving convention center, the [DCU Center](#), built in downtown Worcester in the late 1990s. The DCU Center, an indoor arena and convention center owned by the City and located in downtown Worcester, averages over 700,000 attendees per year. The City has recently invested approximately \$60 million to support improvements at the DCU facility.

Worcester is home to four sports teams which bring visitors to the City and contribute to its economy: the Worcester Red Sox (Major League Baseball Triple-A); the Worcester Bravehearts (Futures Collegiate Baseball League); the Worcester Railers (East Coast Hockey League - ECHL); and the Massachusetts Pirates (National Arena League).

Centrally located to provide easy access to all points in New England, Worcester offers multiple transportation options including MBTA commuter rail and Amtrak train service, while [Worcester Regional Airport](#) provides commercial airline and private aviation flights.



In 2000, historic [Union Station](#) was reopened following a \$32 million renovation. Union Station serves as Central Massachusetts' premier intermodal facility featuring multiple options for travel including Amtrak, commuter rail, inter- and intra-city bus services, and taxi services as well as a parking garage. In addition to serving as a bustling intermodal transportation center, the facility provides retail and office space as well as dining and event space. Over \$7 million in improvements have recently been made or are in process

at Union Station. The MBTA, in partnership with the Worcester Redevelopment Authority, recently opened a new Center Platform Project which allows for an expansion of the MBTA rail service. The estimated project cost is \$45 million.

Significant public and private investment are currently underway or recently completed in Worcester. The \$119 million [Polar Park](#), the newly constructed state-of-the-art Triple-A baseball stadium, officially opened on May 11, 2021. The ballpark is home to the Worcester Red Sox (“WooSox”), the Triple-A affiliate of the Boston Red Sox, and also hosts numerous festivals, community events, and Holy Cross football games.



A Land Disposition and Development Agreement (“LDDA”) with Madison WG Holdings, LLC (“Madison”) captures the respective responsibilities of Madison, the Worcester Redevelopment Authority (WRA) and the City relative to the private development program within the Ballpark District and provides for significant private investment and construction within the District. Madison will build a 125-room hotel on Madison Street across from Polar Park and will also construct two market-rate residential buildings totaling at least 350 units. The first residential building received its certificate of occupancy in the fall of 2023 and the initial wave of tenants are now living in the property. The building consists of 228 market-rate housing units, parking, and first-floor retail with an estimated private investment of \$90 million. The “Left Field Building,” intended to be commercial office space or life sciences space, will be at least 90,000 square feet. An additional laboratory/life science building on Green Island Boulevard is also proposed to be constructed. The WRA completed the construction a 348-space parking garage across the street from Polar Park, which has been fully leased to Madison.



Additional development in the area of Polar Park includes [“The Cove,”](#) consisting of 173 units of market-rate housing with first-floor commercial retail and associated parking with a total private investment estimated in excess of \$70 million, and the redevelopment of the legacy Table Talk Pies facility next to Polar Park into 83 units of affordable housing at a cost of \$42 million.

The demand for housing in the City continues to rise with its increasing population. The Median Sales Price has increased significantly with single family units increasing from \$217,000 in 2016 to \$405,000 in 2023 and multi-family units during that same period increasing from \$233,000 to \$580,000.

The implementation of the ongoing [Downtown Worcester Urban Revitalization Plan](#) includes



major infrastructure projects and enhanced streetscapes, and will facilitate the creation of hundreds of units of new housing and mixed-use commercial opportunities. The multi-phased [CitySquare](#) project, located in the heart of Worcester, includes 365 housing units, 168 hotel rooms, and 550 parking spaces. The project included new office buildings, a hospital expansion, retail, and restaurants that have

revitalized the area of the former mall and brought vitality to the area adjacent to Worcester Common.

Mayo Group, a residential and commercial real estate firm based in Boston, continues the development of its properties adjacent to Worcester Common. Mayo has invested over \$30 million into the district which it has branded The Grid District. The investments include a new beer garden, restaurant and new first-floor retail space with residential units above. The Grid District includes 90 renovated residential units in an historic building, Park Plaza, located at 507 Main Street, and 70 new units of housing at the former Bancroft Motors property on Portland Street. These newer units join the 400+ units of housing which have been purchased, renovated, and rented out by Mayo over the past five years.

The \$30 million redevelopment of the former Loew's Poli Palace Theatre into the state-of-the-art [Hanover Theatre for the Performing Arts](#) stimulated the redevelopment of this area of the downtown. The theater boasts 2,300 seats and attracts patrons into the downtown core every year to see live performances of off-Broadway shows, concerts, recitals, and other live performances. Francis R. Carroll Plaza, located in front of the Theatre, has undergone a \$1.5 million makeover which extended to the front door of The Hanover Theatre and provided exhibition space as well as additional tables and seats to serve patrons of a restaurant planned for the venue.



The North Main/Lincoln Square area of Downtown has undergone substantial changes in recent history and significant private investment. WinnDevelopment recently celebrated the groundbreaking of its Lincoln Square Boys' Club redevelopment project, which will provide 90

units of mixed-income senior housing. The former [Worcester County Courthouse](#) was redeveloped into 117 units of mixed-income housing and ancillary retail space, which includes the new Major Taylor Museum, at a cost of \$60 million. The Central Building at 332 Main Street was redeveloped into a 55-unit mixed-income housing community that includes 14 workforce apartments and 7,000 square feet of ground floor retail space at a cost of \$26 million.



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: 206,518  
Households: 80,177  
Total Annual Budget FY25: \$893 million  
Land Area: 38.57 square miles  
Road Miles: 535.88  
Median Home Value: \$352,050  
Median Household Income: \$63,011  
Median age: 32.9  
Government Type: Council-Manager



## 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, six of whom are elected at-large and five of whom are elected from districts. The City Manager, appointed by the City Council, is the chief executive officer, and department heads are under his or her supervision.

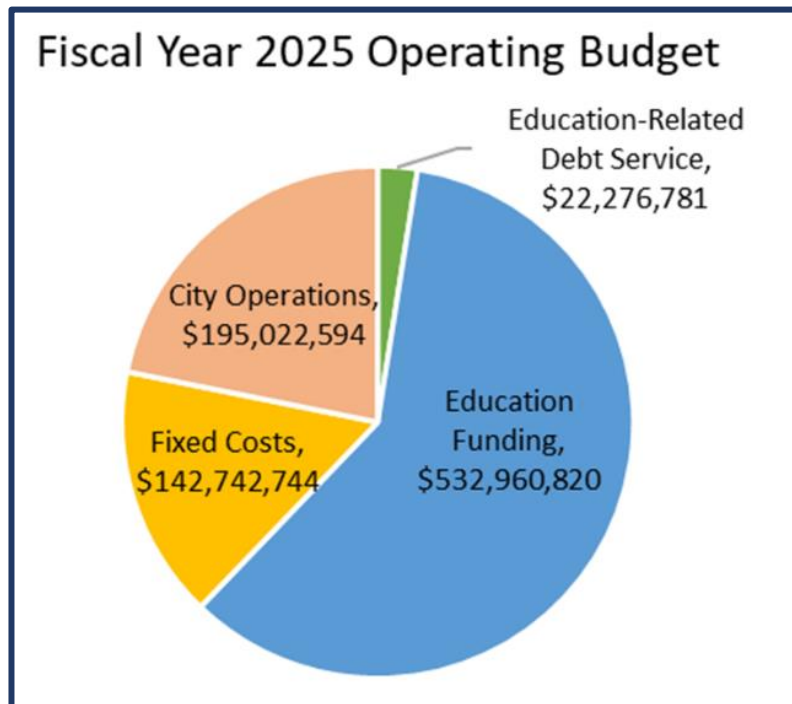
Worcester is a diverse governmental body, consisting of numerous departments, divisions, and sections all working together to serve the residents of Worcester.

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.



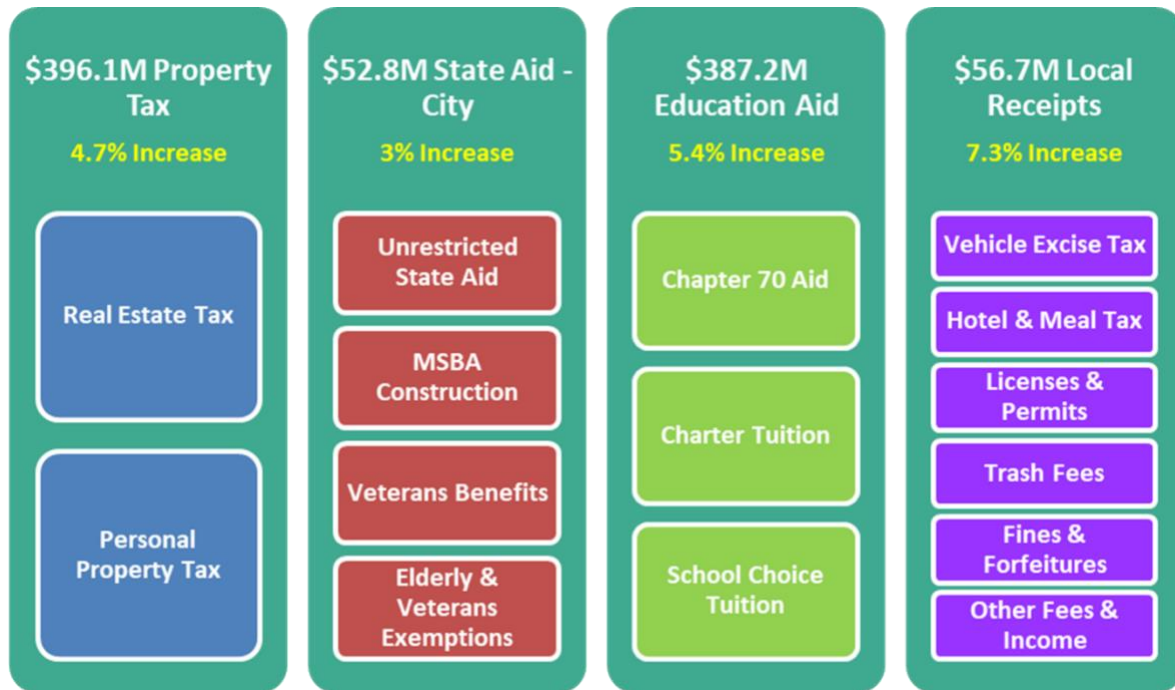
## City Finances

Worcester's [FY25 budget](#) is \$893 million, with approximately 60% committed to the Worcester Public Schools, charter schools, school choice, and special education. The City has an FY25 capital borrowing of \$136 million, a significant portion of which is Massachusetts School Building Authority (MSBA)-related borrowing or enterprise/self-funded borrowing. 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. Worcester's Comprehensive Annual Financial Reports, Federal Programs Audit Reports, and Management Letters can be located on the [City Auditor's page](#) of the City's website.

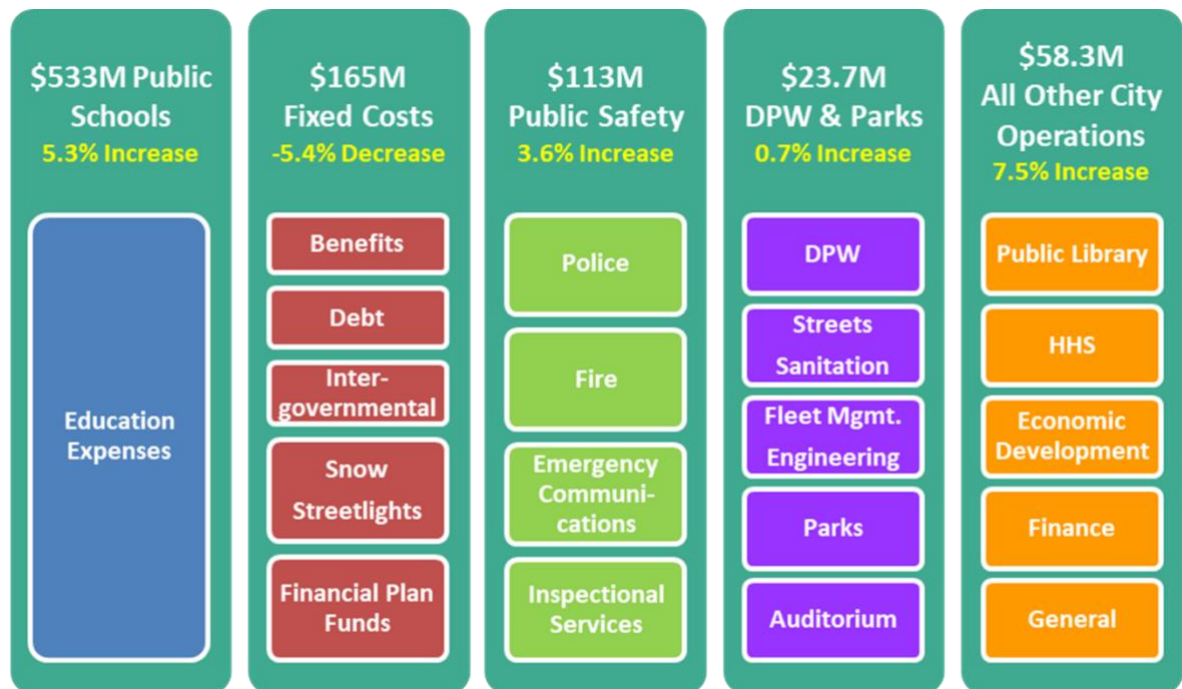




Worcester's FY25 revenues are:



Worcester's FY25 Expenditures are:



Source: City of Worcester

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, and maintain fiscal responsibility.

The City's Priority Areas will guide its [Strategic Plan](#) and municipal operations for the next five

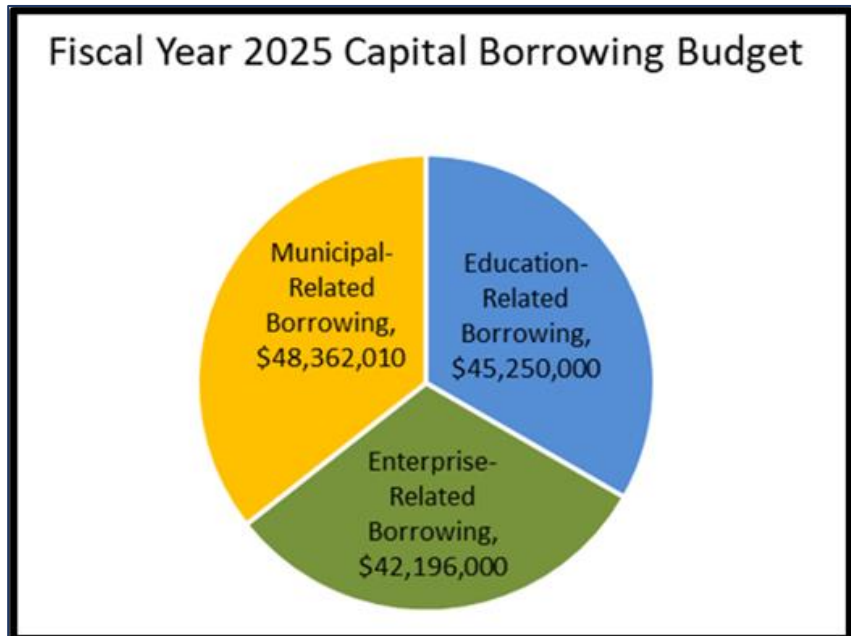


years. The budget focuses on key initiatives designed to support those priorities. The investments serve to elevate the quality of life for all. Information that delves into the specifics of the City's prioritized investments are detailed within the FY25 Budget.

The five-year FY25 [Capital Budget](#) takes into account the collective priorities of the community, City Council, and City Manager's

administration following the vision of the Strategic Plan. The FY25 CIP provides for a total annual borrowing of \$136M, \$41.25M or 30% of which is related to Worcester Public Schools – Massachusetts School Building Authority (MSBA) projects. It also includes a total tax levy capital borrowing of \$41.75M; enterprise and self-funded borrowing of \$51.8M, and \$65M in potential grant funding to be invested in the City.

These recommendations include mission critical equipment like new public safety vehicles and equipment in Police, and Fire; investments in cloud data transfers and backups through the Department of Innovation & Technology; investments in core assets including public schools, police headquarters, fire stations, and City Hall; the design of safer, more inclusive streets through the Department of Transportation and Mobility, as well as the maintenance of streets and parks through the Department of Public Works. Additionally, improvements are planned at the DCU Center and Union Station, the Auditorium roof replacement, and parking, water and sewer infrastructure upgrades.



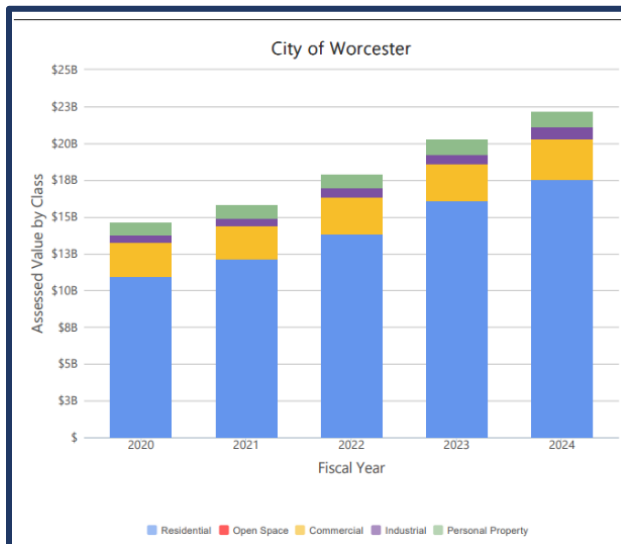
### FY25 Capital Spending Financed

Debt Funding Source	FY25 Borrowing	FY25 New Authorization	Prior Year Loan Authorization	Grant / Donation Funds
Tax Levy	41,555,302	46,371,444	38,273,858	23,923,981
DCU Center	9,606,708	-	9,606,708	-
ESCo	1,200,000	1,200,000	-	-
MSBA	41,250,000	-	41,250,000	28,000,000
Off Street Parking Board	1,200,000	150,000	2,950,000	-
Golf	75,000	-	150,000	-
Sewer	21,266,000	20,430,000	15,296,000	4,500,000
Water	19,655,000	18,070,000	3,700,000	-
<b>Total</b>	<b>\$ 135,808,010</b>	<b>\$ 86,221,444</b>	<b>\$ 111,226,566</b>	<b>\$ 56,423,981</b>

Source: City of Worcester

According to the Massachusetts Department of Revenue’s Division of Local Services, the total assessed valuation of the City in FY24 was approximately \$22.2 billion, including about \$17.5 billion in residential, \$2.8 billion in commercial, \$785 million in industrial and \$1.1 billion in personal property. FY24 New Growth was \$11.2 million.

In FY24, Worcester has an available Proposition 2½ levy limit of approximately \$405 million and



an excess levy capacity of approximately \$23.8 million. The City’s FY24 Bond Rating Stabilization Fund balance is \$54.5 million and Free Cash was \$18.9 million. The FY24 Overlay Reserve Fund was \$4 million.

The FY24 average single-family tax bill was \$5,103 and the City has 25,369 single-family parcels with an average assessed value of \$248,697.

Worcester has approved budget and finance policies, including the City’s [Financial Integrity Plan](#) which was intended to improve its long-term financial stability. Originally the Five

Point Plan, adopted in 2007, it includes 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 pension funding formula, established an annual borrowing cap, established a reserve policy, and required that 50% of net free cash be deposited into the City’s Bond Rating Stabilization Fund and 30% of net free cash be deposited into the City’s OPEB liability trust fund.

## The Treasurer & Collector Position

Worcester seeks a highly professional, experienced Treasurer & Collector who can manage and lead the Treasury and Collection division and provide quality services to the public. Preferred candidates will be highly motivated and excited at the chance to join a dynamic, dedicated team that continues to move the City forward.

The next Treasurer & Collector will shepherd the implementation of the new integrated enterprise resource planning system (ERP) financial and billing system in the Department of Administration and Finance. The new Workday financial system and Tyler/Munis billing software, among other technology enhancements, will revolutionize municipal operations and enhance critical processes in the A&F Department and the Treasury & Collection Division, providing a state-of-the-art financial and billing system.

Successful candidates will possess exceptional management skills with proven ability to lead an integral municipal division, foster teamwork among the 25+ employees, and provide excellent customer service to residents, businesses and taxpayers of Worcester. The ability to establish and maintain effective working relationships with department staff, those doing business in the City as well as state and/or federal regulatory authorities is critical. Extensive personnel management experience is preferred. Candidates must demonstrate knowledge of federal, state and local laws and regulations relating to municipal finance, financial reporting, treasury management, debt administration, investment and money management, internal controls, tax title, and payroll.

### Required Knowledge, Skills, and Abilities

- Knowledge of municipal fiscal policies, operating practices, and procedures as well as applicable State and/or Federal laws/regulations
- Knowledge of Microsoft office software including word processing and spread sheet applications in support of department operations
- Strong verbal and written communications skills
- Effective supervisory skills
- Excellent customer service skills
- Ability to work independently and with a team
- Ability to deal with dissatisfied members of the public tactfully and effectively
- Ability to establish and maintain effective working relationships and oversight of department staff, as well as those doing business in the City and state and/or federal regulatory authorities
- Ability to administer an operating budget

**Annual Salary: \$130K+/-**, commensurate with qualifications. An attractive benefits package, including health and retirement plans, is part of the compensation package.

## Education and Experience

- BA/BS in Accounting, Finance, Public Administration, or related field.
- A substantive level of direct experience will be considered in lieu of the academic requirement.
- Seven (7) years of related finance experience, preferably in a municipal finance setting.
- Three (3) years of supervisory experience in finance.
- Successful candidate must be bondable and have knowledge of state and federal regulations regarding municipal finance.
- Residency is required within one (1) year of employment, however that requirement can and has been previously waived by the City Manager.

## Preferred

- Master's Degree in Accounting, Finance, Public Administration, or related field
- Certified Public Accountant
- Willingness to attain Massachusetts Collectors and Treasurers Association Certification
- Five years of supervisory experience in municipal finance setting
- Experience as Treasurer & Collector in another Massachusetts municipality
- Ten (10) years in a municipal Treasury environment
- Workday and Tyler/Munis experience, or similar Enterprise Resource Planning and billing/collections software

## How To Apply

Interested applicants should submit a cover letter and résumé, via email to:

[HR@worcesterma.gov](mailto:HR@worcesterma.gov)

Subject: Worcester Treasurer & Collector Search

Position is Open Until Filled with a first round of résumé reviews on Friday, September 6, 2024. Résumés will be reviewed according to the outlined qualifications. Applicants chosen to interview for the position will be contacted by the City of Worcester.

Questions regarding the position should be directed to:

Julie Jacobson  
Community Paradigm Associates  
[JJacobson@communityparadigm.com](mailto:JJacobson@communityparadigm.com)

*The City of Worcester is an equal opportunity, affirmative action employer. Women, minorities, people with disabilities, and protected veterans are encouraged to apply.*